

**GREATER CAMBRIDGE PARTNERSHIP
EXECUTIVE BOARD**

4:00 pm

Thursday 7 March 2024

**Council Chamber
South Cambridgeshire Hall
Cambourne Business Park
Cambourne
CB23 6EA**

*The meeting will be live streamed and can be accessed from the GCP
YouTube Channel - [Link](#)*

AGENDA

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|--|-----------------|
| 1. Apologies for Absence | (oral) |
| 2. Declaration of Interests | (oral) |
| 3. Minutes | (3-14) |
| 4. Membership | (15-16) |
| 5. Public Questions | (17) |
| 6. Feedback from the Joint Assembly | (18-21) |
| 7. Quarterly Progress Report and Budget Setting | (22-67) |
| 8. Capturing Wider Benefits of the City Deal | (68-82) |
| 9. City Access Programme Update | (83-104) |
| 10. Date of Next Meeting | (-) |
- 4:00 p.m. Thursday 27 June 2024

MEMBERSHIP

The Executive Board comprises the following members:

Councillor Mike Davey	- Cambridge City Council
Councillor Elisa Meschini (Chairperson)	- Cambridgeshire County Council
Councillor Brian Milnes (Vice Chairperson)	- South Cambridgeshire District Council
Andy Williams	- Business Representative
Diarmuid O'Brien [subject to Board endorsement]	- University Representative

By Invitation
Mayor Dr Nik Johnson

[Exercising discretion available to them to interpret Standing Orders and, with the agreement of the other voting members of the Board, suspend them if necessary, the Chairperson will invite Mayor Johnson to join the meeting in a non-voting capacity, recognising the Combined Authority's role as the Strategic Transport Authority].

The meeting will be live streamed and can be accessed from the GCP YouTube Channel - [Link](#) . We support the principle of transparency and encourage filming, recording and taking photographs at meetings that are open to the public. We also welcome the use of social networking and micro-blogging websites (such as Twitter and Facebook) to communicate with people about what's happening, as it happens.

If you have accessibility needs, please let Democratic Services know.

For more information about this meeting, please contact Nicholas Mills (Cambridgeshire County Council Democratic Services) on 01223 699763 or via e-mail at Nicholas.Mills@cambridgeshire.gov.uk.

Greater Cambridge Partnership Executive Board

Minutes of the Greater Cambridge Partnership (GCP) Executive Board
Thursday 4 January 2024
4:00 p.m. – 5:20 p.m.

Present:

Members of the GCP Executive Board:

Cllr Elisa Meschini (Chairperson)	Cambridgeshire County Council
Cllr Brian Milnes (Vice-Chairperson)	South Cambridgeshire District Council
Cllr Mike Davey	Cambridge City Council
Andy Williams	Business Representative
Andy Neely	University Representative

Members of the GCP Joint Assembly in attendance:

Cllr Tim Bick (Chairperson)	Cambridge City Council
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Officers:

Peter Blake	Transport Director (GCP)
Thomas Fitzpatrick	Programme Manager (GCP)
Niamh Matthews	Assistant Director: Strategy and Programme (GCP)
Nick Mills	Democratic Services Officer (CCC)
Rachel Stopard	Chief Executive (GCP)
Wilma Wilkie	Governance and Relationship Manager (GCP)

1. Apologies for Absence

Apologies for absence were received from Mayor Dr Nik Johnson.

2. Declarations of Interest

Councillor Davey declared a non-statutory disclosable interest in relation to Agenda Item 8 (Cycling Plus – Hills Road and Addenbrookes Roundabout), as a Cambridge City Councillor for the Petersfield ward.

Councillor Davey declared a general non-statutory disclosable interest, as a member of Camcycle.

3. Minutes

The minutes of the previous Executive Board meeting, held on 28 September 2023, were agreed as a correct record and signed by the Chairperson.

4. Membership

The Executive Board received a report from the Chief Executive which contained a nomination from the University of Cambridge for Joint Assembly membership, and a nomination from the Business Board for Executive Board membership.

The Executive Board resolved unanimously to:

- (a) Confirm the appointment of James Rolfe as a co-opted member of the GCP Joint Assembly, representing Anglia Ruskin University as one of the nominations from the University of Cambridge; and
- (b) Confirm the appointment of Al Kingsley as the Business Board's substitute representative on the GCP Executive Board.

5. Public Questions

The Chairperson informed the Executive Board that three public questions had been accepted and that the questions would be taken at the start of the relevant agenda item, with details of the questions and a summary of the responses provided in Appendix A of the minutes.

It was noted that one question related to agenda item 8 (Cycling Plus – Hills Road and Addenbrookes Roundabout), and one question related to agenda item 9 (Greater Cambridge Greenways – Fulbourn and Haslingfield Greenways).

6. Feedback from the Joint Assembly

The Executive Board received a report from the Chairperson of the GCP Joint Assembly, Councillor Tim Bick, which summarised the discussions from the Joint Assembly meeting held on 11 December 2023.

7. Quarterly Progress Report

The Chief Executive presented a report to the Executive Board which provided an update on progress across the GCP's whole programme, including a summary of programme-wide work on biodiversity net gain.

Noting that the Joint Assembly had been informed alternative funding for Cambridge South-East Transport Scheme (CSETS) had not been obtained yet, the Chairperson of the Joint Assembly highlighted the importance of ensuring the work sponsored by the GCP in the skills sector continued after the City Deal expired.

While discussing the report, the Executive Board:

- Established that stakeholder engagement had recently taken place as part of the Gateway Review's mid-term report. It was confirmed that no significant concerns had been raised and that the programme was progressing well.
- Welcomed that corporate employment growth in the Greater Cambridge region had increased over the previous year, particularly in Knowledge Intensive sectors. Noting how important high value jobs were for the economy and region members highlighted the GCP's role with schemes that would continue to support this growth in the future. It was also emphasised that the economic opportunities that arose as a result of this growth should be available to young people, for example through apprenticeships, and older people, through reskilling to bring them back into the workforce.
- Observed that construction of the Cambridge South West Travel Hub had been delayed and would commence in 2025, and queried whether it was still expected to be completed in 2025. It was confirmed that technical consultants had been appointed and that construction was still expected to be completed in 2025.
- Welcomed ongoing discussions with representatives of the government regarding its Cambridge 2040 plans, noting that the GCP continued to seek additional funding for CSETS, while continuing to also convey local concerns with the plans. It was emphasised that the construction of hundreds of thousands of houses would require significant investment in transport and other local infrastructure.
- Highlighted the inflationary impact of construction and engineering costs on the GCP's budget and expressed concern that the original City Deal resources were no longer sufficient.

- Clarified that the delay to the completion of the Full Business Case for Waterbeach station was due to the rail industry requiring additional surveys and preliminary design work to be undertaken in advance.

