

Report To: Greater Cambridge Partnership Executive Board

4 July 2018

Lead Officer: Niamh Matthews – Head of Strategy and Programme

Quarterly Progress Report

1. Purpose

- 1.1. To update for Executive Board members on progress across the Greater Cambridge Partnership (GCP) programme.

2. Recommendations

The Executive Board is recommended to:

- 2.1. Note the Communications and Engagement update in Annexe 1,2,3,4
- 2.2. Note the update on the West of Cambridge Package – Park & Ride in Annexe 7
- 2.3. Agree a six month extension to current skills activity at a cost of £80k. Details in section 9.5 of this report.
- 2.4. Support a contribution, with partners, to the provision of enhanced bus services from the Papworth area in to the Cambridge Biomedical Campus site. The County Council is currently tendering for the bus service. Update to follow.
- 2.5. Agree up to £100k of funding to carry out feasibility studies on potential affordable housing schemes on Cambourne High Street and at the Abbey stadium in Cambridge. Details at section 8 and Annexe 5 and 6 of this report.

3. Officer comment on Joint Assembly recommendations and issues raised

- Several members were interested to understand more about the skills workstream and specifically wanted a more recent update on apprenticeship numbers. Officers agreed to bring this back to the next meeting. Members also asked for reassurance that the GCP was working with the Combined Authority to develop skills proposals.
- Members were keen to understand more about what principles are applied when projects are being considered for GCP investment. Officers reassured Members that the first principle is to ensure that any GCP investment would offer genuine additionality to the project.
- Members were enthusiastic about the autonomous vehicle pilot and wanted to ensure it met its predicted timescales.

- There was also interest in the smart panels, Members asked that Cambridge North station also be considered as a location for a smart panel.

4. Programme finance overview (to end of March 2018)

4.1. The table below gives an overview of spend to end March 2018. All underspend has been rolled over in to the 18/19 budget which was agreed in March 2018 Budget setting report.

Funding type	2017/18 budget (£000)	Expenditure to year end (£000)	Forecast outturn (£000)	Actual variance (£000)	Status*		
					Previous ¹	Current	Change
Programme Budget	12,721	10,045	-	- 2,676			↔
Operations Budget	3,462	2,280	-	-1,182			↔

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

4.2. The table below gives an overview of the 2018/2019 Budget as agreed at the March Executive Board. Operations and Programme budgets have been combined to give a clearer overview of all GCP spend.

Funding type	2018/19 budget (£000)	Expenditure to date (£000)	Forecast outturn (£000)	Variance (£000)	Status*		
					Previous ²	Current	Change
Infrastructure Programme and Operations Budget	26,918	3,234	26,918	0	-	-	-

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

¹ Throughout this report references to “previous status” relates to the progress report last considered by the Joint Assembly and Executive Board

² Throughout this report references to “previous status” relates to the progress report last considered by the Joint Assembly and Executive Board

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	250	2016 - 2018	301			↑
Delivering 1,000 additional affordable homes**	1,000	2011-2031	851			↔

**Based on housing commitments as at 10 May 2018. On rural exception sites and 5 year land supply sites in the rural area

5. Housing Development Agency completion locations and tenure types:

Scheme Name	Local Authority	Ward / Area	Actual Affordable Completions 2016/17	Actual Affordable Completions 2017/18	Tenure Breakdown**
Colville Road	City Council	Cherry Hinton	25	0	25 AR
Water Lane	City Council	Chesterton	0	14	14 AR
Aylesborough Close	City Council	Arbury	20	0	20 AR
Clay Farm	City Council	Trumpington	0	104	78 AR & 26 SO
Homerton	City Council	Queen Edith's	39	0	29 AR & 10 SO
Fen Drayton Road	SCDC	Swavesey	20	0	20 AR
Horseheath Road	SCDC	Linton	4	0	4 AR
Hill Farm	SCDC	Foxton	15	0	15 AR
Ekin Road	City Council	Abbey	0	6	6 AR
Hawkins Road	City Council	Kings Hedges	0	9	9 AR
Fulbourn Road	City Council	Cherry Hinton	0	8	8 AR
Uphall Road	City Council	Romsey	0	2	2 AR
Bannold Road	SCDC	Waterbeach	0	11	11 AR
Cambridge City Housing Company	City Council	Arbury & Chesterton	0	24	24 AR
Total New Homes			123	178	

** AR – Affordable Rent

SO – Shared Ownership

6. Delivering 1,000 additional affordable homes

- 6.1. 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 Cambridge and South Cambridgeshire Local Plan requirements can any affordable homes on eligible sites be considered as 'additional' and count towards this target. As reported to the Executive Board in March 2018, the Greater Cambridge housing trajectory published in both Councils' Annual Monitoring Reports (AMRs) in December shows a comprehensive assessment of planned housing delivery and actual completions (taking into account developer updates).
- 6.2. Until 2020/21, affordable homes being completed are counting towards delivering the Greater Cambridge housing requirement of 33,500 dwellings. Therefore it is estimated, based on current information that any affordable homes on eligible sites anticipated to be delivered from 2020/21 can be counted towards the delivery of the 1,000 additional affordable homes.
- 6.3. Between the annual publication of the housing trajectory, officers prepare interim updates for the purpose of monitoring progress towards delivering the additional 1,000 dwellings. These updates only take account of the number of affordable homes on eligible sites from additional planning permissions and resolutions to grant planning permission, and are not a comprehensive review and therefore should be used as an indication of progress only. Indeed there is a risk that the anticipated number may go up or down when the housing trajectory is updated on a comprehensive basis for publication in the AMRs, as was the case reported to the Executive Board in March 2018.
- 6.4. The table in paragraph 3 above shows that on the basis of known planning permissions and planning applications with a resolution to grant planning permission that 851 affordable homes on eligible sites are likely to be delivered 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 85% 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 known sites.
- 6.5. Overall the housing trajectory shows that 38,080 dwellings are anticipated in Greater Cambridge between 2011 and 2031, which is 4,580 dwellings more than the housing requirement of 33,500 dwellings. There remains 13 years of the period to 2031 outstanding during which affordable homes on other eligible sites will continue to come forward as part of the additional supply, 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.

7. Housing Development Agency – Update

- 7.1. In 2016 the GCP agreed a £200k commitment to part fund, over two years, the initial set up of the Housing Development Agency (HDA). That financial commitment came to an end in March 2018 and the HDA is now funded by both fee income and City Council resources.
- 7.2. The GCP investment was successful in establishing the HDA and positioning the HDA as a core delivery body for affordable housing in Greater Cambridge.

- 7.3. The HDA has consistently over achieved its target and has delivered 301 new affordable homes over the last two years against a target of 250.
- 7.4. The HDA continues to deliver a portfolio of schemes and its predominant focus over the next four years is likely to on delivering 500 affordable homes as part of a £70m commitment from the Cambridgeshire and Peterborough Devolution Deal.
- 7.5. Though GCP funding has now ceased, GCP and HDA officers will continue to work together on the delivery of affordable homes across Greater Cambridge.

8. Further opportunities for GCP investment in housing

- 8.1. Through the housing and strategic planning working group, members and officers have been looking for opportunities for the GCP to support further delivery of affordable housing in greater Cambridge.
- 8.2. As part of this work the group has established an evidence base (external research and market data) that strongly suggests there is very little housing choice for most people living in the area earning anything from c£20k - c£50k.
- 8.3. The working group is using this research as well as officer and member expertise to shape its future housing workstream. The working group has used the research to start to develop proposals for delivering or supporting the delivery of a key worker housing product that isn't being delivered by the market.
- 8.4. Further work look at exactly how and where GCP could intervene is required. A number of opportunities have come up including one in Cambourne High Street and one at the Abbey Stadium in Cambridge. Officers are asking the Board to approve £100k, £50k per scheme, to fund feasibility studies for each scheme. Details of each scheme can be found at **Annexe 5** and **Annexe 6**.

Skills

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

Indicator	Target/ profile	Progress	Status		
			Previous	Current	Change
Secondary school/UTC's KS3 & KS4 events	27	27	n/a		n/a
Special needs events	3	3	n/a		n/a
Post 16 (KS 5) events run in schools/UTC's	12	4	n/a		n/a
Business School Brokerage Service	0.75	0.75	n/a		n/a
Multi-school events - Opps Ahead / Primary School Fair/ARU	0	4	n/a		n/a
Apprenticeship events/interactions (students + parents)	35	36	n/a		n/a
Apprenticeship CPD (no of schools)	3	3	n/a		n/a
Business Apprentice Employer Interaction (B2B)	2	2	n/a		n/a
Local Labour Market Information	8	6	n/a		n/a

March 2018 update on current Form the Future activity (detailed KPI's presented for the first time to give a more accurate account of current activity)

9. Other Skills Activity

Training Needs Analysis

9.1. Through Cambridge Regional College (CRC), GCP is supporting an increased awareness raising campaign amongst our businesses, across our priority sectors, to conduct a Training Needs Analysis (TNA) and discuss how apprenticeships could be part of their workforce development plans. CRC are aiming to deliver 179 TNA's (67 of which will be with employers that were previously not working with CRC).

9.2. Progress as of the end of March 2018 was as follows:

Contracted TNA's	Actual TNA March 2018
179	148
Resulting Apprenticeship	Sector
18	Construction
12	Adv Manufacturing
5	IT
6	Life Sciences
12	Engineering
Total	
53	

Apprenticeships

- 9.3. As has previously been reported, 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.
- 9.4. After a significant delay, the final data is now available and is being broken down by County Council analysts so it can be shared as soon as possible in a digestible format. As soon as it’s available it will be shared with the Joint Assembly and Executive Board for review and comment.

Future Activity

- 9.5. As reported in the March report the GCP Skills Working Group has agreed to establish an apprenticeship service to bridge the gap between employers and prospective apprentices as well as to engage with schools and parents. Officers are in the final stages of externally procuring an organisation to manage the service. Officers are currently working on the procurement process.
- 9.6. In March officers reported that, depending on the quality of tender returns new activity should be operational by early May 2018. There has been a delay in the tender process due to the need to follow the guidelines of the Office for the Journal of the European Union (OJEU). As such, it’s unlikely that the service will be operational until autumn 2018.
- 9.7. To ensure there no complete pause in activity and subject to formal Board approval, officers would like to extend the current activity, being carried out by Form the Future, by six months at a cost of £80k.
- 9.8. The extension of activity will enable Form the Future to continue the activities outlined in the indicator table above.

Careers Champions

- 9.9. GCP has also supported schools to develop their capacity by providing access to two programmes:
- a) A Careers Coaching programme with a company called Talentino - 9 schools and 79 staff
 - b) L4 & L6 Units of the Careers qualification - upskilling staff to ensure that those providing careers Information Advice and Guidance are appropriately qualified. This is delivered by Cambridgeshire County Council - 6 schools 11 staff

Both of these programmes are still on going and some schools are now exploring/committed to the Careers Quality Award as a result.

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	Completed				↑
Digital wayfinding	May 18	June 18			↓
Motion Map	2018	Launched on 20 Jun 18			↔
First steps to Intelligent Mobility	Completed				↔
Phase 2	2020	2020			↔

10. Digital wayfinding

10.1. For the pilot stage of this work, the specialist company ‘21st Century’ has been appointed to deploy both a wayfinding screen at Cambridge Station and a ticket machine with integrated wayfinding at Trumpington Park & Ride.

- Station Gateway: the current screen at the station gateway is difficult to read and fails often. The new screen to replace this will give high level travel information such as real-time bus information, walking routes into town and will give visitors access to onward travel information.
- Trumpington Park and Ride: the installation of a next generation ticket machine with built-in screen for real time bus and wayfinding information. Tickets can be purchased via Chip and Pin and, if under £30, via contactless. The software is also mobile wallet compatible for Apple Pay and Android Pay if the Client Merchant account supports it. There is also the option to dispense rail tickets.

10.2. The wayfinding screen at the station gateway was deployed on 20 June 2018 and the device at Trumpington Park and Ride is scheduled for deployment shortly afterwards.

11. MotionMap travel app

11.1. The MotionMap app provides travellers with travel options in Cambridgeshire. Key features of the app include the following:

- Provides real time bus information where it is available
- Offers alternative ways of getting around

- Offers multi-modal options (including directions for walking to a bus stop)
- Allows easy searching for destinations
- Provides an engaging design so that it is easy to use for first time users and those unfamiliar with the city
- Has the potential to 'nudge' behaviours by presentation of different options

11.2. An improved version of the app has been available for download from both the Apple and Google Play app stores since early March 18. Formal launch and publicity took place on 20 June 2018.

12. Smart Panels (Lobby Screens)

12.1. This project has developed content from the Intelligent City Platform (iCP) using real time bus and other data to provide valuable information for travellers. The content of the screens is configurable so that information about buses and trains is relevant to the location of the screen. The screens are capable of showing buses as they make their way to nearby bus stops so that travellers can plan accordingly. A pilot Smart Panel is now operational in Shire Hall reception and further pilots were installed during late May and early June.

13. Travel information launch event

13.1. A Travel information event took place on 20 Jun 2018. This formally marked the launch of the Digital Wayfinding devices pilot, the MotionMap app and Smart Panel pilot.

13.2. Following the launch, further publicity will encourage usage of the Digital Wayfinding devices and further downloads of the MotionMap app. Organisations will also be able to request Smart Panels from the Smart Cambridge team.

14. Autonomous vehicles (AVs)

14.1. A bid for Government funding to the Centre for Connected and Autonomous Vehicles (CCAV3) has been successful. The project will develop AVs to run out of hours on the Cambridgeshire Guided Busway to the Cambridge Biomedical Campus and Trumpington Park and Ride. The project will result in 5 or 6 vehicles running a trial service. The project kick-off is planned for late June 2018, with outline plans for a vehicle pilot by end-Apr 19 and the trial service commencing mid-2019.

