

Appendix 4 – Terms of Reference for Cambridge East Delivery Board and Programme Team

Appendix 4a - Terms of Reference for the Cambridge East Delivery Board

Membership (Director level)

- Alex Plant, Chief Executive, Cambridgeshire Horizons (Chair)
- Paul Mumford, Lead Project Manager, Cambridgeshire Horizons (main link with Programme Team)
- Graham Hughes, Director of Sustainable Development, Cambridgeshire County Council
- Simon Payne, Director of Environment & Planning, Cambridge City Council
- Liz Bisset, Director of Community Services, Cambridge City Council
- Gareth Jones, Director of Planning, South Cambridgeshire District Council
- Landowners' representatives (T.B.C)

Note: John Onslow to sub for Alex Plant as Chair.

Objectives:

- Manage key risks and issues on delivery (these are likely to be risks requiring member involvement, policy changes or organisational barriers)
- Liase with Government on progress of Cambridge East
- Set clear aspirations for Cambridge East (either through targets and/or PIs)
- Oversee the Strategic Communications Framework for Cambridge East
- Manage organisational barriers as they arise and as appropriate
- Challenge poor performance and low aspirations
- Identify future funding opportunities to support the long term delivery of Cambridge East
- Manage performance of the Programme Team

Roles and responsibilities of individual Board members

- Own the aspiration of high quality homes, good supporting infrastructure, low carbon lifestyles and community cohesion
- Preparedness to work to remove organisational blockages
- Take personal ownership of major risks
- Act as enthusiastic advocates for Cambridge East
- Feedback to relevant organisation
- To attend meetings, or in extremis send a deputy
- Be open and honest with other Board members so as to create an environment that facilitates productive challenge of poor aspirations and performance

Frequency of meetings:

- Quarterly, and additionally to suit planning needs.

Appendix 4b - Terms of Reference for the Cambridge East Programme Team

Membership (Head of Service and Team Leader level)

- Paul Mumford, Lead Project Manager, Cambridgeshire Horizons (Chair and main link with the Delivery Board)
- Steve Sillery, The Marshall Group
- Joseph Whelan, Head of Service for New Communities, Cambridgeshire County Council
- Sharon Brown, Cambridge City Council
- Tim Wetherfield, Cambridge City Council
- Keith Miles, South Cambridgeshire District Council
- Tom Barrance, Project Manager, South Cambridgeshire District Council
- Ian Burns, Head of Infrastructure, Cambridgeshire Primary Care Trust
- Cameron Adams, Environment Agency
- Alan Kirkdale, Highways Agency
- John O'Mahoney, The Housing Corporation

Aim:

- To develop the programme for Cambridge East and to report major issues and risks to the Cambridge East Delivery Board.

Objectives:

- To develop the master programme for Cambridge East in consultation with key stakeholders and approved planning documentation to bring forward a high quality, community-oriented and environmentally sensitive developments to the timescales required
- To manage the risk register and issues log
- Manage organisational barriers as they arise and as appropriate
- Provide regular feedback to the Cambridge East Delivery Board
- To identify funding opportunities and to make recommendations to the Cambridge East Delivery Board
- To consider the viability of the project and make recommendations to the Cambridge East Delivery Board
- Delegate tasks to any topic groups

Roles and responsibilities of Team Members

- Attendance at meetings
- Individual ownership of organisational programmes that feed into the Master Programme
- Act as enthusiastic advocates for Cambridge East
- Provide effective linkage to others in your organisation/stakeholders
- Adopt a positive approach and commit to working together to remove organisational blockages

Frequency of meetings:

Monthly.