The Executive Board resolved unanimously to:

- (a) Note the progress across the GCP Programme; and
- (b) Note the update on the Programme wide work on Biodiversity Net-Gain.

8. Cycling Plus – Hills Road and Addenbrookes Roundabout

One public question was received from Edward Leigh (on behalf of South Petersfield Residents Association, and read out by Frank Gawthrop). The question and a summary of the response are provided at Appendix A of the minutes.

The Transport Director presented a report to the Executive Board which included proposals for Cycling Plus improvements on both Hills Road and the Addenbrooke's roundabout at the A1307 / Fendon Road intersection. Public consultations had been held for both projects, with the responses and outcomes set out in the report, which had resulted in a preferred concept design and Strategic Outline Business Case for Hills Road and a detailed design for the Addenbrooke's roundabout. Further changes to the design of the Hills Road section would be subject to further public consultation.

Noting that the Joint Assembly was satisfied with the outcomes of the consultation that favoured Option B for the Hills Road improvements, the Chairperson of the Joint Assembly highlighted the issues that had been identified during the consultation and emphasised the importance of holding a further consultation on the subsequently revised proposals, given the significance of the proposed changes. He expressed concern that the recommendations to the Executive Board did not explicitly state that a further public consultation would take place, and they did not appear to allow for consideration of the impacts of the proposed changes. With regards the Addenbrooke's Roundabout, he reported that the Joint Assembly had emphasised the need for further improvements to address wider issues once the initial works had been completed.

While discussing the report, the Executive Board:

- Emphasised that the Hills Road improvements were designed to benefit all road users, including cyclists, pedestrians and motorists. There would be impacts on the surrounding streets, and it was suggested that these needed to be analysed and consulted on, engaging with those who lived in the area or travelled through it.
- Acknowledged and supported the concerns raised by the Joint Assembly about the need for a further public consultation on the Hills Road proposals. It was recognised that there had already been in place an intention to hold a further consultation, but members suggested that it would be clearer to refer to it in the recommendation. It was clarified that a further consultation would be likely to take place in Autumn 2024.

- Drew attention to the difficulty in achieving behavioural change, demonstrated by increasing levels of car ownership across Greater Cambridge, and expressed concern that the problems were worsening in the region.

The following amendment to recommendations (b) and (c) was proposed by the Chairperson and agreed unanimously (removals in strikethrough, additions in bold):

- (b) Approve the preferred concept design **and Strategic Outline Case** for Hills Road, which reflects and builds upon the consultation and stakeholder response; ~~The design includes a further sub-option for the Hills Road/Lensfield Road junction.~~
- (c) ~~Approve the Strategic Outline Case for Cycling Plus Hills Road.~~ **Agree that a further sub-option for the Hills Road/Lensfield Road junction, which came out of the consultation, will be developed, subject to** the planned technical work outlined in the report and a further public consultation.

The Executive Board resolved unanimously to:

Cycling Plus Scheme Hills Road

- (a) Note the response from the recent consultation of the Hills Road Cycling Plus scheme between Gonville Place and Purbeck Road;
- (b) Approve the preferred concept design and Strategic Outline Case for Hills Road, which reflects and builds upon the consultation and stakeholder response; and
- (c) Agree that a further sub-option for the Hills Road/Lensfield Road junction, which came out of the consultation, will be developed, subject to the planned technical work outlined in the report and a further public consultation.

Addenbrookes Roundabout Scheme

- (a) Note the response from the recent consultation that presented a concept design for Addenbrookes Roundabout;
- (b) Approve the final detailed design of Addenbrookes Roundabout that has been further developed following the consultation response and working with the County Council and key stakeholders; and
- (c) Approve the proposed construction timeline and budget.

9. Greater Cambridge Greenways – Fulbourn and Haslingfield Greenways

Two public questions were received from Councillor Lesley Sherratt (on behalf of Grantchester Parish Council) and Peter Scrase. The questions and a summary of the responses are provided at Appendix A of the minutes.

The Transport Director presented the report, which set out the Outline Business Cases for the Fulbourn and Haslingfield Greenways, as well as a proposed programme of delivery. Following public engagements, various changes were proposed for the schemes, as set out in Sections 4.1 to 4.29 of the report.

Acknowledging public representations that had been received on this item at the Joint Assembly meeting, the Chairperson of the Joint Assembly informed the Executive Board that members had supported a route for the Haslingfield Greenway that was practical and attractive to cyclists. He emphasised that ongoing concerns about the design and impact of the Waterbeach section of the Haslingfield Greenway still needed to be resolved. The Chairperson also highlighted concerns about the fact that building developments north of Cherry Hinton would not be served by the Fulbourn Greenway until Phase 2 was completed.

While discussing the report, the Executive Board:

- Suggested that a route through the village of Grantchester was shorter and faster than alternative proposals and would therefore be beneficial to those using the Haslingfield Greenway. It was clarified that the alternative route was also not supported by an affected landowner.
- Argued that people would cycle through the village of Grantchester regardless of whether the Greenway was there, which would affect safety and result in needless expenditure on a largely unused route. Members noted that Camcycle supported the proposals for the Greenways.

The Executive Board resolved unanimously to:

- (a) Note the results from the Fulbourn Public Engagement exercise, conducted in Summer of 2023 and agree any changes to scheme design resulting from the engagement;
- (b) Agree the Outline Business Case for Fulbourn;
- (c) Note the results from the Grantchester Public Consultation exercise and agree to progress the Haslingfield Greenway (Grantchester section) including changes to scheme design resulting from the consultation;
- (d) Agree to the submission of the required Planning Applications, Permitted Development Applications, Section 25 and 26 Rights of Way creation Orders and Traffic Regulation Orders (TROs), working with the County Council as necessary;

- (e) Agree to the use of Compulsory Purchase Powers for land where Section 26 Highways Act 1980 powers cannot be used;
- (f) Agree the programme of delivery for Fulbourn and Haslingfield Greenways; and
- (g) Agree to finalise schemes for construction and complete Full Business Cases for the Fulbourn and Haslingfield Greenways.

10. Greater Cambridge Greenways – Programme Update

The Programme Manager presented a report to the Executive Board, which included the Full Business Case for the Greenways programme, along with its delivery plan. Two TROs related to the Comberton Greenway had been advertised, and it was proposed to implement the one in Comberton Village and withdraw the one on Sidgwick Avenue.

Noting that the Joint Assembly had supported the TRO proposals and the Full Business Case, the Chairperson of the Joint Assembly highlighted a request from members for a greater number of rural train stations to be connected to the Greenways network.