Transport

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

15. Transport delivery overview

Project	Delivery stage	Target completion date	Forecast completion date	Status		
				Previous	Current	Change
Tranche 1						
Ely to Cambridge Transport Study	Completed					
A10 cycle route (Shepreth to Melbourn)	Completed					
Greenways Development	Design	2018	2018			↔
Histon Road	Design	2022	2019			↔
Rural Travel Hubs	Design	2019	2019			↔
Milton Road	Design	2021	2020			↔
Chisholm Trail cycle links	Phase 1	Design	2020	2020		↔
	Phase 2	Design	2022	2022		↔
Cambourne to Cambridge / A428 Corridor	Design	2024	2023			↓
City Centre Capacity Improvements [“City Centre Access Project”]	Design	2020	2020			↔
Cambridge Southeast Transport Study (formerly A1307)	Design	2025	2023			↔
West of Cambridge Package	Design	2021	2021			↔
Greater Cambridge Rail Study	Design	2018	2018	n/a		n/a
Cambridge South Study	Design	2019	2019	n/a		n/a
Cross-city cycle improvements	Fulbourn / Cherry Hinton Eastern Access	Construction	2019	2018		↔
	Hills Road / Addenbrooke’s corridor	Construction	2017	2018		↔
	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		↔

16. Transport finance overview (to March 2018)

Project	Total Budget (£'000)	2017-18 Budget £'000	2017-18 Outturn £'000	2017-18 Variance £'000	2017-18 budget status		
					Previous	Current	Change
Histon Road bus priority	4,280	200	46	-154			↔
Milton Road bus priority	23,040	800	339	-461			↔
Chisholm Trail	8,400	2,025	849	-1,176			↔
Cambourne to Cambridge / A428 corridor	59,040	1,200	1,871	+671			↔
Programme management & Early scheme development	4,950	950	803	-147			↔
Cambridge Southeast Transport Study (formerly A1307)	39,000	1,000	354	-646			↔
Cross-City Cycle Improvements	8,000	3,537	2,966	-571			↔
West of Cambridge package of interventions (formerly Western Orbital)	5,900	600	717	+117			↔
Ely to Cambridge Transport Study	2,600	783	391	-392			↔
A10 cycle route (Shepreth to Melbourn)	550	0	42	+42			↔
City Centre Access Project	8,045	1,426	1,413	-13			↔
Greenways	480	200	256	+56			↔
Total	164,285	12,721	10,047	-2,674			-

The explanation for variances is set out below.

Histon Road – Bus Priority

- 16.1. The underspend of £154k for 2017/18 occurred as programme timescales were affected by the extensive Local Liaison Forum (LLF) engagement process which has resulted in further rounds of modelling and design. A preliminary concept design was approved by the Executive Board in March 2018 and will be consulted on in May / June 2018.

Milton Road – Bus Priority

- 16.2. The underspend of £461k for 2017/18 occurred as the programme timescales were affected by the further Local Liaison Forum (LLF) engagement process resulting in additional modelling and design.

Chisholm Trail

- 16.3. The planning application for Phase One between Cambridge North station and Coldhams Lane has been approved by the Joint Development Control Committee, and there are extensive pre-commencement planning conditions which are in the process of being discharged. The planning process took longer than expected, hence delaying the main construction works. There was an underspend of £1.2m, based on the original 2017/18 budget, which will carry into 2018/19.
- 16.4. Tarmac are working alongside the project team to consider matters of buildability, programme and efficiency. They have now submitted a 'target cost' for the project and this is currently being assessed, with the likelihood of works commencing in late May. Enabling works to clear vegetation and fell trees is nearing completion.

Cambourne to Cambridge / A428 Corridor

- 16.5. Final outturn is £1,871k. This is £671k over the projection at the start of the year. This is due to an increased pace of work in support of the July business case reporting date. This re-profile does not represent an overall increase in spend in project development but reflects the bringing forward of work by the project team in line with the requirements of the programme and the need to respond to emerging issues such as Cambridge Area Metro as well as meeting Board requests to bring forward additional analysis on the on road options.

Programme management & early scheme development

- 16.6. £1.75m of the original budget has been allocated to pay for GCP's contribution to the development phase of Cambridge South station and the budget was reduced accordingly. Recent costs have included development work on Rapid Mass Transit (CAM), all other whilst other project work is being correctly coded directly to the relevant projects.

Cambridge Southeast Transport Study (formerly A1307)

- 16.7. There was an end-of-year underspend compared to the original forecast for this project of £646k. Spend in 2017/18 of £354k has failed to reach the revised forecast of £500k due to work expected to be completed in 2017/18 slipping into 2018/19.

Cross-City Cycle Improvements

- 16.8. The outturn showed a shortfall of £571k in spend against the original 17/18 budget, although the spend was higher than the £2,800k forecast in January and February 2018. Construction work has commenced on four out of the five projects, though the construction programmes are quite lengthy due to working time restrictions.
- 16.9. For the remaining scheme in Fen Ditton, detailed design is complete and the contractor's target cost is awaited, with work due to commence in July 2018.
- 16.10. Some additional design work to address road safety audit issues and the transition to a new highway services contract have resulted in a delay in the delivery of some of the schemes, hence a reduced spend profile in 2017/18. This delayed spend is instead expected in 2018/19.

16.11. Work on all of the schemes should be substantially complete by the end of 2018.

West of Cambridge package of interventions (formerly Western Orbital)

16.12. The final outturn is £717k (an increase of £117k over the start of year projection). This increase represents additional work required to meet the in-year decision by the Board to separately develop a planning application for the expansion of the Trumpington Park & Ride site as well as the continued development of options for a further new site at J11 of the M11.

16.13. The ground level expansion of Trumpington Park & Ride is progressing towards a full application in spring 2018.

Ely to Cambridge Transport Study

16.14. The study is now complete and all technical reports received. No further consultant costs are anticipated. When the budget was set at £783k, there was an anticipation that more work to advance the recommendations from the study would be undertaken in the financial year. However, given that the findings from the study weren't reported to the Executive Board until early February, there was not enough time left in the financial year to spend the remaining budget. Furthermore, whilst the Greater Cambridge Partnership has substantially funded the study, given the geographic coverage of the recommendations the Combined Authority now has the responsibility for taking forward the recommendations.

A10 cycle route (Shepreth to Melbourn)

16.15. This project is complete. Revised expenditure of £42,000 provided for 2017/18 to allow for late payments to the contractor, takes total costs to £592,000 from an overall lifetime budget of £550,000.

City Access project

16.16. The end year variance shows a small underspend at £13k. The underspend has resulted from delays in receiving information relating to the Paramics model.

Greenways

16.17. The main expenditure in developing the 12 routes has been staff and consultant costs. Spend for the year has exceeded the budget, reflecting the extensive amount of work that has gone into the development of the routes, and the good progress made.

16.18. Preparation is now underway for the next phase of public consultation.

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

Annexe 1

Communications & Engagement Update

1. Summary

In 2017-18, the Board approved further investment in the communications and engagement function to support delivery of the GCP programme. The following provides progress to date and key areas for further development.

2. Progress to date

2.1. Identity refresh

A refresh of the Greater Cambridge Partnership branding was delivered in July 2017; a suite of updated marketing materials has since been developed to strengthen the new brand and to ensure consistency. Our Big Conversation public engagement programme in autumn 2017³ achieved broader public awareness and engagement in the GCP's refreshed vision.

2.2. Website

A new GCP website is currently achieving 1,000 average unique sessions/week with an average of 2.31 pages per session, suggesting good movement around the site. More than half of website traffic comes from search engines and performance tracking shows that GCP projects and identifiers used in searches perform well, returning within the top 10 results on Google.

The site is regularly updated with news and project progress, including publication of relevant documents and presentations. GCP subscribe to Siteimprove for tracking website performance, and their Quality Assurance content analysis rates the GCP website at 97.3/100, against their Government website benchmark of 83.6/100.

Planned development work (including improved document library, improved internal search engine and accessibility) is on-going and subject to a collaborative working environment with Cambridgeshire County Council.

2.3. Digital & social media

Engagement on existing social media channels Twitter and Facebook has increased with YouTube, LinkedIn and Instagram introduced more recently as new channels. Infographics and short films are produced on a regular basis to support scheme and programme delivery.

Current followers on Facebook and Twitter exceed 2,600, and the average post is seen 921 times by social media users, with the most popular post being seen over 7000 times. Social media engagement on GCP Twitter posts (users responding to a post by "liking", re-tweeting etc.) averages at 1.6%⁴.

³ www.greatercambridge.org.uk/bigconversation

⁴ Social Media consultants Social Bakers report that tracking of the top 25 social media brands shows an average engagement rate of 0.7%. Consultants Rival IQ, who produce an annual Social Media Industry benchmark report, tracked average Non-Profit organisation engagement at 0.055%.

To complement live tweeting, live video streaming of Joint Assembly and Executive Board meetings was introduced in January 2018 and has seen up to 18 live viewers at any one time with total meeting views of up to 1,332/meeting, suggesting the channel is achieving improved public access to the democratic process.

2.4. CRM & e-mail marketing

Development of the in-house CRM solution is continuing in collaboration with Cambridgeshire County Council IT and Digital team. The current CRM, however, does not provide the desired service level for e-mail marketing and this has now moved forward through a separate partnership procurement which includes the County Council, with a third partner due to join the contract. This will provide a high level of customer self-service, and also help GCP achieve compliance with GDPR and is due to be delivered summer 2018.

The new email tool will also provide an easy to use subscription interface, allowing customers to select which GCP information topics they are interested in (i.e. projects, themes such as cycling, etc.), along with a unique cross subscription platform, allowing subscribers to GCP updates and newsletters to also subscribe to updates from agencies such as HMRC, Highways Agency, and Gov.UK.

2.5. Consultation & engagement

A comprehensive events schedule provided regular and enhanced opportunity for engagement with key stakeholder groups. New channels were introduced to deepen and broaden engagement including through sponsorship & speaker opportunities, competitions, an inaugural GCP conference, stakeholder round-table events/workshops and Our Big Conversation.

External reviews were commissioned to quality assure GCP's existing approach to consultation and engagement and the learning from these put into practice. A review of consultation and engagement was carried out by external agency Social Communications (**Annexe 2**) and an interim review of the approach to Local Liaison Forums carried out by The Consultation Institute (**Annexe 3**).

Evaluation to date shows that in 2018-19 GCP reached and engaged new audiences, including groups traditionally under-represented in previous consultations. The commissioning of opinion research has provided a benchmark for public survey responses and ensures decision-makers can hear from the range of demographic groups.

3. Next steps

3.1. Engagement

Work is well underway to plan and co-ordinate a busy programme of consultation and engagement activity during 2018-19 which is expected to include formal public consultation exercises on a number of schemes (subject to approval). The plan seeks to co-ordinate multiple and, on occasion, simultaneous engagement and consultation requirements through a manageable and streamlined calendar of face-to-face activity supplemented by increased online dialogue. All events will be published on the GCP website when details are confirmed.

Building on the success of Our Big Conversation (OBC), GCP will continue to hold general community drop-in/awareness-raising sessions in popular/high footfall locations to supplement project or audience-specific events and presentations.

A new online consultation tool 'EngagementHQ' will be used from June 2018 onwards to drive wider public involvement in project development.

Consideration will be given to commissioning opinion research as appropriate, to inform or supplement public surveys.

A GCP Community Sounding Group (CSG) is being trialled, to complement existing mechanisms for engagement and to provide further challenge and advice to GCP proposals from a local perspective. Details of the CSG can be found at www.greatercambridge.gov.uk/CSG

3.2. Local Liaison Forums (LLF)

Findings of the LLF review were shared with the Executive Board, Joint Assembly and with Chairs/Vice Chairs of existing LLFs. The recommendations were broadly welcomed.

A facilitated workshop with available Chairs, Vice Chairs and Project Officers held in May 2018 identified opportunities to improve the current process and further broaden engagement. All feedback captured at the workshop can be found at **Annexe 4**. GCP is progressing the quick-wins identified which includes standardising Terms of Reference including clarity on roles and responsibilities, GCP investment in meeting management including audio equipment and considering social media channels to supplement.

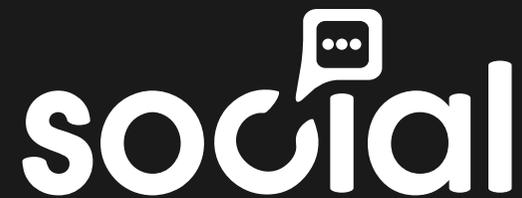
Since the CI review, no new LLFs have been established. However, the advent of multiple new schemes dispersed across the Greater Cambridge geography (for example, Greenways) raises the potential for new LLFs which could quickly outstrip resource if operated in their current form. More recently there has emerged a growing demand for geographically-focused engagement which cuts across multiple schemes, for example in Cambridge South.

The value of stakeholder involvement in delivery is set out in The Consultation Institute report and GCP is wholly committed to maintaining a programme of community engagement to meet the varied needs of a wide range of stakeholder groups, that continues to harness the benefits of local knowledge and challenge, is practical and provides value for money within the confines of resource.

It is therefore proposed that during 2018-19, the GCP introduces a geographically-based programme of community exhibitions, surgeries and meetings, supplemented by scheme-specific meetings and/or workshops, as and when these are required, as part of scheme development.

Geographically-based community engagement will set individual GCP schemes within the wider strategy context, improving people's awareness and understanding of the 'big picture' as it benefits/affects their community. Responding to feedback from LLF leaders, this approach also has the potential to offer a 'one-stop shop' for a range of linked community issues and provide efficiencies in both time and costs.

It is proposed GCP officers work to devise a programme of engagement set against these principles, taking the reviews and recent feedback into account, with a view to implementation on a trial basis from autumn 2018.



Public Consultation Review
Greater Cambridge Partnership
August 2017



About Social Communications

Social Communications is a complete communications agency. Working across the UK from our offices in Manchester, Leeds and London, we bring a new approach to PR and engagement in the fields of property and infrastructure – spanning energy, housing, education, transport, planning, construction and more.

Our public affairs team has managed consultation campaigns for the UK's biggest names in housing, retail and energy – consistently delivering results for clients including Tesco, RWE Innogy UK, Places for People, Linden Homes, Bruntwood, Barratt Homes, National Grid and Royal Bank of Scotland. We are currently engaged on the Government's Garden Town programme with our work for Places for People on their Gilston Park Estate scheme. At the same time, we are currently working with a number of local authorities including Mid Sussex, Oldham, Tameside and Bradford District Councils respectively.

In 2016 Social Communications was named Public Affairs Agency of the Year at the PRMoment.com industry awards.

We are a proud member of the Public Relations and Communications Association and subscribe to the organisation's Codes of Conduct and Professional Charter. We observe the highest standards in the practice of Public Relations and conduct our professional activities with proper regard to the public interest.

Background

The Greater Cambridge Partnership (GCP) is an economic growth partnership between local authorities, the University of Cambridge; and the Greater Cambridge Greater Peterborough Local Enterprise Partnership. The GCP will see the Government provide up to £500m of funding and help to secure the future of Greater Cambridge as a leading UK and global hub for research and technology, delivering vital infrastructure to boost economic growth and assisting in the delivery of housing need and enhance the quality of life for people in Cambridge and South Cambridgeshire.

The Government has already committed £100m in funding up to 2020 with up to £400m to follow subject to independent economic assessment of its earlier schemes. At the outset of the partnership,

the formation of a cross-party Executive Board and Joint Assembly helped to achieve political consensus and drew on the resources of the local authorities.

The GCP is now looking to establish a more permanent leadership team to bring in additional expertise to help achieve its ambitions. This comes at the same time as the introduction of the Cambridgeshire & Peterborough Combined Authority which has seen the election of a new mayor in May this year.

In 2017, as initial schemes move towards delivery, the GCP aims to raise greater awareness and support for the benefits that will be generated from this £500m investment in Cambridge and the wider area and to build its evidence base towards its longer-term investment

strategy. The first step of this process has been the development of a refreshed visual identity and narrative to ensure that stakeholders and residents are able to identify with the tangible long-term benefits of the City Deal in a holistic manner, rather than for example viewing the short-term disruption caused by construction of highway improvements.

For this narrative to be successful, the GCP needs to ensure that the public and stakeholder engagement strategy goes above and beyond the traditional attendees of consultation events and that it is able to harness the views of the 'silent majority' who are likely to identify with some of the benefits that the City Deal has to offer.

Purpose of the Review

Social Communications has been commissioned to provide independent assurance and guidance on the GCP's approach to public consultation by reviewing previous consultation exercises and to make recommendations to improve and provide more effective engagement in the future. We are aware, at the same time, The Consultation Institute was commissioned to carry out a review of GCP Local Liaison Forums. We have therefore sought to avoid duplication in this respect.

Methodology

Social Communications has adopted a two-pronged approach to the consultation review which has involved a desk based review of the following public consultations undertaken by the GCP as well as an overview of the corresponding Local Liaison Forums and associated public petitions:

- Cambourne to Cambridge
- The Chisholm Trail
- Cross City Cycling
- Milton Road
- Histon Road
- Western Orbital
- A1307 – Three Campuses To Cambridge
- City Access Scheme

Methodology

In addition to this we have held several face-to-face meetings with GCP Officers and have met with Members of the GCP's Joint Assembly and Executive Board including the following individuals:

- Beth Durham, Strategic Communications Manager
- Debbie Goodland, Community Engagement Manager
- Tanya Sheridan, Programme Director
- Sir Michael Marshall
- Cllr Bridget Smith
- Cllr Tim Bick
- Cllr Kevin Price
- Cllr Dave Baigent
- Cllr Noel Kavanagh
- Cllr John Williams
- Claire Ruskin

Findings

Whilst the GCP's consultation approach is consistent with the Department for Transport's major development methodology, there are a number of aspects which could be improved to ensure that a greater cross section of society is engaged and to help give proposals a greater chance of success of being delivered on time and with community support. Our areas of observation have been segmented below and provide further details of our comments.

1. Decision Making & Timescales

- Based on our extensive previous experience of undertaking public consultations it is apparent after meeting with GCP Officers and reviewing case studies, that a greater lead-in time would have allowed for the team to go beyond the consultation requirements for the tranche 1 transport projects.
- There was clear impetus to commence consultation once the first tranche of Greater Cambridge City Deal (City Deal) funding became available from HM Government; and maintain momentum in consultations which did not necessarily allow for the formation of an essential overarching narrative for the City Deal and provide a context for individual transport projects.
- At the same time, once a public consultation window had closed for a project e.g. Cambourne to Cambridge, there was a lack of time for a project debrief to identify lessons learnt and build on best practice in advance of further consultation events. Indeed, the high turnover of consultation exercises resulted in a lack of capacity within the GCP's consultation team and it is clear that Officers were often required to triage tasks and 'think on their feet' due to high workload.
- This is evidenced throughout the consultation reports as the depth and breadth of engagement, rather than being homogenous across all exercises. It develops on an ad hoc basis in chronological order until the City Access Scheme consultation undertaken in late 2016, which illustrates a strong case study for community engagement. Despite negative feedback, the overall approach to consultation ensured that information events and opportunities for feedback were widely publicised beyond traditional consultation channels and led to engagement with a significant proportion of local residents and businesses.

Case Study



Client

**Bradford Metropolitan
District Council**

Project Name

Next Stop Bradford

In early 2017, Social Communications was appointed by Bradford Council to support their efforts to secure a new 'High-Speed' railway station in the City Centre as part of Northern Powerhouse Rail.

The team created a public-facing campaign 'Next Stop Bradford' to demonstrate the benefits this new station would bring to local people and the wider economy. Starting with an extensive stakeholder mapping and engagement exercise, the team went on to identify event opportunities for key stakeholder influence, develop a stakeholder brochure, deliver an event with over 60 regional business leaders and engage national politicians to ensure the issue was discussed in the House of Commons.

Taking into consideration the political landscape within Bradford, a key aim of Next Stop Bradford was to ensure cross-party support for the campaign's overall objective. Following close liaison with major political figures in Bradford and West Yorkshire this was achieved – with the launch of the campaign being attended by key representatives from across the political spectrum as well as business and community figures.

2. Publicity

- Our review showed that there was a clear established process for publicising consultation events and that over the 12-month period the communications team expanded the number of platforms to engage with residents beyond traditional leaflets and newspaper adverts. This included a greater emphasis on social media, with not just advertising to drive traffic to the consultation website but also using it as a vehicle for engagement i.e. Q&A sessions.
- In terms of traditional leaflets, the distribution radius was generally extensive and often exceeded the level which might be expected. However, it should be noted that the clear drive to press ahead with consultation often resulted in a missed opportunity for targeting resources in terms of leaflet content. For example, there were a number of ‘coming soon’ leaflets distributed in advance of consultation windows which failed to provide details of the rationale for the consultation and information on exhibition dates and venues; although this issue was identified by Officers in more recent consultations (e.g. A1307 – Three Campuses To Cambridge).
- We commend the GCP’s use of pick-up point locations for distribution of leaflets towards the end of 2016 and it is clear that this helped bolster the level of engagement for consultations. However, a greater segment of the population could have been targeted if higher footfall locations, such as town centres or retail areas were prioritised rather than these resources being focused on GP surgeries, community centres, dentists and libraries etc.
- The use of advertising was expanded towards the end of 2016 and significant resources were allocated for the City Centre Access consultation in particular. This case study saw a high saturation of posters in the consultation area (e.g. City Centre billboards and transport hubs). Whilst such posters were situated in high footfall locations and are useful to raise long-term awareness, their cost can prove prohibitive and a more cost-effective method of engagement would be to reduce coverage and divert a proportion of the funding towards hand-to-hand leaflet distribution at the same prominent locations.

2. Publicity

- The level of engagement with political and community stakeholders was expanded after each subsequent consultation exercise and, by the end of 2016, a wide network of parish councils and district councillors were being notified and engaged with. Information about consultations was also disseminated on local newsletters, noticeboards, parish council Facebook groups and websites. Future consultations should continue to utilise parishes as a resource for disseminating information although it needs to form only a strand of community engagement as the majority of residents in a local area will not be active participants in these forums.
- In terms of messaging, publicity material focused on the need to participate in the consultation process. In future, a greater focus should be given on the wider goals for the GCP and benefits that will be delivered – further segmented depending on the targeted population demographic as context setting for the scheme-specific consultation.
- The GCP sought to raise awareness of consultations on social media platforms. A greater emphasis needs to be placed on these platforms for future consultations as they represent a far better, cost effective engagement tool than traditional advertising. A greater spectrum of tools such as bite sized videos on each of the key messages for the GCP will help to boost engagement for future consultation exercises.
- The branding for publicity material was consistent across case studies which helped to increase brand recognition and consultation engagement although it should be noted that the unpopular nature of earlier case studies (e.g. Cambourne to Cambridge) led some respondents to be negatively predisposed towards later consultation exercises as a negative narrative had been established.

Case Study



Client

**The National College
for High Speed Rail**

Project Name

Launch campaign /
“Doors are Opening”

Following a competitive tender process, in 2016 Social was appointed to deliver the PR, marketing and social media requirements of the National College for High Speed Rail.

The colleges in Doncaster and Birmingham are the first of five new National Colleges set up by the government to address a nationwide skills shortage and produce the next generation of engineering professionals. We have supported the College throughout the initial stages of their brand rollout, including securing press coverage, designing and providing marketing material for events, and digital communications.

In the first quarter of 2017 we undertook a large scale launch campaign under the banner of “Doors Are Opening”, announcing the opening of applications for 2018 entry and sharing the College’s brand and messaging with the wider general public for the first time. This has seen us obtain nationwide media coverage as well as national and regional advertising opportunities in print, on radio and Spotify, and a widespread social media thunderclap.

We have continued to gain positive press coverage and provide marketing support throughout further campaign initiatives, including a “Women on Track” event in summer 2017, and the “Smart Alternative” campaign designed to attract post-A-Level-results interest.

3. Engagement Events

- All of the case studies we examined exhibited a high number of consultation events across a wide time frame to provide ample opportunity for the public to engage with the material and ask questions of the consultation team. However, the desire to deliver a high volume of events led to a lack of capacity and event preparation in the consultation team.
- For instance, Officers attending events were not adequately briefed on the specific schemes and a key message document and list of FAQ's and rebuttals was not prepared for earlier case studies – although this issue was identified and rectified towards the end of 2016 for later consultation exercises. It would appear that availability of Officers for events took precedence over specific knowledge of schemes under consultation.
- Whilst a number of different locations were chosen for exhibitions, a considerable proportion of these events were in low footfall locations (e.g. village halls) and were scheduled for weekday evenings, which further limited the scope of potential attendees. Taken together these measures resulted in a majority of attendees who held strong views about the proposals with a lack of opportunity to engage the wider public. Future consultation events need to be predominately held on weekends in higher footfall locations.
- Collateral at events was consistent although exhibition boards sought to provide all of the necessary information on respective schemes rather than providing talking points and messages for discussion with Officers.
- At the same time, the format for events was not always adhered to, on occasion vocal attendees drew Officers into providing presentations to attendees and leading to targeted questions from opponents to break up any momentum in presentations. It should also be noted that opponents sought to distribute their own material at events - Officers need to address identified lines of objection in future exhibition material with FAQ sections and also highlighting areas of dialogue and amendments based on consultation.

Case Study



Client

Mid Sussex District Council

Project Name

Burgess Hill

In January 2017, we were appointed by Mid Sussex District Council to establish a recognisable and trusted brand identity. We then led a programme of stakeholder engagement and consultation on this new brand, for the Council's flagship regeneration project – Burgess Hill.

While Council led, Burgess Hill is being supported by over £65m of private investment, leading to a complex patchwork of different stakeholders, all of whom needed to be engaged throughout the brand development and stakeholder engagement process.

We are currently at the visual identity stage of the brand development stage and have held a number of meetings with stakeholders as well as holding street survey events with the general public – encouraging them to engage and vote on what key themes they wanted to include in the brand for Burgess Hill. We will soon be presenting our brand options to stakeholders for feedback.

4. Feedback & Reports

- Feedback mechanisms across all case studies provided a wide latitude for respondents to air their views and the GCP should be commended for their approach to feedback, given the task of explaining complex transport schemes and achieving substantive feedback on the issue.
- The vast majority of case studies saw the majority of respondents accept the need to deliver transport improvements however, there was a wide variance in acceptance of individual proposals ranging from overall acceptance of schemes such as The Chisholm Trail and widespread opposition to elements of the City Centre Access scheme.
- For many earlier case studies (e.g. Cambourne to Cambridge) responses peaked for the 45-54 age group with those under the age of 35 making up around only 20% of feedback responses. At the same time, the Acorn response analysis shows that the ABC 1 social grade had a much higher turnout than other grades across consultations.
- Existing consultation reports suggest that the current sample can be extrapolated to reflect the views of the population of Greater Cambridge however, it is important to take into account respondent motivations - consultations tend to oversample respondents with negative views due to their high motivation to influence decisions however, by contrast supporters tend to have a lower motivation to respond and are often referred to as the 'silent majority'.
- As mentioned previously, it is important that Officers undertake future consultation events in higher footfall locations to achieve a more balanced sample in consultation responses as well as a greater emphasis on social media campaigns.