While discussing the report, the Executive Board:

- Welcomed the progress of the Greenways programme and paid tribute to its scope and ambition, noting how it would help with wider challenges.
- Highlighted the importance of ensuring appropriate surface materials were used for the Greenways to maximise their appeal.
- Noted that there were various gates, both in Cambridge and in its surrounding area, that could not be passed by bicycles, which were forced to take longer routes instead, and it was suggested that such gates be avoided when possible.

The Executive Board resolved unanimously to:

- (a) Approve the Greenways Programme Full Business Case;
- (b) Approve the implementation of the Comberton Village TROs following the statutory consultation;
- (c) Agree the next steps for the TRO relating to Sidgwick Avenue on the Comberton Greenway;
- (d) Note the Outline Delivery Plan; and
- (e) Note the Stakeholder Engagement carried out across the Greenways network including Public Engagement held in 2022 and 2023.

11. Date of Next Meeting

The Chairperson noted that it was Andy Neely's last meeting and paid tribute to his work as a member of the Executive Board.

The Executive Board noted that the next scheduled meeting was due be held on Thursday 7 March 2024.

Chairperson
7 March 2024

Greater Cambridge Partnership Executive Board – 4 January 2024
Appendix A – Public Questions Listed in Order of Presentation

From	Question	Response
Edward Leigh Chair of South Petersfield Residents Association	<p>Agenda Item 8 - Cycling Plus – Hills Road and Addenbrookes Roundabout</p> <p>South Petersfield Residents Association (SoPRA) notes that a new proposal for the Hills Road Catholic church junction has emerged post-consultation, which will have significant impacts on traffic flows on Brooklands Avenue and through South Petersfield (between Hills Road and Mill Road). As part of developing the "final preliminary designs" (paragraph 10.2), we ask GCP to engage directly with local residents' associations, including SoPRA, New Town RA, Accordia RA and any others that are active in the vicinity of Hills Rd and Brooklands Avenue to explore the trade-offs, potential alternatives and mitigations. Will the Board support this request?</p> <p>We draw Board members' attention to the fact that the draft New Road Classification for Cambridge omitted Station Road and Tenison Road, even though these are heavily used routes for travel to/from Cambridge station. They are also used, along with other roads in South Petersfield, as 'rat runs' between Hills Road and Mill Road. These traffic flows need to be taken into account when considering banning turns at the Catholic Church junction.</p>	<p>With regard to the addition option for the Hills Road Catholic Church junction that has been put forward, the GCP acknowledges that in order to progress such a design, the project team will need to undertake further traffic modelling in the next project stage in order to assess the wider impacts of such a design. While it is anticipated that the impacts will be largely positive for all travel modes using the junction, such a design would undoubtedly lead to re-routing of some traffic, and therefore the project team need to be assured that this does not cause more problems that it looks to solve before coming back with a preferred option design for future public consultation.</p> <p>The GCP project team will engage directly with the residents' associations mentioned, in order to explore ideas and potential alternatives and mitigations.</p>

<p>Lesley Sherratt Chair, Grantchester Parish Council</p>	<p>Agenda Item 9 - Greater Cambridge Greenways – Fulbourn and Haslingfield Greenways</p> <p>We, Grantchester Parish Council (GPC), ask the Executive Board not to move forward with the Grantchester section of the Haslingfield Greenway (the ‘Through Village Route’) due to:</p> <ul style="list-style-type: none"> (i) Its detrimental aesthetic impact on a heritage village; (ii) The low projected use, especially coming from Haslingfield into Grantchester; (iii) The existence of an alternative route, the “Baulk path” on the Barton Greenway; (iv) The high additional cost of the Through Village Route (v) The democratic deficit in distinguishing the local response from the overall response, then discounting that (very negative) response; (vi) Misleading answers having been given to the Joint Assembly, making its recommendation to the Executive Board flawed. Specifically: <ul style="list-style-type: none"> (i) The poor benefit:cost ratio of 0.4:1 of this section was buried by claiming a cross network benefit. (This benefit is unaffected if using the Baulk instead.) (ii) The question: ‘How much longer would it take a twelve year old child to cycle the Baulk path?’ was answered by giving the approximate distance, not time taken. After accounting for the reduced speeds on the Through Village Route, there is no obvious time advantage. (iii) A specific commitment given to GPC by Councillor Smith (not the project team) that the Grantchester vote would be accepted, resulting in a mutual agreement, was described simply as GPC’s misunderstanding and overridden. It is not appropriate for GCP to decide what was agreed between Councillor Smith and GPC. If our factual account of this 	<p>Thank you for the work that the Parish Council has done alongside officers to bring forward proposals to consultation. However, we strongly refute that the proposals are unlawful, all due process has been followed and the officer recommendation is based on overall support in a consultation. In answer to the specific queries.</p> <ol style="list-style-type: none"> 1. The GCP is working closely with landscape officers and specialist consultants to ensure the whole of the Greenways network is sympathetic to the environment it runs through, including specific protected areas such as Grantchester. 2. As per the request from the Joint Assembly we have been tasked with trying to significantly increase the targets for the Greenways network. The sensitivity test with these increased targets shows the Haslingfield Greenway with a BCR of 1.7, based on reaching higher levels of cycling. This is set out in the Programme Case. 3. The cost of the route through Grantchester is included within the Future Investment Strategy budget that was presented to the Board in September 2023. As the most direct route, it is seen as an important part of the network and offers value for money. The Full Business Case for Haslingfield with an updated cost will be provided later this year for final approval.
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	<p>agreement is correct, there is a breach of a legitimate expectation.</p> <p>- and instead investigate shortening the Barton Greenway connection</p> <p>Accordingly, we ask whether the Executive Board will decline to approve the proposed Through Village Route on grounds of (i) – (vi) above and the fact that to do so may be unlawful; but to investigate shortening the Barton Greenway connection instead.</p>	<p>4. The paper makes clear the opposition from the Grantchester area, as well as the overall support for the proposals from the wider area.</p> <p>5. Officers confirmed that the distance would be approximately 50% longer, increasing from approx. 2.4km to approx. 3.6km. The Greenways are to be used for walking and cycling and therefore it was felt a distance was a more suitable answer. However the distance is over a Km longer, which is significant for a child. The view of Councilor Smith has not been factually changed and was reported at the Joint Assembly.</p> <p>The shortened connection for the Barton Greenway has already been discussed with landowners and is not supported. In addition, the alignment for the Barton Greenway has already been agreed by the Executive Board.</p> <p>The route via the Baulk is not as direct or attractive for this scheme and therefore the alignment through Grantchester (as supported in the consultation) is recommended.</p>
Peter Scrase Grantchester resident	<p>Agenda Item 9 - Greater Cambridge Greenways – Fulbourn and Haslingfield Greenways</p> <p>The Executive Board is being asked to ratify the recommendation of the Joint Assembly to continue to develop the proposed route through Grantchester village rather than the route via the Baulk. No comparison of the relative cost of these two alternatives was made in the report to the Assembly nor was any mention of this made in the recommendation to the Executive Board.</p>	<p>The Baulk route forms part of the Barton Greenway and the route and preliminary designs for that scheme have been approved by the Executive Board. It is not a case of one scheme or the other, the proposal is to have both. This would provide a</p>