Recommendations

1. Decision Making & Timescales

- Recommendation 1: There was a clear lack of lead-in time for the planning of consultation exercises with Officers often forced to ‘triage’ tasks due to a lack of capacity in the consultation team. **We strongly recommend that Officers are provided with a greater lead-in time to adequately plan consultation programmes and secure buy-in from key stakeholders on the approach and consultation materials prior to ‘going public’.**
- Recommendation 2: One of the key observations that came out of our review was the lack of an overarching narrative on the benefits of the City Deal, to place unpopular transport in the context of the overall benefits that Greater Cambridge would stand to gain. **We strongly recommend that any consultation exercise is pre-empted by broader engagement and an advertising campaign that advances the overall messages of the GCP.**
- Recommendation 3: Once a public consultation window had closed there was a lack of time for a project debrief to identify lessons learnt and build on best practice in advance of further consultation events. **We recommend that a timeframe for a debrief is factored as it is important that the consultation methodology evolves otherwise the same issues may be encountered.**

Recommendations

2. Publicity

- Recommendation 1: Publicity for consultation exercises was extensive although it tended to focus on traditional advertising and leaflet distribution to raise awareness. **We would strongly recommend that social media channels as well as digital advertising is prioritised for future publicity and engagement. This not only provides a greater ability to reach underrepresented groups and the ‘silent majority’ but is also a far more cost-effective way of proliferating messaging and correcting misinformation.**
- Recommendation 2: Whilst traditional leaflet distribution often exceeded the

level required the lack of an overall message prevented an opportunity to target resources more effectively and we have cited the example of the ‘coming soon’ consultation leaflets. **We would strongly recommend that the overall GCP messaging is factored into all leaflets as well as seeking to advertise the overall consultation exercise.**

- Recommendation 3: Pick-up locations for leaflets can be effective although too much emphasis was placed on low footfall locations such as GP surgeries and libraries. **We would strongly recommend that whilst this publicity channel is retained it needs**

to be expanded to include more town centre, retail locations and transport hubs locations using hand to hand leaflet distribution to raise awareness.

- Recommendation 4: Publicity material focused primarily on the need to participate in the consultation process. **We would recommend that future material seeks to segment the wider goals of the GCP into targeted material for areas of the local population based on location and interests e.g. cycling to ensure that a wider segment of respondents to consultations.**

Recommendations

3. Engagement Events

- Recommendation 1: Whilst the City Centre Access consultation received considerable negative feedback, the overall consultation methodology was comprehensive and lessons were learned from earlier consultation exercises. At the same time, Officers were briefed on responding to negative feedback and advancing rebuttal arguments. **We recommend that this model is retained but with a more targeted approach to social media and fewer but more advertised exhibitions in town centre locations on weekends to drive up turnout.**
- Recommendation 2: Previous consultation material has failed to focus on the overall narrative of the GCP and also provides respondents with an opportunity to provide alternative suggestions. **We recommend that whilst the public should be given an opportunity to feed-in to the wide range of options for projects, this needs to take place at an earlier stage in the process whilst scoping takes place.**
- Recommendation 3: The format for events was not always adhered to, and on occasion vocal attendees drew Officers into providing presentations to attendees. **We would strongly recommend that whilst Officers can offer to hold briefings and presentations for interested groups, they need to continue with the format for consultation events otherwise it will allow opponents to control proceedings and prevent other members of the public from being able to ask questions.**

Recommendations

4. Feedback & Reports

- Recommendation 1: Existing consultation reports suggest that the current sample can be extrapolated to reflect the views of the population of Greater Cambridge however, it is important to take into account respondent motivations. **We would recommend that future reports reflect the feedback but must not make assumptions beyond the sample of the consultation exercise. Furthermore, future consultation reports need to be published in conjunction with explanatory notes which provide the headline information.**

social



A review by the Consultation Institute for Cambridgeshire County Council: Local Liaison Forums

Client Report

16th August 2017

Mike Bartram

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External assurance of Local Liaison Forums Report from the Consultation Institute

1 Background

1.1 The Greater Cambridge Partnership is a local partnership of councils, business and academia, working to achieve sustainable economic growth and quality of life in the Greater Cambridge area, growing and sharing prosperity.

1.2 The programme has secured up to £500m from central Government, together with pooled local funding and private investment, and has embarked on an ambitious 15-year programme (2015-2030) to nurture an environment which will facilitate continued economic growth.

1.3 A key objective is to develop a better, greener transport network, connecting people to homes and jobs and bringing forward much needed housing and commercial development (as defined by the submitted Local Plans).

1.4 The first phase of transport projects were identified from the Transport Strategy for Cambridge and South Cambridgeshire and prioritised according to deliverability within the first phase of funding and the economic case.

1.5 Eight schemes are now underway and the first round of public consultation has taken place in the majority of cases.

1.6 The programme and relevant transport schemes are subject to significant political and public scrutiny with, in some cases, visible and vocal local challenge.

1.7 At the same time, opportunities exist to generate broader and more representative engagement, as many of the schemes will benefit people from the broader geographical region as well as future residents.

1.8 Local Liaison Forums (LLFs) are neighbourhood forums used by Cambridgeshire County Council as an interface between the community and major infrastructure projects, to keep local members and residents informed and involved in scheme development. Traditionally they have been established after planning permission has been granted.

1.9 LLFs are 'owned' by local elected members, who agree terms of reference and membership at the outset.

1.10 An early decision was taken to establish LLFs earlier in the process for Partnership transport schemes, during the development of preferred options.

1.11 Their administration is funded by the Partnership and project officers, plus relevant support staff, invest significant time and effort in managing meetings, briefings and workshops and in the management of information.

1.12 There are currently six LLFs for the following projects:

- (a) Milton Road (bus priority, cycling, walking).
- (b) Histon Road (bus priority, cycling, walking)
- (c) Cambourne to Cambridge and Western Orbital (better bus journeys, cycling, walking)*.
- (d) A1307, Three Campuses to Cambridge (better bus journeys, cycling, walking)
- (e) Chisholm Trail & Abbey-Chesterton Bridge (cycling scheme)

**Single LLF for two closely-linked transport schemes.*

1.13 The Greater Cambridge Partnership Executive Board is the decision-making body for Partnership strategies and projects, including the transport projects. It is advised by a Joint Assembly, which provides advice and ‘pre-scrutiny’ of proposals.

1.14 Following requests from Cambridgeshire County Council to put in place ‘safeguards’ for the use of its delegated powers by the Greater Cambridge Partnership Executive Board, the Board agreed that Chairs of LLFs should be invited to speak at Joint Assembly and Board meetings when the project their LLF covered was the subject of a decision. LLF chairs have tended to attend meetings, sometimes to put the case against Officer recommendations. It should be noted that they would have the right to request to ask questions at meetings even without the ‘safeguards’.

2 Purpose of review

2.1 The Consultation Institute (TCI) has been commissioned to provide independent assurance and guidance on the Partnership’s approach to LLFs to ensure best practice, minimise risk and ensure effective delivery of the programme.

2.2 This report provides an initial and partly desk-top based review of the Partnership’s LLF approach to date, identifies key issues and makes recommendations on a number of areas designed to improve their future working, including:

- Administration
- Governance
- Membership
- Effectiveness in engaging relevant and representative stakeholders
- Risk management/legal compliance
- Value for money

3 Methodology

3.1 An initial meeting was held in Cambridge on Monday 22 May between Mike Bartram (TCI), Beth Durham (Partnership Strategic Communications Manager), Debbie Goodland (Partnership Community Engagement Manager) and Tanya Sheridan (Partnership Programme

Director) to provide background on the Partnership and the LLFs and to clarify requirements for the review.

3.2 The following documents were reviewed:

- Local Transport Plan and Long-Term Transport Strategy
- Consultation leaflets and reports for each of the Partnership schemes, including *Tackling Peak-Time Congestion*
- Terms of reference for each LLF
- Minutes, presentations, resolutions and other documentation (including a limited number of recordings) for meetings of LLFs for Milton Road and Cambourne to Cambridge & Western Orbital

3.3 The opinions of those attending the Partnership Executive Board and Assembly Task and Finish Group on Governance on Friday 2 June were gathered by Beth Durham and fed back to Mike Bartram for his consideration.

3.4 Mike Bartram listened to the views of Joint Assembly members and LLF members at two meetings at the Guildhall, Cambridge on Monday 19 June. A list of attendees is included in Appendix 1.

3.5 He subsequently conducted telephone interviews with each of the LLF Chairs and further members of the Joint Assembly and Board to obtain their views. A list of interviewees is also included in Appendix 1.

4 Analysis

When should LLFs be established?

4.1 We understand that LLFs are neighbourhood forums used by Cambridgeshire County Council as an interface between the community and major infrastructure projects, to keep local members and residents informed and involved in scheme development. Traditionally they have been established after planning permission has been granted. We further understand that a decision was taken to establish LLFs earlier in the process.

4.2 We recognise and applaud the intention behind the desire to seek earlier community involvement in schemes. Local communities are the experts in their local area. Their knowledge of their streets and of their local environment means they are well-placed to understand problems and contribute imaginative ideas for addressing them and to challenge the need for, and practicability of, scheme proposals.

4.3 All too often, in the Consultation Institute's experience, engagement and formal consultation is perceived by the public as beginning too late in the process after key decisions have already been taken and parameters for their involvement have been set. In such circumstances participation takes place very much on the terms set by the scheme sponsor.

4.4 It is not unusual to encounter differences of opinion between residents living on, or close to, the line of route of a scheme, which they may perceive to be damaging to their interests, and potential beneficiaries, such as cyclists and bus passengers; between proponents of economic growth and environmentalists; and between political parties. Those in power can attempt to resolve these conflicts by identifying them from the start and seeking to reach a consensus about the problems which need to be addressed and a strategy for doing so. At the other end of the spectrum they can seek to minimise public input and 'tough it out'. Or they can adopt a position somewhere in between the two extremes, running conventional but limited consultation exercises to invite people to have their say within relatively narrow parameters.

4.5 In this instance, the schemes appear to have already been identified in the Local Transport Plan and Long-Term Transport Strategy and government funding secured on the basis of Partnership objectives. There was a public consultation on these documents, although this was carried out some time before the prioritisation of tranche 1 schemes took place. Forums have not been invited to consider the wider problems and how they might best be addressed; nor has there been a high-profile public debate on these matters elsewhere.

4.6 In many, but not all, cases there appears to be a fundamental disagreement about the purpose of the LLFs with chairs and members questioning basic assumptions on which the schemes are based rather than limiting themselves to the details of the design, which some members of the Joint Assembly and Board feel is where their role should start and finish.

4.7 It is not possible to turn the clock back on the existing schemes. However, if the Council and its partners want to achieve a wider buy-in to their schemes in the future they may need to start even earlier. Consultation on local transport plans is normally a 'top-down' process; community ownership of schemes would imply more of a 'bottom-up' approach, starting in the community with a discussion of problems and how schemes could be developed to address them. The more inclusive and informal approach to community involvement with 'everything on the table' adopted in relation to Greenways offers a model which should be considered in relation to future schemes.

Participation and autonomy

4.8 With fundamental disagreements remaining unresolved, the question of who should control the LLFs has risen in importance. Should the forums be a creature of the Board or an autonomous entity? There are a number of issues at stake:

- Who selects the chair and vice chair?
- Who determines the terms of reference and monitors their compliance?
- Who determines meeting agendas?
- Who identifies the membership?
- Who do they report to?

4.9 Although initially constituted by officers at the Board's request, it is clear that the forums are operating with increasing autonomy. They elect their own chairs and vice-chairs,

determine their own terms of reference, set their agendas and decide on their own membership. At the same time they have a direct route into the Joint Assembly and Board, in that LLF chairs are invited to speak at both forums if the relevant scheme is a substantive agenda item.

4.10 Some would argue that this is all well and good. By offering them independence and flexibility they encourage wider participation than might be achieved with a narrower brief. They maintain that by allowing them to think outside the box they facilitate a culture of challenge that can only result in more robust decision-making and better value for money schemes.

4.11 Others view the forums as providing a platform for divisive and confrontational, rather than consensual, politics and as diverting officers from making progress on schemes vital to tackling congestion and supporting the growth of the local economy. They feel that an approach which proceeds by way of votes and resolutions is at odds with their understanding of how a forum would normally operate.

4.12 Wherever the truth lies, there seems little to be gained now by seeking to reconstitute these bodies in a fundamentally different way. However, there are improvements that can be made to the existing LLFs and the following paragraphs address issues with their terms of reference, membership, administration and chairing. The Council should consider the forums' advice and review the persuasiveness of their arguments. But they are entitled to ask how far their advice represents the comprehensive and settled view of all sections of the community and to establish additional channels through which other community voices can be heard.

Terms of reference and meeting agendas

4.13 One of the consequences of allowing the forums to determine their own terms of reference is that they are all different.

4.14 The terms of reference of the LLF for the Cambourne to Cambridge and Western Orbital schemes state that the LLF "may offer advice to the Project Board and put forward suggestions...to influence and inform the delivery of the project within the scope of the Projection Inception Document (PID)". It also explicitly states that 'the LLF will function for the duration of the project which will include its design, delivery and review stages'.

4.15 The terms of reference of the LLF for Milton Road-Histon Road state that "the LLF may offer advice to the Project Manager and put forward suggestions... to influence and inform the development and delivery of a project". It also states that "resolutions may be adopted and presented to the Partnership Assembly and Board".

4.16 While not dissimilar – both LLFs are clearly advisory in nature – there are obvious differences, for example in how tightly the scope is defined and to whom the LLFs report.

4.17 It does not appear that any monitoring is taking place of the compliance of the forums with their own agreed terms of reference. The direction taken by the forums is largely set by

the meeting agendas and these appear to be largely the preserve of the LLF chairs. Going forward, agendas should be developed in close cooperation with senior officers, who should be able to highlight departures from the terms of reference to the Transport Portfolio Holder.

4.18 Given that they are being offered resources and access to officers and consultants, it seems appropriate for the LLFs to play a formal role. To avoid confusion and duplication with the Joint Assembly's formal advisory role it would seem most appropriate for LLFs to advise the Transport Portfolio Holder and senior lead officer and for their views to be considered in conjunction with consultation and opinion research findings and alongside the views of other stakeholders. It is not clear whether there is agreement about for how long the forums should continue, and there is inconsistency here from one forum to the next. The Board may wish to review whether the forums should continue in the same form once the detailed designs of the schemes have been approved. In the meantime, there may be merit in Board members attending meetings, where appropriate, and in communicating the objectives of the Partnership more clearly.

Membership

4.19 According to the Council's web page, "LLFs are managed by local councillors and an initial meeting is held between local councillors and project officers to allow councillors to establish the LLF and determine membership. This initial meeting is by invitation only. Thereafter the LLF will be open to the public".

4.20 If LLFs are to report to the Joint Assembly and the Board it does seem inappropriate for Board and Assembly members to also be LLF members because in practice they end up having to consider advice which they themselves are a party to. In such instances (i.e. where a local ward councillor is an Assembly or Board member) observer membership may be more appropriate.

4.21 In one sense, the concept of a 'forum' appears to be at odds with the idea of membership. A forum is a place where ideas can be aired and views exchanged. It should be not only transparent but inclusive.

4.22 In practice certain interests and views may come to dominate others. Skilful facilitation and chairing may be required in order to maintain wide participation and to keep debate flowing. The Council should discuss with LLF chairs support and training it could offer to assist them in carrying out this function.

4.23 We understand there are examples where requests by organisations to be co-opted have been denied and where the right to attend workshops has been disputed. This appears to be at odds with the inclusive approach the Council is seeking to foster.

4.24 Membership is most important where voting takes place and decisions are made. A relaxed attitude to LLF membership may be regarded as being consistent with the spirit of open debate. The more influence that is accorded to the forums, the more important it is to impose rules on membership. Continuity also matters: new members or members who have

missed meetings may need time to catch up on developments in schemes and earlier discussions and may be tempted to re-open debates which have already concluded.

4.25 When considering LLF membership it is important to understand the relationship between participatory democracy and representative democracy. Councillors (including parish councillors) are elected to represent their constituents and are held properly accountable at elections for the decisions they take. Community representatives have neither the same powers, nor the same responsibilities. The accountability of representatives of residents associations or environmental organisations, for example, is likely to be determined by their own terms of reference. There is some recognition among LLF Chairs of the risk that disproportionate weight is given to the views of unrepresentative individuals. While it may be desirable for there to be mechanisms in place for community representatives to check that the views they express are in line with those of their membership it cannot be the job of the Council to require or police this. The legitimacy of their views derives to a degree from the force of their arguments, just as it does for those who respond to a public consultation. Too bureaucratic an approach to membership risks turning off those with energy and ideas. Other mechanisms are available to the Council to check levels of support for these ideas.

4.26 The LLF model is not suitable on its own as a proxy for public opinion. There is almost endless diversity among the public. Sex, age and disability, employment status, income, social class, geography and transport patterns are just some of the principal characteristics that distinguish members of the public. It is not realistic to expect that a group which is able to function as a debating chamber can provide balanced and representative views from all parts of the community: forums, while important, cannot be the only voice for the community.

4.27 If the Board wants to obtain a full picture they need to commission an opinion research agency to recruit a representative sample of the population, which will typically involve at least a hundred people and possibly many more. Deliberative focus groups provide an opportunity for more in-depth discussion with the typical 'person in the street', and can be procured at modest cost (a typical focus group costs in the region of £3,000). By providing a pool of people whose views can be sampled quickly and regularly, citizens' panels offer a flexible alternative but need to be continually refreshed to prevent members from becoming professionalised and the support they require means that they are not a cheap option.

4.28 A forum, working within an established framework of wider public opinion, can play an invaluable role in helping to develop and design a scheme which fits the overall objectives of the programme.

4.29 However, there is no guarantee of a community consensus. The interests of those who wish to pass as swiftly as possible through an area are not always consistent with those of local residents. So engagement not only needs to start as early as possible but it also needs to be as inclusive as possible. And ideally there should be a forum for resolving disagreements and different priorities, and coming up with schemes which meet overall objectives and which command community support.

Administration and chairing of meetings

4.30 We heard a number of complaints from LLF chairs about the administration of meetings. In particular, papers for meetings often appeared late in the day, denying members the opportunity to sound out colleagues about their views in advance (although we understand that on occasion the late appearance of papers results at least in part from officers' difficulty in obtaining a prompt response from chairs in relation to draft agendas).

4.31 We also heard some critical comments from Board and Assembly members about the chairing of some of the LLF meetings allowing the discussion to drift or to be dominated by particular individuals. Officers and consultants were sometimes unable to complete their presentations.

4.32 On the other hand, some chairs complained about inadequate venues and lack of microphones. Some presentations were criticised. They feel that, despite repeated requests, there is often a lack of evidence behind claims made for schemes and that it is reasonable for them to point this out. These issues should be looked into and, where necessary, addressed.

Workshops

4.33 There appears to be a broad consensus that Council-run workshops with external facilitators have generally been productive. Criticisms of LLF meetings have not extended to workshops, which are seen as more cooperative and less confrontational. Councillors have appreciated being able to go through schemes 'line by line' with engineers.

5 Conclusions

Value for money

5.1 The Partnership Board's commitment to consult and fully engage with affected communities throughout the various stages of scheme development, delivery and review is applauded. The establishment and servicing of LLFs appears to demand considerable resources from the Council and is likely to continue to place significant demands on officer time. We understand that costs of LLF meetings range from £1,500 at the lower end to £5,000 at the higher end. Although the Institute is an enthusiastic supporter of public consultation and stakeholder engagement we recognise the need to ensure that costs remain proportionate.

5.2 Requests to analyse additional options or make substantial changes to designs can obviously incur significant consultants' costs and have the potential to delay schemes, but they may also help to generate additional buy-in and deliver schemes which achieve better outcomes. Costs need to be balanced against benefits when considering such requests.

Delivering Partnership and scheme objectives

5.3 Many members of LLFs have participated with energy and creativity. Their efforts should be harnessed and not dismissed.

5.4 Having said that, it is not clear whether all LLF members have completely bought into the objectives of the Partnership schemes, especially the introduction of new bus priority measures. Consequently there is a risk that the LLFs provide participants who do not fully support the objectives with privileged access to officers and consultants and a recognised platform for opposing key elements of the schemes. Constraints on the use of the Government's Partnership money need to be clearly communicated to all members of the Forums to ensure that any alternative proposals which they may wish to be considered are in scope. The Council's focus needs to remain on effectively delivering its strategies.

Commenting on scheme designs

5.5 It is perfectly legitimate for LLFs to question the evidence for projected usage and commercial viability and environmental impacts of schemes and to make representations about value for money.

5.6 It is reasonable for LLFs to expect that officers will give serious, but proportionate, consideration to their alternative suggestions where they have the potential to meet Partnership objectives and are consistent with the agreement with Government.

5.7 There appear to be unanswered questions about how the Partnership Executive Board is coordinating its approach to delivering these objectives across different schemes. It is not clear to some LLF members what measures are likely to be adopted to deal with peak-time congestion in Cambridge following the consultation last autumn, and to what extent such measures might obviate the need for additional bus priority.

Membership and representativeness

5.8 There is a risk that, in encouraging the Forums to be seen as the official voice of the community, the voices of those who are not invited to join, or are unable or unwilling to participate in Forum meetings, are not heard. Mechanisms should be put in place to check that the views of the Forums are shared by the wider community and to ensure that those not directly represented can communicate their views through other channels.

5.9 There is a risk that individuals who are less comfortable in committee and workshop environments feel intimidated by articulate and persuasive individuals who are more familiar with Council procedures and more assertive about the design of Partnership schemes.

5.10 Many of the intended beneficiaries of the schemes live beyond the areas immediately affected by the proposals, for example in satellite towns and villages, and some have yet to move into the area. There is a significant challenge in seeking representation of their views.

5.11 Once the various interests and priorities of different communities and of the users of different modes of transport have been identified, there will be a significant challenge to create an environment in which disagreements between and within communities can be addressed and in which a consensus can hopefully be built.

6 Recommendations

6.1 In order to maximise consistency with best practice and minimise the risk to Partnership schemes we make the following recommendations:

1. The existing LLFs should continue to be 'owned' by the elected representatives for the areas covered by schemes and to appoint their own chairs.
2. To avoid confusion and duplication with the Joint Assembly's formal advisory role it would seem most appropriate for LLFs to advise the Transport Portfolio Holder and senior lead officer.
3. It seems questionable whether Board and Assembly members should also be LLF members because in practice they end up having to consider advice which they themselves are a party to. In such instances (i.e. where a local ward councillor is an Assembly or Board member) observer membership may be more appropriate.
4. The specific objectives of each scheme should be prominently published. Constraints on the use of the Government's Partnership money need to be clearly communicated to all members of the forums. In this context, there may be merit in Board members attending meetings, where appropriate, to help clarify the objectives of the Partnership.
5. LLF agendas should be developed in close cooperation with senior officers, who should be able to highlight departures from the terms of reference to the Transport Portfolio Holder. LLF chairs should rule out of order proposals which fall outside of the project scope as defined in their terms of reference.
6. Where they have the potential to meet Partnership objectives and are consistent with the agreement with Government, alternative proposals developed by LLFs should be examined carefully, but proportionately, alongside options developed by Council officers and the results of that analysis published and debated. Where appropriate they should be included in public consultations and opinion research.
7. In practice certain interests and views may come to dominate others. Skilful facilitation and chairing may be required in order to maintain wide participation and to keep debate flowing. The Council should discuss with LLF chairs what support and training it could offer to assist them in carrying out their functions.
8. LLF chairs and officers should work together to improve the way meetings are run. Officer support for meetings should be reviewed to ensure that those attending are well-prepared and have the skills to respond to the challenges that come their way. Papers should be sent out well in advance of meetings, with sufficient time allowed to agree agendas in good time. Complaints about inadequate venues, lack of microphones and lack of evidence should be investigated and, where necessary, addressed.

9. The Board should continue to carry out formal consultation on schemes, should welcome representations from stakeholders and should consider commissioning opinion research to obtain the fullest representation of the views of the community and to act as a 'reality check' on the advice it is receiving from the LLFs. The results of these consultations and of this opinion research should be made available to the LLFs to inform their deliberations.
10. Mechanisms should be developed to bring together people with opposing views in an attempt to resolve differences and build a consensus.
11. Consideration should be given to how to widen future debates about Greater Cambridge's problems and how best to address them and how a fuller opportunity can be provided to local communities to initiate scheme proposals for inclusion in future local transport plans.
12. A full review of LLFs should be carried out once the detailed design of the schemes has been agreed. This should enable the Board to conclude whether to ask the LLFs to continue to advise through the delivery and review stages and how LLFs can play an effective role in relation to future schemes.
13. Council-run workshops with external facilitators have generally been seen as successful. The benefits of independent chairing should be considered when setting up LLFs to support future schemes.

Mike Bartram, TCI Associate
August 2017

Appendix 1

List of attendees and interviewees

Feedback sessions

Session 1: Guildhall, Monday 19 June 2017

Cllr Tim Bick, Liberal Democrat Councillor and Opposition group leader at Cambridge City Council, member and former Chair of the Joint Assembly
Sir Michael Marshall, Joint Assembly member (nominated by LEP)

Session 2: Guildhall, Monday 19 June, 2017

Cllr Kevin Price, Deputy Leader of Cambridge City Council and Vice-Chair of Joint Assembly.
Labour

Cllr Dave Baigent – Cambridge City Councillor and Joint Assembly member. Labour

Cllr Noel Kavanagh – County Councillor, Joint Assembly member, Chair of Cycling projects
LLF. Labour

Cllr Bridget Smith – South Cambridgeshire District Councillor and leader of the
opposition group; Joint Assembly member and Vice-Chair of the A428 and Western Orbital
LLF. Liberal Democrat

Cllr John Williams – Cambridgeshire County Councillor, new member of Joint
Assembly, Liberal Democrat

Claire Ruskin, Joint Assembly member (nominated by LEP)

Telephone Interviewees

Friday 23 June

Helen Bradbury, Chair of Cambourne to Cambridge A428 and Western Orbital

Jocelyne Scutt, Chair of Milton Road LLF

Monday 26 June

Mike Todd-Jones, Chair of Histon Road LLF

Tim Wotherspoon, Joint Assembly member

Noel Kavanagh, Chair of Chisholm Trail LLF

Francis Burkitt, Vice Chair of Partnership Board

Tony Orgee, Chair of A1307 LLF

Cllr Ian Bates, Board member and Transport Portfolio designate

Greater Cambridge Partnership Local Liaison Forums Workshop

May 9th 2018



What we did

- Got to know each other to set the scene for working with each other during the workshop
- Set expectations for the workshop and its outcomes, together with the concept of a “Parking Lot”
- Reviewed the results of the pre-workshop survey
- Considered what we believe the “Current Reality” of LLFs to be
- Worked on a definition of the “Core Purpose” of a LLF, using a canvas
- Drafted “Roles & Responsibilities” and “Standard Terms of Reference” for LLFs
- Generated a list of “Next Steps” to be taken away with the aim of achieving some quick wins and identifying areas where more work will provide results

We asked you some questions in advance. You said...