	<p>Given that the Baulk route is going to be built in any event as part of the Barton Greenway, almost the entire cost of the proposed route through the village would be saved if it is abandoned in favour of the Baulk route. An estimate from documents which I have seen would indicate a saving well in excess of £2m if the Baulk route is chosen.</p> <p>My question to the Board is whether it accepts that expense is a serious relevant factor in deciding which route to select and that no decision should be taken until the figures for each alternative are made known.</p>	<p>significant improvement in the network for active travel in this area.</p> <p>The route via the Baulk is not as direct or attractive for this Greenway and therefore the alignment through Grantchester (as supported in the consultation) is recommended.</p>
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GCP Executive Board Membership

Report to: Greater Cambridge Partnership Executive Board

Date: 7 March 2024

Lead Officer: Rachel Stopard – Chief Executive, GCP

1. Background

- 1.1 The University of Cambridge has advised that it wishes to nominate Diarmuid O'Brien as its member on the GCP Executive Board. The Executive Board is required to endorse this appointment.

2. Recommendation

- 2.1 The Executive Board is recommended to:
- (a) Confirm the appointment of Diarmuid O'Brien as a member of the GCP Executive Board, representing University of Cambridge.

3. Issues for Discussion

- 3.1 The Greater Cambridge Partnership (GCP) Executive Board is a joint committee of the three Councils, established by Cambridgeshire County Council under section 102(1) (b) of the Local Government Act 1972 and by Cambridge City Council and South Cambridgeshire District Council under section 9EB of the Local Government Act 2000. It has a membership of 5 made up of three elected members with full voting rights (one from each of the three member Councils) and two non-voting members (one from the Business Board and one from the University of Cambridge). Each partner body is entitled to appoint one named alternate or substitute member who may act in all aspects as a voting member of the Executive Board in the absence of the voting member appointed.
- 3.2 Standing Orders stipulate that members nominated by the Business Board and the University of Cambridge will become co-opted members on endorsement by the Executive Board. The Business Board and University of Cambridge may at any time ask the Joint Assembly or Executive Board to replace any of their nominated co-opted members by way of further nomination.

- 3.3 The University of Cambridge has advised that it wishes to nominate Diarmuid O'Brien as its representative on the GCP Executive Board, replacing Andy Neely. Dr O'Brien has recently been appointed as the University of Cambridge's new Pro-Vice-Chancellor for Innovation. Prior to this, he was the Chief Executive of Cambridge Enterprise, the University's commercialisation arm.
- 3.4 In line with Standing Orders, the Executive Board is invited to consider and endorse this nomination.

4. Financial Implications

- 4.1 There are no financial implications.

Background Papers

Source Documents	Location
None	-

Greater Cambridge Partnership Executive Board Public Questions Protocol

PLEASE READ THE PROTOCOL AND THE NOTES BELOW BEFORE SUBMITTING YOUR QUESTION

Notes: The Executive Board Chairperson has confirmed that when exercising their discretion to allow questions to be asked at meetings, they intend to apply the following principles:

- Questions should relate to matters on which members are being asked to reach a decision.
 - Multiple questions by the same person on the same agenda item will not be accepted.
 - GCP officers will not read out questions on behalf of those concerned. The expectation is that those asking questions will do so personally (or nominate someone else to do so on their behalf) *. Where this is not possible questions will be handled as routine correspondence and a written response provided.
 - The 300 word limit will be applied strictly and questions exceeding this limit will be automatically rejected.
- * where possible the option of remote attendance will be offered, but not all venues used have the equipment necessary to enable this.

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

- Notice of the question should be sent to the Greater Cambridge Partnership Public Questions inbox [public.questions@greatercambridge.org.uk] no later than 10 a.m. three working days before the meeting.
- Questions should be limited to a maximum of 300 words.
- Questioners will not be permitted to raise the competence or performance of a member, officer or representative of any partner on the Executive Board, nor any matter involving exempt information (normally considered as 'confidential').
- Questioners cannot make any abusive or defamatory comments.
- If any clarification of what the questioner has said is required, the Chairperson will have the discretion to allow other Executive Board members to ask questions.
- The questioner will not be permitted to participate in any subsequent discussion and will not be entitled to vote.
- The Chairperson will decide when and what time will be set aside for questions depending on the amount of business on the agenda for the meeting.
- Individual questioners will be permitted to speak for a maximum of three minutes.
- In the event of questions considered by the Chairperson as duplicating one another, it may be necessary for a spokesperson to be nominated to put forward the question on behalf of other questioners. If a spokesperson cannot be nominated or agreed, the questioner of the first such question received will be entitled to put forward their question.
- Questions should relate to items that are on the agenda for discussion at the meeting in question. The Chairperson will have the discretion to allow questions to be asked on other issues.

**The deadline for receipt of public questions for this meeting is
10:00 a.m. on Monday 4 March 2024**

Feedback from the Joint Assembly Meeting 15th February 2024

Report to: Greater Cambridge Partnership Executive Board

Date: 7 March 2024

Lead: Councillor Tim Bick, Joint Assembly Chairperson

1. Background

- 1.1 This report is to provide the Executive Board with a summary of the discussion at the Greater Cambridge Partnership (GCP) Joint Assembly meeting held on Thursday 15th February 2024. The Executive Board is invited to take this information into account in its decision making.
- 1.2 Six public questions were received; two on Capturing Wider Benefits of the City Deal [agenda item 7]; and four on the City Access Programme Update [agenda item 8].
- 1.3 Three reports were considered and a summary of the main points emerging from the Joint Assembly discussion is set out below.

2. Quarterly Progress Report and Budget Setting

- 2.1 The Joint Assembly noted the report which set out progress across the whole GCP programme.
- 2.2 Members supported the multi-year budget strategy proposals and plans to align the GCP's budget timings with those of its Accountable Body (Cambridgeshire County Council). The Joint Assembly acknowledged that planned overprogramming had provided flexibility in programme delivery but was concerned about the extent to which the current profile of expenditure did not balance with the current profile of income, with projections showing a budget deficit from 2026/27. In response to a question, it was confirmed that although the figures on their own looked concerning, in the context of how capital spending programmes worked this was not an unusual situation, but going forward careful monitoring was essential.
- 2.3 Commenting on the significant uncertainty surrounding Section 106 funding and the potential need for temporary borrowing by the County Council to finance any deficit, members noted that GCP officers were working closely with colleagues from partner

councils to refine assumptions and develop a series of options to address the projected deficit. The Joint Assembly emphasised its role in scrutinising emerging proposals and members stressed the importance of an ongoing debate on the outcome of these discussions and emerging plans. It was acknowledged that the Future Investment Strategy approved in September 2023 had taken account of this by putting in place an annual review. Plans to bring an updated budget strategy for discussion in the autumn were welcomed, noting that this would enable GCP projections to be scrutinised and approved before being factored into the County Council's discussions on its Capital Strategy.