You think the strengths of the current LLF set-up are...

- Open and transparent forum, mostly in public
- Public can ask questions
- Aids in appreciation of issues involved
- Promotes a collective approach, consensus, through discussion and debate
- Opportunity to gain local intelligence
- The diversity of attendees
- Range of local knowledge available

The improvements you'd like to see are...

- Better timing of publication of papers, LLF meetings, submission of findings, and JA/EB meetings - to allow for effective communication throughout the process.
- Adequate audio equipment for meetings
- Better representation of all stakeholder groups
- Clarity on the role of LLFs
- Better dissemination of meeting reports to all stakeholders (computerless?)
- Better engagement from local councils
- Clarity over the decision-making powers of LLFs
- More interactivity during meetings

And you also said...

The biggest barrier to effective LLFs is...

- Meeting timescales
- Lack of long-term plan for LLFs
- Domination of local residents
- The dominant role of GCP and the need for LLFs to fit to its structure and timescales

This workshop will be a success if...

- Meeting cycle is improved
- Improvements to meeting audio can be achieved
- A consensus is reached on how all LLFs should operate
- A long-term plan for LLFs can be drawn up
- That the results of the workshop are made public (and without editing!)

You worked in pairs on a canvas

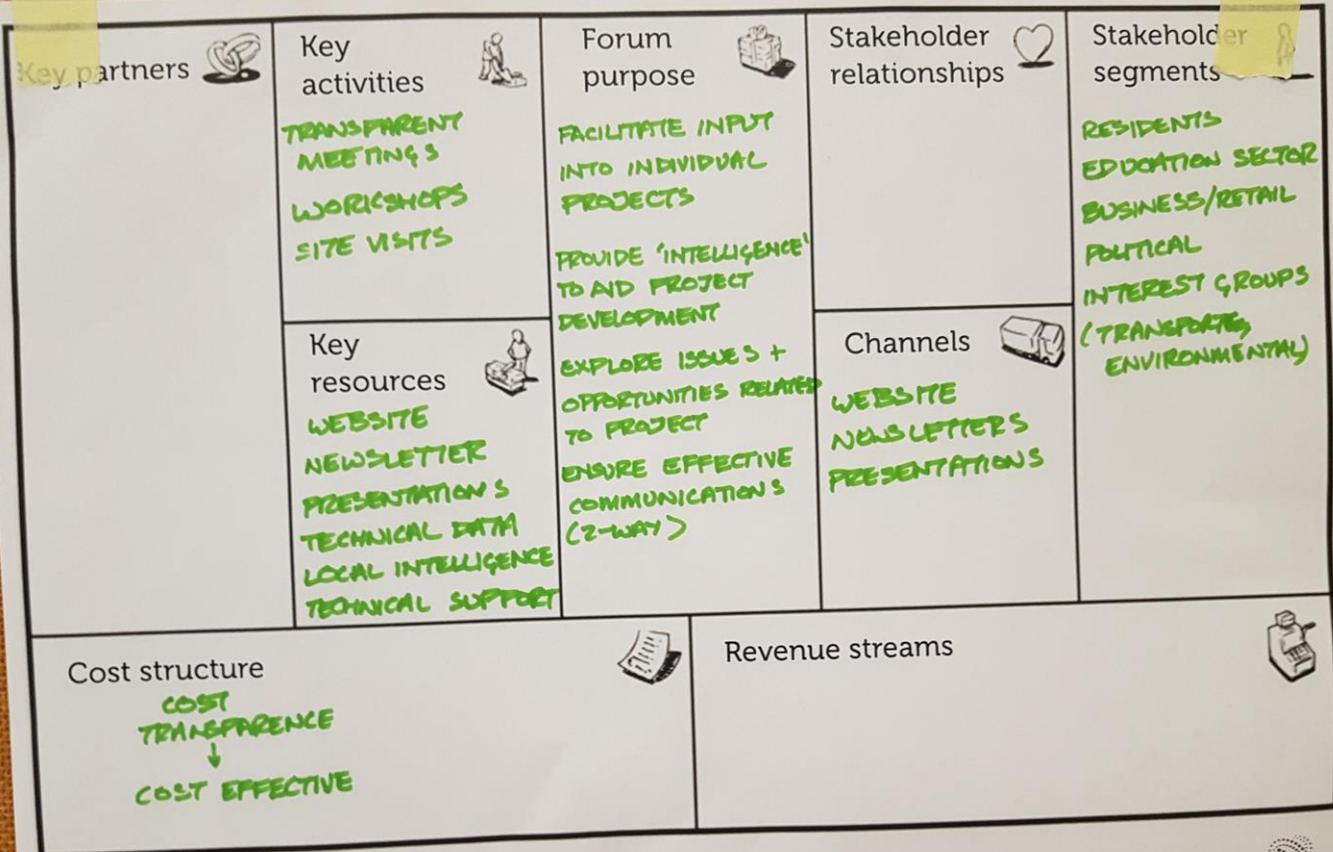


to produce a "Forum Purpose"

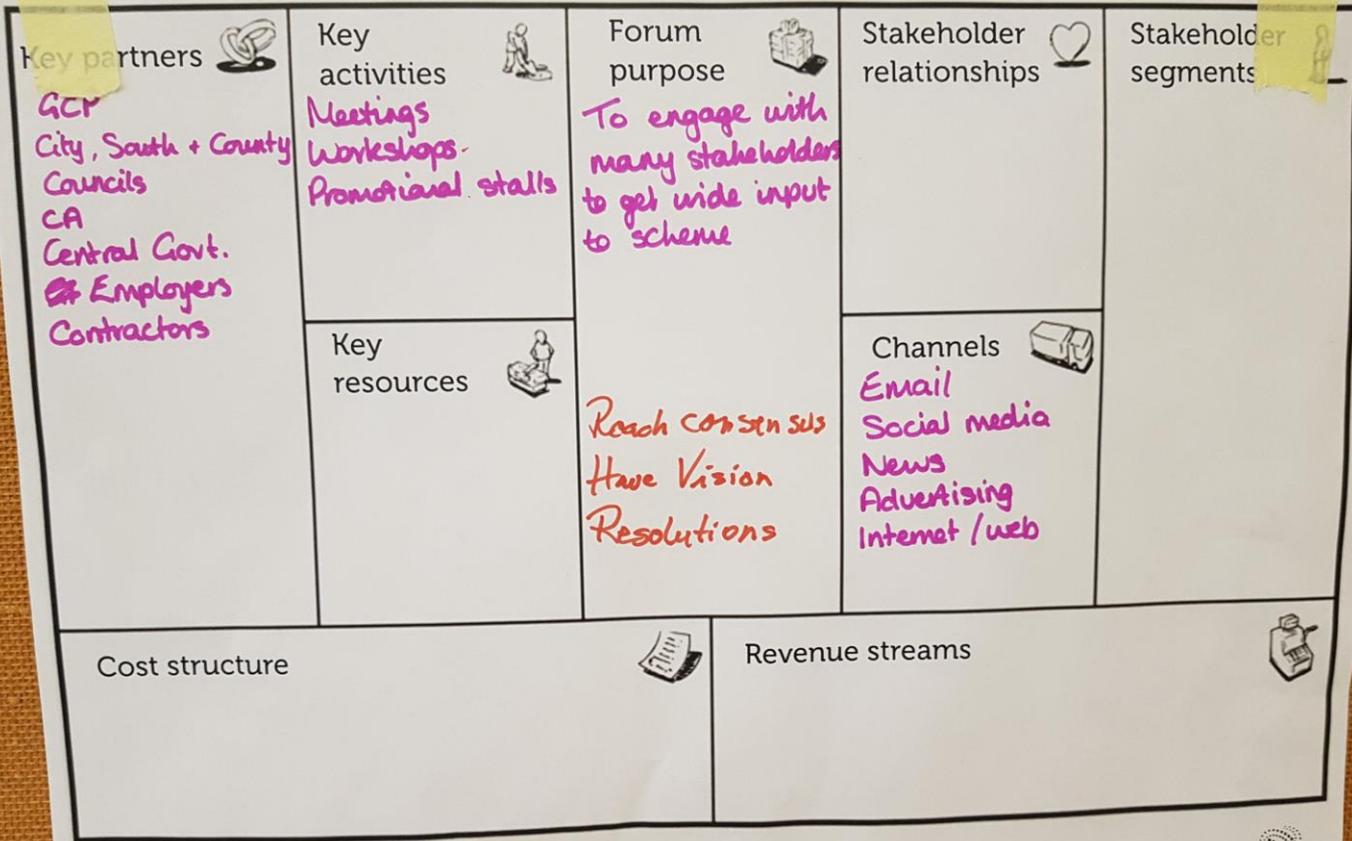
<p>Key partners </p> <p>CA Camb City C County C SCDC Government Uni Lep Network Rail HE</p>	<p>Key activities </p> <ul style="list-style-type: none"> - Workshops - Viewing Options - Meetings 	<p>Forum purpose </p> <ul style="list-style-type: none"> - Come to a conclusion - Gather public opinion - Show working out 	<p>Stakeholder relationships </p> <p>Parish Parish cllrs rep their Ward</p>	<p>Stakeholder segments </p> <p>Parish Councils District " County " Residents Association Pressure Groups</p> <p>Should be the same people - to avoid re-working old arguments </p>
<p>Key resources </p> <p>£ GCP - Staff time Venue</p>	<p>Channels </p> <p>Pub consultation Presentations Reports</p>	<p>Cost structure </p> <p>£ Gov - City deal - GCP</p>	<p>Revenue streams </p> <p>£ Charging - £ Bus fees - Parking £ 5106 - Business</p>	

Forum Model Canvas





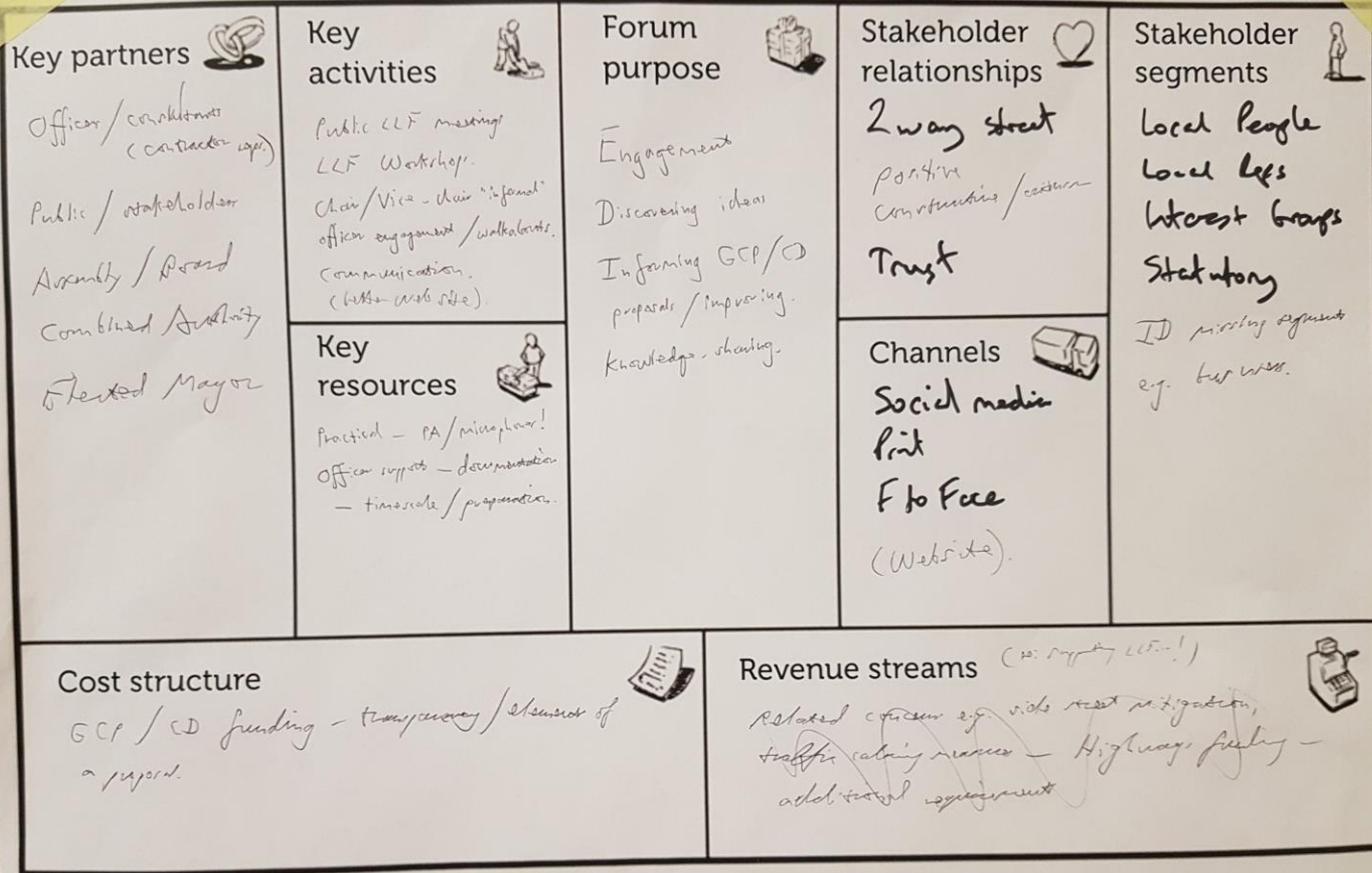
Forum Model Canvas



Forum Model Canvas

Key partners 	Key activities 	Forum purpose 	Stakeholder relationships 	Stakeholder segments 
Project officers Joint Assembly Transport Partnership Holder	Workshops Meetings Technical groups Communication with group	Shape schemes Use local knowledge Understand and balance range of needs along corridor Consultative Forum	Joint Assembly Exec Board	Residents impacted Transport users Wider area Opinion formers
	Key resources  Voluntary people time Officer time + admin Room hire/refreshments?		Channels  Mtgs Chair presentation @JA/EB	
Cost structure  N/A	Revenue streams  Min. on admin for mtgs.			

Forum Model Canvas



Forum Model Canvas

<p>Key partners </p> <p>COMMUTERS</p> <ul style="list-style-type: none"> - BUS - BINE - WALK. <p>RESIDENTS</p> <p>CONSULTANTS (BUSINESSES).</p> <p>ORGANISATIONS</p>	<p>Key activities </p> <ul style="list-style-type: none"> - MEETINGS - ADVISING / RM - DESIGN MODELS. - GUIDANCE - ENGAGEMENT. - ACCESSIBILITY. 	<p>Forum purpose </p> <ul style="list-style-type: none"> - TWO WAY - DIALOGUE W/ - INTERESTED - PARTIES / STAKEHOLDERS 	<p>Stakeholder relationships </p>	<p>Stakeholder segments</p>	
<p>Cost structure </p> <p>NEED VALUE FOR MONEY (NOT CONSULTANTS).</p>	<p>Revenue streams </p>				
<p>Key resources </p> <p>VENUE (ACCESSIBLE)</p> <p>AUDIO / MICS.</p> <p>TABLES.</p> <p>NOTIN</p> <p>IT.</p>		<p>WILL FACE WITH OTHER PUBLIC BODIES.</p> <p>CHALLENGE / MAKE SURE SCHEDULE.</p>	<p>Channels </p> <ul style="list-style-type: none"> - FACE-TO-FACE. - ONLINE / SOCIAL MEDIA - SCHOOL SUBJECT 		

Forum Model Canvas

Key partners



GCP
Councils
Influence groups
Residents Assoc
Councillors
Businesses
Educational Estab
Other LLFs

Key activities



Key resources



- Training
- Communications
- Equipment

Forum purpose



Engage with
Community + wider
Partners

Disseminate
information

Stakeholder relationships



Channels



Meetings
Facebook -
Parish councils
Local media

Stakeholder segments



Cost structure

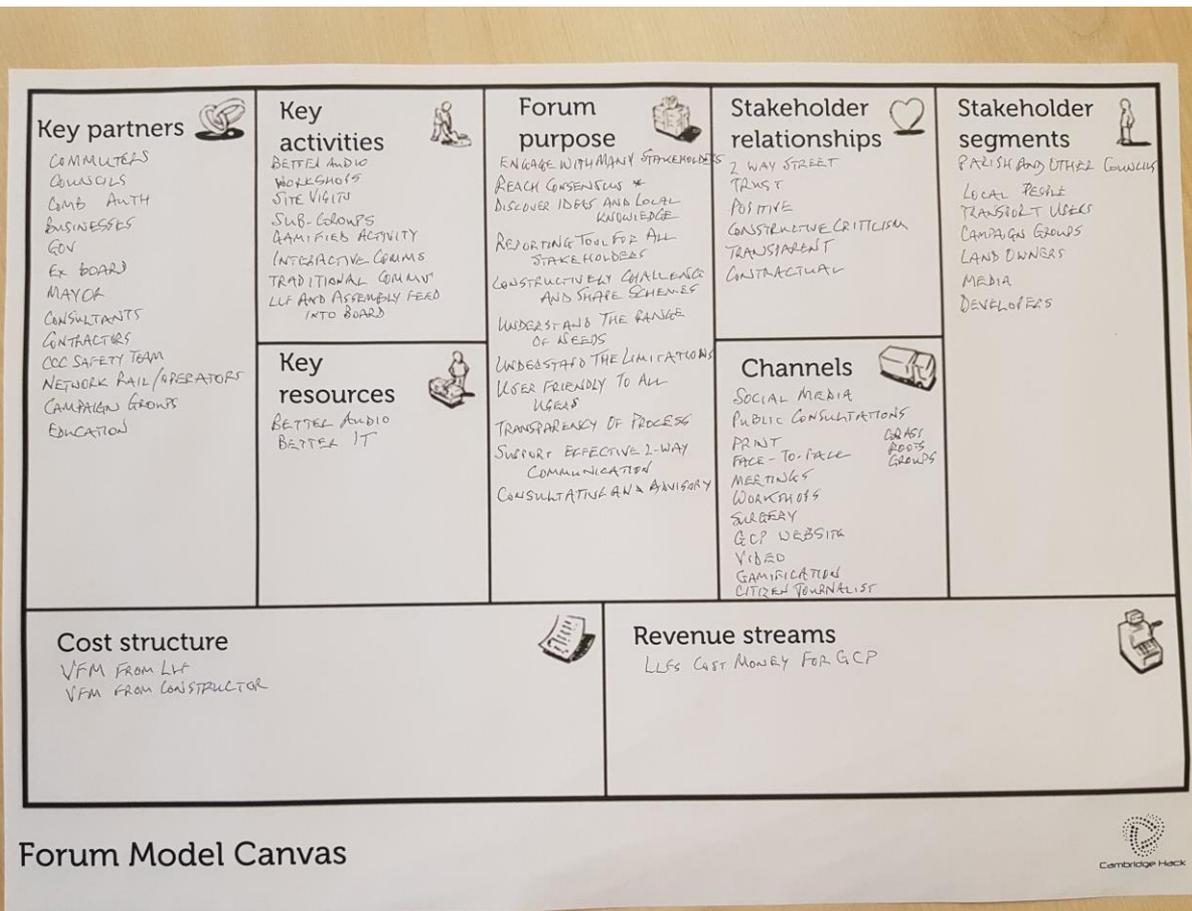
- Transparency



Revenue streams

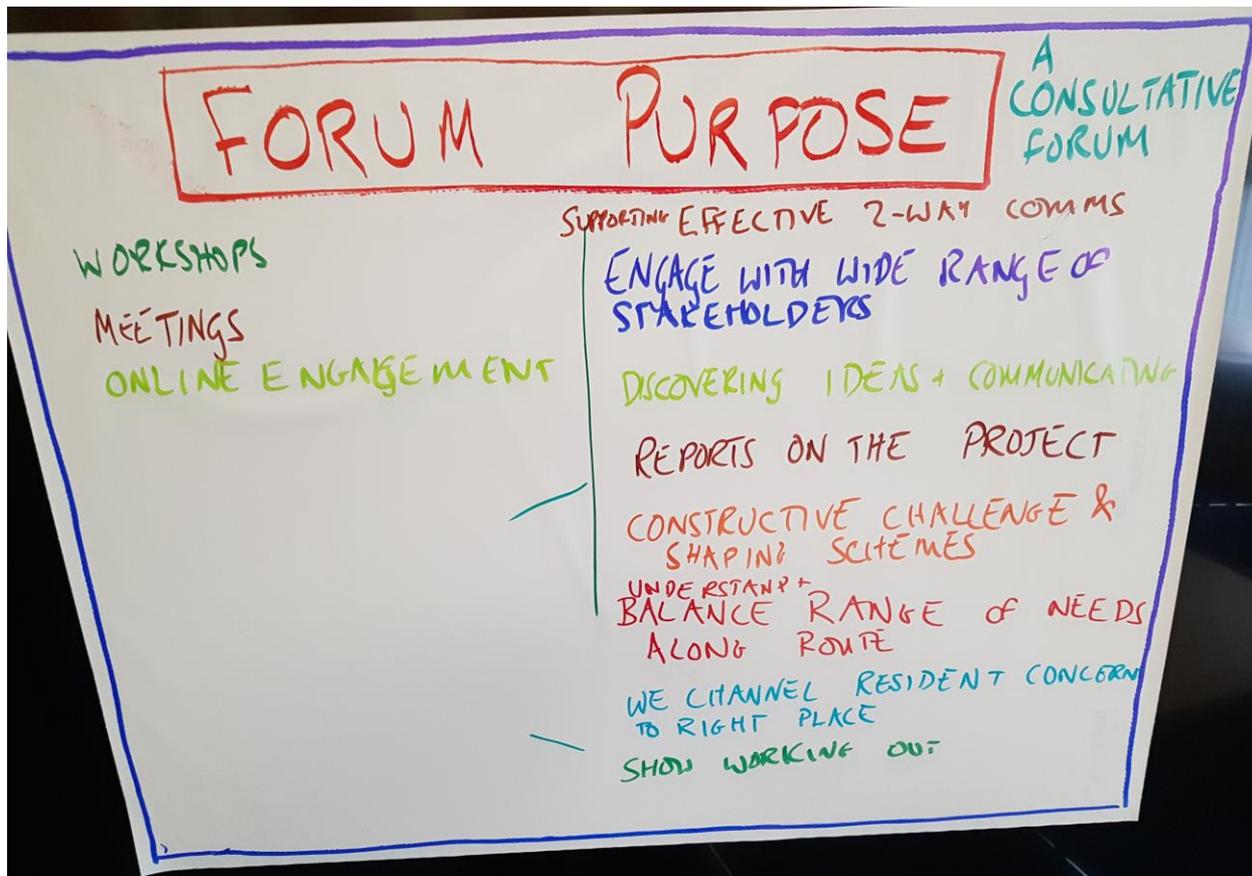


We generated a "Master Canvas" with the key points...

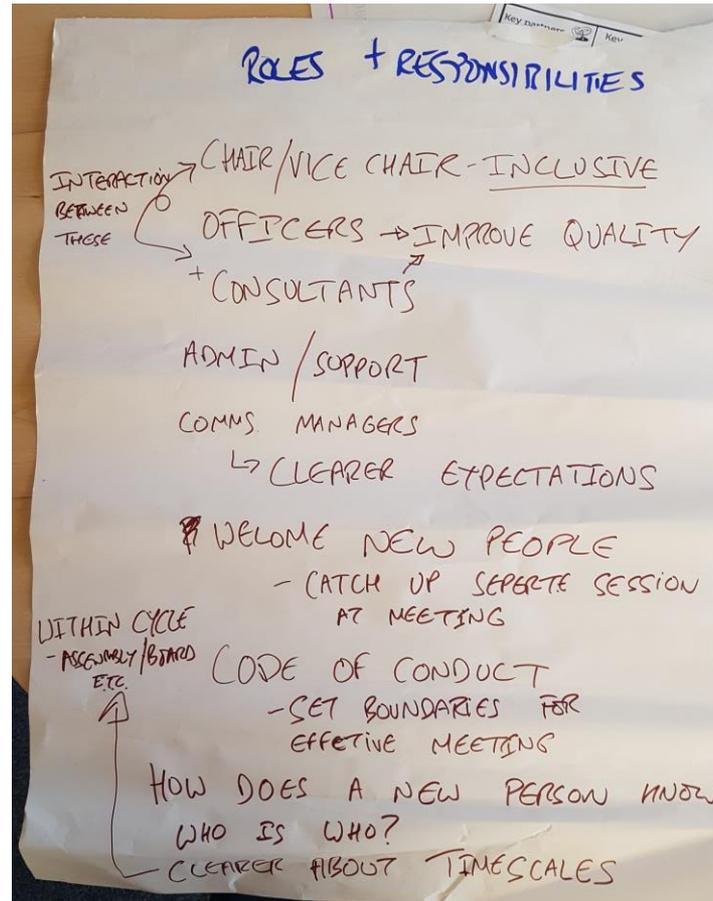


Forum Model Canvas

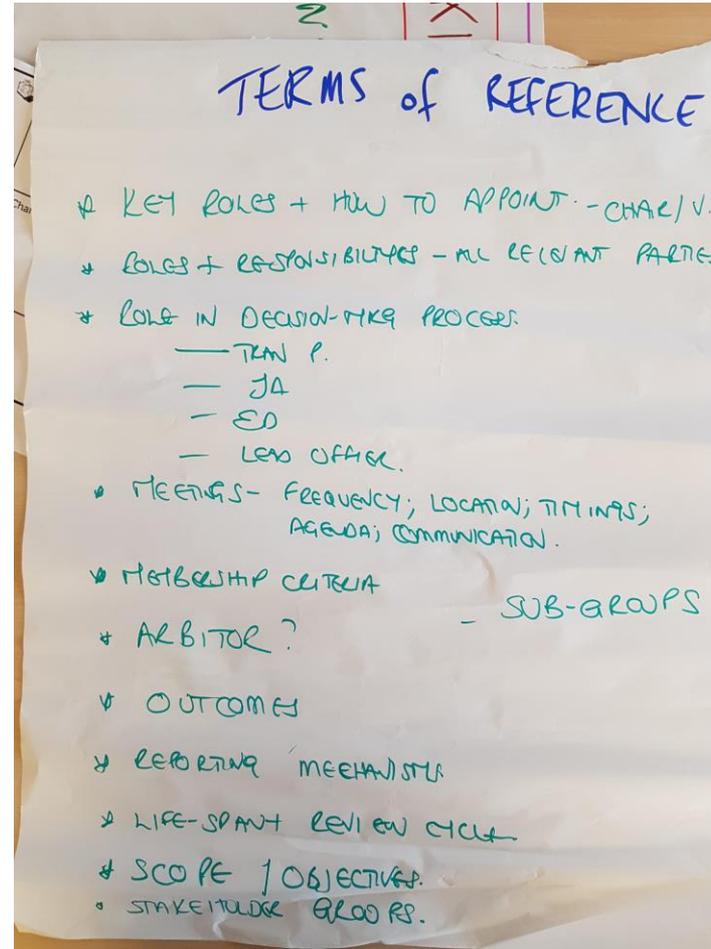
... and produced a consensus view on "Core Purpose"



We worked in two groups to produce "Roles & Responsibilities"...