- 2.4 The Joint Assembly commented on the decision to pause phase two of the Cambridge South East Transport Scheme (CSETS) and the strategic importance of this project. It was suggested that a report be brought to the next meeting cycle on work being done by the GCP and others, to support the delivery of Cambridge South Station, including information on the potential implications should delivery of the CSETS not be aligned with the station opening.
- 2.5 Noting the budget proposals did not include any funding for skills after the end of the current contract in April 2025, it was suggested that there was merit in looking at the legacy of the GCP's skills work and considering how this could be progressed, set in the context of the responsibilities and plans of other bodies, primarily the Combined Authority and County Council. It was agreed to ask the Skills Working Group to discuss this, and that a report be prepared for discussion at a future meeting cycle.

3. Capturing Wider Benefits of the City Deal

- 3.1 The Joint Assembly had extensive debate on how best to capture the wider benefits of the City Deal. Members welcomed the report and its focus on a broader set of measures to complement the original City Deal objectives, and commended the progress made to date. It was suggested that more emphasis should be placed on the considerable strategic benefits of partnership working as part of the institutional capital theme, recognising the way the City Deal and GCP had brought partners together to deliver a programme and agenda that would not have been possible otherwise.
- 3.2 The GCP had provided a platform to develop a shared, strategic understanding of the needs of Greater Cambridge, beyond the responsibilities of the individual partner bodies. In addition to this it was also important to acknowledge the GCP's role in working with partners to influence or make space for things that were outside its core responsibilities. Members supported the additional work proposed on walking and wheeling, particularly in terms of connectivity to stations as well as connectivity between the Greenway schemes. Equality of access would be particularly important in this work.
- 3.3 Members emphasised the importance of understanding impacts at a programme level in addition to exploring the outputs set out in the report. It was suggested that there should be more emphasis on the significance of post project appraisals, making it possible to capture in finite terms, some of these impacts. Members questioned how and where inequalities fitted into the five capitals framework and officers provided reassurance on how this was being incorporated.

- 3.4 The Joint Assembly welcomed the proposed Greenways Green and Blue Infrastructure Strategy designed to shape the delivery of the Greenways programme. Given its significance, it was suggested that this should be the subject of a debate in its own right and form a separate report to be presented to a future meeting. This would provide an opportunity for members to discuss its contents, rather than just recognise it as a good thing.

4. City Access Programme Update

- 4.1 The Joint Assembly discussed the update on the City Access Programme and welcomed the opportunity to reflect on the programme, considering recent decisions on Making Connections and the wider policy context. It was suggested that the individual workstreams should be brought together to form a single strategic plan.
- 4.2 Members made several observations about the County Council's recent decision to develop a Greater Cambridge Transport Strategy and work with the Combined Authority to support its bus reform agenda and develop a rail strategy for Cambridgeshire. It was considered important to progress this work in partnership and it was emphasised that the GCP had an important role in this process. The planned review of the operating model for park and ride was highlighted as one critical area where the GCP could support the County Council, recognising that a successful model was key to achieving modal shift.
- 4.3 While it was acknowledged that any further iterations of proposals to reclassify the road network hierarchy, would be led by the County Council, the Joint Assembly wanted to remain actively involved in this work and be given the opportunity to input to the same extent it would have if the work was being progressed by the GCP. It was recognised that there was an opportunity to make a real difference with this review and members wanted to be involved in shaping this.
- 4.4 Commenting on plans to develop the Integrated Parking Strategy it was suggested that it was important to be clear about what was expected strategically from this. The Joint Assembly highlighted the role of parking in generating car trips into Cambridge and acknowledged that plans to reduce non-resident parking was a way of supporting modal shift to public transport.
- 4.5 Members supported plans to work on a freight consolidation plan but stressed it was important to recognise that change would be commercially driven. The GCPs role should be on leverage to influence freight consolidation. Therefore the focus ought to be on developing a better understanding of what levers were available to create the conditions for the industry to act.
- 4.6 There was broad support for refreshing the City Access objectives to frame thinking across the programme going forward. Commenting on the changes, there was support for removing reference to 'raising the money needed to fund the delivery of transformational bus network changes...'. It was suggested that rather than referring to 'the GCP programme', the remaining wording should be amended to be more explicit about what that entailed, specifically referencing increasing total access; ensuring public transport is more effective; and increasing modal shift towards sustainable alternatives to the car. It was also considered important to acknowledge the consequences of not proceeding with the Sustainable Travel Zone and the impact on the current local plan and that a key objective of City Access should be to mitigate this as much as possible.

Background Papers

Source Documents	Location
None	N/A

Quarterly Progress Report and Budget Setting

Report to: Greater Cambridge Partnership Executive Board

Date: 7 March 2024

Lead Officer: Niamh Matthews – Assistant Director Strategy and Programme, GCP

1. Background

- 1.1 The Quarterly Progress Report updates the Executive Board on progress across the Greater Cambridge Partnership (GCP) programme.
- 1.2 The Executive Board is recommended to:
 - (a) Agree the multi-year budget strategy as outlined in Section 14, including the detailed GCP budgets for 2024/25 and the request to align the GCP's budget timings with those of the Accountable Body (Cambridgeshire County Council). The budget strategy will continue to be updated annually.
 - (b) Note the delegation of authority to sign off Traffic Regulation Orders (TRO) where objections have been received to the Director of Transport in consultation with the local County Councillor.
 - (c) To note the change to in the delivery of the Autonomous Vehicle project and agree to proceed with the necessary procurements needed to support project delivery.

2. Joint Assembly Feedback

- 2.1 The Joint Assembly welcomed the report and went through each section separately in order to ensure a structured debate.
- 2.2 Budget Setting – Members queried the financial implications of borrowing and unknown anticipated S106 sources. The Assistant Director for Strategy & Programme stated that there is further work to do to look at overall programming and cash flow and to gain more certainty about future borrowing. The County Service Director for Finance & Procurement stated that although the deficit was a significant issue, it was not beyond proportionate scales of other County Council spend. He also commented that the County would now receive GCP forecasts in

mid-autumn so that they can be factored into County budgets. The Transport Director commented that GCP work closely with Planning and County in forecasting S106 income and have taken the cautious approach but that we can be more ambitious. GCP may need to reprioritise but this will only become clear as more factors of uncertainty in the programme are dealt with. The Chief Executive stated that with constant change, officers have committed through the FIS to provide updates on an annual basis to the Assembly and Board.