... and "Terms of Reference"



During the evening we identified issues to come back to later

PARKING LOT

HOW TO ENGAGE BUS USERS

CONSIDER PARALLEL RUNNING ASSEMBLY-
LLFS AS ADVISORY BODIES TO BOARD

CONSIDER FUTURE OF LLFS + HOW
THEY KNIT TOGETHER
↳ 1 JOINT MEETING

GIVE LLFS LIMITED
DECISION MAKING
POWER - EG. SINCE
EXEC BOARD ARE
FOR PROJECT

CONSIDER WHEN LLFS INPUT TO
PROCESS

We ended by committing to some next steps

- Plan to do some new kinds of communication and test to see if they work
- Make clear to people how a LLF is an ongoing body, right through the life of a scheme
- Communicate what has been achieved (e.g. by going into schools)
- Buy some kit (audio / tablets) - these will make the meetings more productive and demonstrate financial investment by GCP
- Feed in project work to the timescales of the EB/Assembly
- Be clear about the purpose of the LLFs
- Engage (the LLF) with a wider group of people
- Regard the LLFs as complementary to the assembly
- Establish best practises, working closely with the chairs / vice-chairs
- Spend more time at the front of the process to get the foundations right
- Create some visuals illustrating how the LLFs function / relationships to other groups
- Establish an annual LLF conference - to broaden understanding and share knowledge



Annexe 5

Cambourne High Street Widening

1. Proposal

South Cambridgeshire District Council (SCDC) is considering options to enable the widening of Cambourne High Street to enable the development of 120 residential units and 1,500sqm of retail space north and south of the High Street.

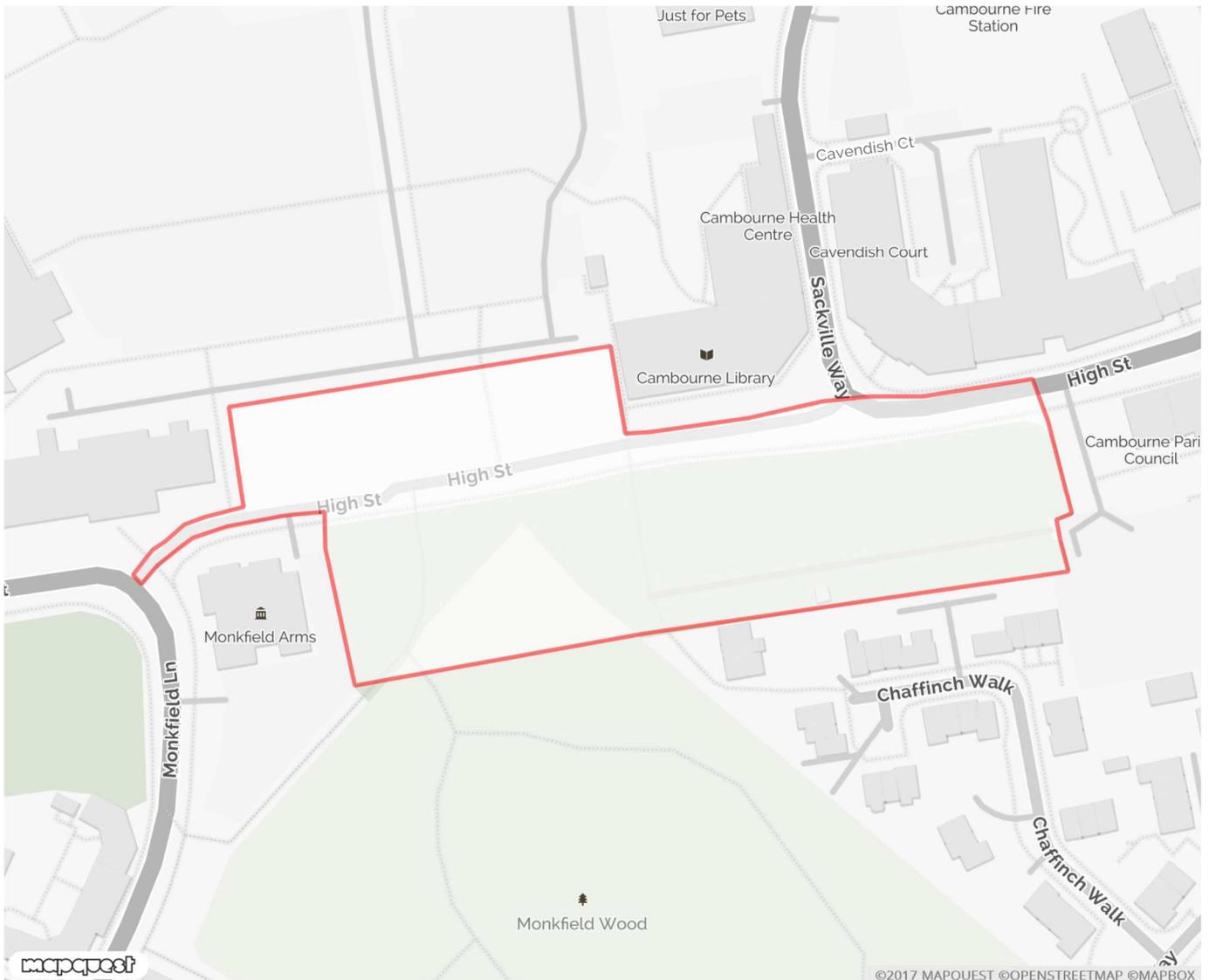


Figure 1: Initial proposed site of the development

The development of the scheme is underpinned by a joint venture between Newcrest, the current owners of the site and SCDC.

2. Background

This work originates from an historic planning permission to develop five large retail units. While three units were delivered two High Street units were not delivered. This is because it was later

realised that the High Street has to be widened from one lane to two to allow medium and large delivery vehicles to effectively access the site. The cost of this enabling infrastructure meant that the two retail units subsequently became unviable. This is based on a developer return of circa 6%. The original planning consent no longer applies. Newcrest has now reached an agreement with MCA (the original owners of the site) to promote the two undeveloped former retail sites to the north and south of the High Street for retail with residential above.

Funding for the road widening needs to be secured in order to ensure the viability of the residential scheme.

SCDC are aiming for initial planning permission to be granted in December 2018.

3. Finances

As above, **officers are asking the Board to agree up to £50k to fund further feasibility and design works of the scheme.** Depending on the outcome of the feasibility study the GCP may wish to consider further involvement in the scheme.

4. GCP involvement

The widening of the High Street's existing single carriageway is a necessary prerequisite to any additional future bus stops on the High Street. Additional bus stops in Cambourne are likely to be required to facilitate the Cambourne to Cambridge Better Bus Journey's scheme.

It's likely that GCP involvement could enable the delivery of affordable housing that would otherwise not come forward. The feasibility study would look at tenure mix for the scheme.

Depending on the level of GCP involvement and the demand in the area, to be established by the feasibility study, the GCP could work with SCDC to bring forward housing that delivers for the community of Cambourne and aligns with the GCP's strategic aims.

Annexe 6

Abbey Stadium Scheme

1. Background

GCP officers were approached by Cambridge United to understand if and how the GCP could support the Club to bring forward the redevelopment of the Abbey Stadium.

The redevelopment would see the stadium remain on the current site and has the opportunity to deliver several hundred new residential units and c25,000 sqft of retail and community workspace.

The site is currently owned by Grosvenor (Great Britain and Ireland) who have a partnership agreement with a specialist stadium developer (Wrenbridge) to look at the viability of options for the redevelopment of the site.

In autumn 2017 Wrenbridge shared with officers their viability assessment for the redevelopment. The assessment was at an early stage but did demonstrate a viability gap. In short, the costs of developing a new stadium put at risk the inclusion of affordable housing in the redevelopment scheme.

2. Finances

As above, officers would like to look at the scheme in more detail. Officers are **asking the Board to agree up to £50k to fund a feasibility study** to understand how GCP involvement in the scheme could deliver additional benefits e.g. key worker homes that wouldn't otherwise be delivered.

3. GCP involvement

Subject to the outcome of a feasibility study and independent financial advice the GCP's involvement has the potential to:

- Enable the delivery of key worker housing on a scheme where it wouldn't otherwise come forward due to viability issues.
- Ensure the development that comes forward on the Abbey site is of a very high design and quality standard.
- Influence a public transport policy that would deliver on core GCP objectives. The Club have already indicated they are keen to include a public transport policy in the new development. The GCP can work in detail with the Club on this and ensure any such policy is aligned with public transport plans along the Newmarket Road corridor.

Annexe 7

Update on West of Cambridge Package – Park & Ride

The full planning application for ground level expansion at Trumpington Park & Ride was submitted in April and is due to be considered in the summer, for delivery later in the year. This will increase the capacity of the site from 1340 to 1615 spaces.

The Board at their meeting in March requested additional work to be undertaken on Park & Ride proposals to the West of Cambridge including:

- Further traffic modelling on the cumulative impacts of the Foxton level-crossing and Foxton rail parking project with the M11 Park & Ride proposals;
- Analysis of the public transport requirements of the CBC site, and;
- Comparative analysis of the relative merits of do-nothing / expand at Trumpington site / new location West of Cambridge site.

The completed report will come back to the Executive Board in October for decision. The comparative analysis of the options will include strategic fit, financial and deliverability considerations. Given the urgent need for increased Park & Ride capacity in the area, a delivery timetable for each of the options is a key component of the October decision.

Annexe 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.

Executive Board: 4 July 2018		Reports for each item to be published: 22 June 2018	Report Author	Key Decision	Alignment with Combined Authority
A428 Cambourne to Cambridge	Full Outline Business Case for options for investment Cambourne to Cambridge. WITHDRAWN - Due to pause requested in Mayoral Transport Statement. Decision deferred to October 2018.		Peter Blake	Yes	CA LTP Passenger Transport Strategy
Milton Road	To consider the preferred option preliminary design for Milton Road along with the strategic outline business case as a basis for public consultation to facilitate the final preliminary design and outline business case.		Peter Blake	Yes	CA LTP Passenger Transport Strategy

City Access	<p>To update on the City Access programme including a detailed intelligent signals review delivery plan and to give approval to consult on demand management principles and measures.</p> <p>AMENDED – Update on City Access Programme, including report on future transport requirements.</p> <p>Decision on demand management principles deferred to October 2018 due to pause requested in Mayoral Transport Statement.</p>	Peter Blake	Yes	CA LTP Passenger Transport / Walking & Cycling / Streetscape Strategy
Greenways	To consider the outcomes of initial engagement and approve public consultation on proposals during 2018.	Peter Blake	No	CA LTP Walking & Cycling Strategy
Cambridge South East Transport Study	<p>Presenting results of public consultation and to note preparation of Outline Business Case.</p> <p>AMENDED - Presenting results of public consultation and approval of programme quick wins.</p> <p>Decision on strategy approach deferred to October 2018 due to pause requested in Mayoral Transport Statement.</p>	Peter Blake	No	CA LTP Passenger Transport Strategy
GCP quarterly progress report	To monitor progress across the GCP workstreams including financial monitoring information.	Niamh Matthews	No	N/A

Executive Board: 11 October 2018		Reports for each item to be published: 1 October 2018	Report Author	Key Decision	Alignment with Combined Authority
A428 Cambourne to Cambridge	Decision on scheme strategy following public consultation and business case development.		Peter Blake	Yes	CA LTP Passenger Transport Strategy
City Access	Update on progress, intelligent signals review delivery plan and to give approval to consult on demand management principles and measures.		Peter Blake	Yes	CA LTP Passenger Transport / Walking & Cycling / Streetscape Strategy
Cambridge South East transport study	Decision on strategy approach – Following public consultation and development of business case.		Peter Blake	Yes	CA LTP Passenger Transport Strategy
West of Cambridge package (M11 J11 Park & Ride)	To consider the scheme options and approve consultation on a preferred proposal.		Peter Blake	Yes	CA LTP Passenger Transport / Interchange Strategy
Rural Travel Hubs	To provide an update on rural Travel Hubs Pilot projects.		Peter Blake	No	CA LTP Passenger Transport Strategy
GCP quarterly progress report	To monitor progress across the GCP workstreams including financial monitoring information.		Niamh Matthews	No	N/A

GCP Future Investment Strategy	To agree prioritised list for future investment.	Rachel Stopard	Yes	CA Prospectus/ 4-year plan
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Executive Board: 6 December 2018		Reports for each item to be published: 26 November 2018	Report Author	Key Decision	Alignment with Combined Authority
Chisholm Trail cycle links	To approve construction of phase 2 of the scheme subject to planning permission.		Peter Blake	Yes	CA LTP Walking & Cycling Strategy
Histon Road	To consider results of the public consultation and give approval to any proposed modifications to the final preliminary design for Histon Road and to approve the outline business case as a basis the detailed engineering design and final business case.		Peter Blake	Yes	CA LTP Passenger Transport Strategy
Foxton level crossing and Travel Hub	Present options and give approval for public consultation.		Peter Blake	Yes	CA LTP Passenger Transport Strategy
GCP quarterly progress report	To monitor progress across the GCP workstreams including financial monitoring information.		Niamh Matthews	No	N/A

Corresponding meeting dates

Executive Board meeting	Reports for each item published	Joint Assembly meeting	Reports for each item published
4 July 2018	22 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