Members observed specific budget lines and raised concerns about these. These include Affordable Housing and Skills. Officers confirmed that there is currently no more allocation for Skills funding beyond April 2025 but that we have overachieved against our original target and it would be for the Board to make further decisions on the Skills budget. On Affordable Housing it was noted that GCP will continue to support our partner organisations but this work is being led by them rather than the GCP.

- 2.3 Gateway Review – Members requested evidence from the Independent Review Panel (IRP) is shared with the Joint Assembly. The Assistant Director for Strategy & Programme explained that the IRP were appointed by the Department for Levelling Up, Housing and Communities (DLUH) to report to them. Therefore, not all the information on the review is shared directly with GCP. Officers will consider how best information can be shared with members.

- 2.4 Transport – Members noted the RAG ratings of the Transport programme and asked about lessons learnt. The Transport Director confirmed that key issues include planning and land acquisition which officers are complex but are being actively resolved.

Members shared concerns about planning issues in relation to Cambourne to Cambridge. The Transport Director responded that the issues with planning of developments does have a direct impact on scheme development. With regards to concerns around the water issues, the Transport Director stated that GCP were supporting local planning authorities in their work to resolve these issues.

Following the pausing of CSET Phase 2, Members requested a paper is produced on the transport infrastructure work being done to support Cambridge South Station. This report should be presented at a future Board.

Members queried the effects of the drainage issues on the Eastern Access project. The Transport Director reassured Members that these issues would not impact project timelines and that a report on the Park & Ride would be presented at a future Board meeting.

- 2.5 Skills – Members queried whether there is a role for GCP beyond the end of the current Skills contract (due to finish in 2025). The Assistant Director of Strategy & Programme offered to work with the Skills working group on the legacy of GCP's skills work and to look at how the work aligns with the CPCA and CCC.
- 2.6 Smart – Members asked for an update on the review of the guidance system. The Head of Innovation and Technology reported that they were currently looking at

whether the system would be appropriate for the guided busway. A member raised whether any public engagement had taken place around the signals trial at Robin Hood – it was confirmed that results will be published once available.

3. 2023/24 Programme Finance Overview

3.1 The table below gives an overview of the 2023/24 budget and spend as of December 2023.

Funding Type	*2023/24 Budget (£000)	Expenditure to Dec 2023 (£000)	2023/24 Forecast Outturn (£000)	2023/24 Forecast Variance* (£000)	Current Status**
Infrastructure Programme	47,286	29,448	45,167	-2,119	G
Operations Budget					

* Please note, explanations for project variances can be found in Section 8 of this report.

** 2023/24 Budget now accounts for year-end actuals for the 2022/23 financial year so may differ slightly to the allocations agreed at the March 2023 Executive Board depending on whether accelerated spend occurred last year.

*** RAG explanations are at the end of this report. As part of an officer led review the RAG explanations have been revised to ensure continued accuracy as spend significantly increases. Forecast spend remains well within expected tolerance levels over the whole programme given such significant scale.

4. GCP Programme – Strategic Overview

Gateway Review Update – Mid Term Review

4.1 The GCP is now a year into the second Gateway Review process which seeks to evaluate the GCP City Deal programme to determine the extent it has achieved economic growth as a result of the progress the projects have made.

4.2 There are a number of requisite stages for completion. Following successful completion and submission of the Local Evaluation Framework (LEF) in May 2023, GCP officers have been working with appointed consultants SQW to gather the required evidence for the Independent Evaluation Panel (IEP) to complete the mid term report for submission to the Department of Levelling Up, Housing and Communities (DLUHC).

Mid Term report – Chisholm Trail

4.3 Scoping out of the evaluation approaches for the 3 impact projects¹ has now taken place, which have validated the planned methods laid out in the LEF. Specific research has been undertaken, tailored to each project including the leveraging of secondary data from existing sensors and counters, as well as conducting primary evidence gathering from one wave of intercept surveys for the Chisholm Trail project. Feedback has been positive, with over 600 responses. Findings indicate:

¹ Skills Phase 1, Chisholm Trail, Histon Road

- The quality of the Chisholm Trail is rated highly, particularly the quality of the surfacing and available width (80%+ rated these as good or very good);
- The most common reasons why respondents started using the Trail for this part of their journey are because it is more comfortable / pleasant, safer, and quicker than alternatives;
- The majority of respondents (more than three quarters) were aware the Trail was a new cycling/walking route. Of those, around half have been encouraged to walk / cycle more often overall as a result of the Trail. The evidence on improved safety for cyclists is particularly encouraging.

4.4 A further wave of intercept surveys for the Chisholm Trail will be carried out during April / May 2024 to capture further feedback from users including the student population.

Mid Term report – progress evaluation

4.5 Progress evaluation findings show that there is a positive performance on expenditure for projects assessed, with actual expenditure (including match) against planned at 97%. Fifteen of the 20 projects are in line with their delivery milestones, with delays due to impacts of the pandemic, consultation and strategic issues such as water and planning constraints. All are on course to deliver against their underpinning objectives.

Mid Term Report – Capacity Development and Partnership Working

4.6 One wave of surveys and interviews has taken place with strategic stakeholders, as part of the ‘Capacity Development and Partnership Working’ workstream. Feedback at this stage is positive. General findings indicate:

- Good levels of engagement with the right groups, recognising the role of an active and engaged citizenry and positive business engagement;
- Strong support for strategic deployment of the fund;
- High quality and detailed evidence base to inform decision-making and the deployment of the fund;
- Where there have been delays in delivery, there is a good level of understanding around the reasons why.
- The political and governance environment is viewed as overly complex with some respondents suggesting this could delay project delivery.

4.7 A further round of surveys and interviews will take place again this summer.

Mid Term Report – Conclusions

4.8 The mid term report provides a general overview of the progress to date, scopes out the evaluation plans and where relevant, presents any primary research and early findings. It also highlights any issues or movement in the delivery programme that may have arisen during the Gateway Review period.

4.9 The IEP have now received all evidence provided by the GCP and have developed their own summary report which follows a consistent process across all City Deal and Devolution Areas. The GCP’s evidence was presented independently to the

Academic panel who peer reviewed and provided expert analysis of the progress made and findings. All feedback is now being implemented during the final stage of work.

- 4.10 The IEP's mid term report concludes that the evaluation methods remain appropriate and that the evidence presented is as expected for this stage of work. The IEP have finalised their report and have submitted that to DLUHC.

Gateway - Next steps

- 4.11 As stated previously, throughout the period between December 2023 and the end of 2024 there will be a series of additional reports produced to feed in to the final stages of the Review process. Final evidence needs to be provided to the IEP by summer 2024, with the same process of evidence analysis and synthesis being carried out by the IEP with the final report being provided to DLUHC by Autumn of 2024.

Cambridge 2040

- 4.12 As referred to during previous Board cycles, in July 2023, the Secretary of State for Levelling Up, Housing and Communities (DLUHC) announced ambitions for 'Supercharging Europe's science capital' with a vision to be brought forward for Cambridge in 2040 ([link](#)). A subsequent announcement in December 2023 reinforced those ambitions. GCP officers continue to work with colleagues across the Partnership to understand what opportunities this might provide for meeting the infrastructure needs of Greater Cambridge and supporting the delivery of the Local Plan – but at a minimum, reinforces the need for the ambitions of the City Deal to be delivered.

5. Workstream Updates

- 5.1 This section includes key updates on progress, delivery and achievements across the GCP programme in the last quarter. Full reports for each workstream are attached to this report (Appendix 1-Appendix 5).

Transport

- 5.2 Over the last quarter, progress has continued across the Transport programme. This has included construction on CSETS Phase 1 with Bartlow Roundabout now completed ahead of schedule. Construction has also continued on the Horningsea and Comberton Greenways and Milton Road.
- 5.3 In the next quarter progress is expected across the Transport programme. This will include continued construction for the Milton Road which will be completed in Summer 2024, Greenways and CSETS Phase 1 projects.
- 5.4 The full workstream report for Transport, including tables outlining delivery and spend information, is available at Appendix 1.

Traffic Regulation Orders – Clarification of delegated responsibilities

- 5.5 Across the GCP programme a significant number of Traffic Regulation Orders (TROs) are required in order to deliver the programme. The Executive Board has delegated authority from the County Council to approve TROs for implementation. This can be seen within the Council Constitution here: <https://www.cambridgeshire.gov.uk/council/meetings-and-decisions/council-constitution> [3B2, page 6 refers].
- 5.6 Within the County Council delegations, the approval of TROs has been delegated to the Assistant Director of Highways Maintenance in consultation with the Local Member. The GCP Officer Delegations, approved by the Executive Board in July 2017 mirrors this process with the GCP Director of Transport having delegated authority to approve a TRO via an Officer decision, in consultation with the appropriate Local Members.

The Transport Director's authority, as agreed by the Executive Board, in this regard is set out in section 1.30 of the GCP Assurance Framework here: [Governance-Assurance-Framework-2022 \(greatercambridge.org.uk\)](https://www.greatercambridge.org.uk/governance-assurance-framework-2022) which states, '*The GCP Transport Director has delegated authority to take all operational decisions necessary to secure the provision of services and/or discharge of statutory functions in relation to delivery of agreed Greater Cambridge Partnership infrastructure schemes*'

- 5.7 It should be noted that the Executive Board will still be required to approve the submission of TROs (for example as already completed across the Greenways programme), however where objections are made, the Director of Transport will be able to take an officer decision to implement the TRO.

Skills

- 5.8 The full workstream report for Skills is available in Appendix 2.

Smart

- 5.9 Since last quarter's reporting cycle, the Smart workstream have terminated their contract with the lead partner on the Autonomous Vehicles project and have been working to bring a new technology and vehicle supplier into the project. Work continues with the development of a Mobility as a Service application and with the options appraisal complete, a business case is currently being procured.
- 5.10 The full workstream report for Smart is available in Appendix 3.

Housing

- 5.11 The full workstream report for Housing is available in Appendix 4.

Economy and Environment

Sectoral Employment Analysis

- 5.12 The next employment update from the Centre for Business Research (CBR) at Cambridge University will be released in February so analysis will not be available for this quarter's reporting cycle. Analysis will be shared during the next reporting cycle.

Energy Grid Capacity

- 5.13 As was reported during the last meeting cycle, GCP officers continue to work with UKPN colleagues to progress the project. It is understood that the project remains on target to be complete by 2026. Officers will continue to work with UKPN to support the delivery of the project.
- 5.14 The full workstream report for Economy and Environment is available in Appendix 5.

6. Strategic Risks

- 6.1 The following are the key Strategic Risks for the GCP Programme, further risks specific to Transport, are set out in Section 7.5.

Strategic Risk	Mitigating action
Cost of schemes increases due to inflation or demand for materials in the market, leading to insufficient budgets for delivery of all GCP schemes. This could also impact the level of agreed over-programming and the cost profile. This may also require the programme to be reprioritised.	The budget, based on the Future Investment Strategy of September 2024 is set out below. The FIS sets out a prioritisation of schemes, including potential pausing of projects, to ensure the programme tackles the unprecedented issues around inflation. However, the impact of over-programming and the associated cost profile needs to be regularly monitored in collaboration with the County Council as the Accountable body (as set out in section 16 of this report). As agreed with the Executive Board, a programme prioritisation exercise will take place annually.
Failure to unlock further funding for the GCP Programme - The opportunity to deliver the area's identified infrastructure needs and further economic and social benefits are lost due to an inability to access future funding. This could be as a result of inadequate delivery, Government considering Greater Cambridge a poor investment, failure to secure loan funding if	Ensure progress is regularly, and accurately, reported to ensure there are 'no surprises' - e.g. if delivery is delayed. This will include accurate cost forecasting. Officers will continue to work with the County Council to ensure programme costs can be effectively managed. Through preparation for Gateway Review 2024/25, evidence why Greater Cambridge

required, failure to secure anticipated S106 income and/or unforeseen circumstances.	requires continued investment in order to meet growth aspirations.
If there is a lack of capacity in the supplier market, from overall demand, Brexit, Covid, unforeseen global events, this could lead to delays, increased costs and the potential for non delivery.	<p>Maintain a clear pipeline of requirements.</p> <p>Provide early notification of requirements to give suppliers time to mobilise and give confidence of the flow of work.</p> <p>Maximise potential of existing professional services frameworks.</p>
Failure of the partnership arrangement, including Partners' statutory functions, means that the agreement cannot be delivered. Opportunities to deliver wider economic benefits are missed because of the complexity of decision making in this geography.	<p>Alignment of GCP schemes with the LTCP, and the Local Plans.</p> <p>Regular coordination between GCP officers and key partners to ensure joined up approach. Shared resourcing where appropriate.</p> <p>Ensuring sufficient Member Induction throughout the governance cycle, including around Election periods.</p>
A lack of public confidence in the GCP impacts programme delivery and hinders the extent to which the overall City Deal objectives can be delivered.	<p>Through regular engagement exercises, work closely with the community and Members to ensure feedback is captured and understood.</p> <p>Ensure that feedback from consultation exercises is fully understood and input into early scheme design and delivery.</p> <p>Through further regular engagement, work with communities and Members to ensure the benefits of the GCP programme are clearly defined and understood.</p>

APPENDIX 1: QUARTERLY TRANSPORT WORKSTREAM REPORT

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

7. Transport Delivery Overview

7.1 The table below gives an overview of progress for ongoing projects. This table has been updated to include the original target completion date for each scheme. The RAG status is related to the difference between Revised Completion Date and Forecast Completion Date. For an overview of completed projects, including their relation to ongoing projects, please refer to Appendix 7.

Project	Current Delivery Stage	Original Target Completion Date for whole Project	Revised Target Completion Date for whole Project	Forecast Completion Date for whole Project	Status		
					Previous	Current	Change
Cambridge Southeast Transport (CSET) Phase 1	Construction	2022	2023	2024	R	R	↔
Cambridge Southeast Transport (CSET) Phase 2	Design	2024	N/A*	N/A*			
Cambourne to Cambridge / A428 Corridor	Design	2024	2026	2027	A	A	↔
Waterbeach to Cambridge	Early Design	2027	2027	2027	G	G	↔
Eastern Access	Early Design	2027	2027	2027	G	G	↔
Cambridge South West Travel Hub	Design	2021	2024	2025	R	R	↔
Milton Road	Construction	2021	2024	2024	G	G	↔
City Access Project	Design	2024	2024	2024	A	A	↔
Cycling Plus	Initial Options	2027	2027	2027	G	G	↔
Chisholm Trail Cycle Links Phase 2	Design	2022	2023	2024	R	R	↔
Madingley Road (Cycling)	Design	2022	2023	2025	R	R	↔
Waterbeach Greenway	Project Initiation	2024	2025	2025	A	A	↔
Fulbourn Greenway	Early Design	2024	2024	2026	A	A	↔
Comberton Greenway	Design	2025	2025	2025	G	G	↔
Melbourn Greenway	Design	2025	2025	2025	G	G	↔
St Ives Greenway	Design	2023	2024	2025	A	A	↔
Barton Greenway	Design	2025	2025	2025	G	G	↔
Bottisham Greenway	Design	2025	2025	2025	G	G	↔

Horningsea Greenway	Design	2025	2025	2024	G	G	↔
Sawston Greenway	Design	2025	2025	2025	G	G	↔
Swaffhams Greenway	Design	2025	2025	2025	G	G	↔
Haslingfield Greenway	Design	2025	2025	2025	G	G	↔
Linton Greenway	Construction/ Design	2025	2025	2025	G	G	↔
Waterbeach Station	Design	2025	2025	2026	G	A	↓

**CSET Phase 2 has been paused due to rising inflation costs as presented in last quarter's Future Investment Strategy paper.*

Key: R = Red, A = Amber, G = Green – see Appendix 6 for RAG explanations.

7.2 Specific updates on each scheme are set out in section 7 of this report. There are 4 schemes with a red status.

- CSETS Phase 1 is red due to the requirement for the Haverhill Road and Wandlebury schemes to go through a planning process which is taking longer than originally envisioned. This was originally submitted in June 2022, issues are being worked through which it is hoped will lead to planning approval being achieved by spring this year. Other elements including Bartlow Roundabout are on programme.
- Cambridge South West Travel Hub (CSWTH) was originally due to be completed in 2024 but due to delays in achieving planning approval the scheme is now forecast for 2025 completion..
- Chisholm Trail Phase 2 was due to be completed in 2023 but following feedback from the Summer 2022 consultation and ongoing dialogue with Network Rail this has been delayed. Subject to progress with partners being maintained, a paper on this scheme will come to the Board and Joint Assembly in June this year .
- Madingley Road was originally scheduled to complete in 2023 but due to issues with the design, and the West of Cambridge development site, the forecast date is now 2025. A full paper on this scheme will come to the Board in 2024.

7.3 It is important to note that the City Access programme originally only had a budget up to 2024, on the assumption that the proposed STZ would begin to generate income thereafter. Since the decision not to proceed with the STZ, it is proposed that the existing agreed budget be spread more equally across the remainder of the programme. This is set out as part of the Full Budget proposed in Section 14 of this report.

7.4 In principle, target completion dates will only be changed subject to more significant updates on schemes being provided to the Executive Board.

7.5 Whilst the forecast completion dates captured above are the anticipated opening dates for each project, delivery risks e.g. land acquisition timescales, remain across the programme. Due to the significant scale of the programme and its associated spend, delivery risks, such as these, are expected and are being managed through appropriate mitigation strategies. As it currently stands, the top risks across the transport programme are identified as follows:

Risk	Mitigating Action
If the cost of materials continues to increase it will have a significant impact on the cost of delivery and therefore programme	A paper on the Future Investment Strategy (FIS) was presented in September 2023. The FIS sets out a prioritisation of schemes, including potential pausing of projects, to ensure the programme tackles the unprecedented issues around inflation. However, inflation continues to be of concern and therefore needs to be regularly monitored.
If there is a failure of schemes at key decision gateways including Planning Decisions, Public Inquiry or following Judicial Review, the schemes will have to be significantly altered and/ or reprioritised	Ensure scheme development complies with all legal, national, local and internal governance requirements and that subsequent decisions are made on the basis of that process, fully documented and communicated in a transparent manner. The GCP continue to work closely with the Local Planning Authorities.
If there is a failure to reflect climate crisis policy agenda including carbon impacts and biodiversity net gain then the schemes may be subject to challenge, delay or reprioritisation at business case approval or consenting	CCC policy created, GCP to review and create an aligned strategy for the programme.
If projects are unable to acquire land within a timely fashion and/or landowners are unwilling to sell then statutory processes may be required or take longer due to significant objections which will lead to delays in the programme	Appropriate professional advice on land acquisition, issues with land to be identified as early as possible within projects. CPO to be utilised as a last resort.

8. 2023/24 Transport Finance Overview

- 8.1 The table below contains a summary of this year's budget and forecast outturns for 2023/24. It should be noted that this table only provides forecast costs for the annual year.

Project	Total Budget (£000)	2023-24 Budget (£000)	Actual Year to Date (Dec 2023) (£000)	2023-24 Forecast Outturn (£000)	Current 2023-24 Forecast variance (£000)
Cambridge South East (A1307) – Phase 1	16,950	4,780	5,083	6,750	+1,970
Cambridge South East (A1307) – Phase 2	132,285	2,712	839	820	-1,892
Cambourne to Cambridge (A428)	157,000	3,549	1,342	1,750	-1,799
Waterbeach to Cambridge	52,600	893	513	900	+7
Eastern Access	50,500	2,200	380	1,000	-1,200
Cambridge South West Travel Hub	42,000	1,500	189	600	-900
Milton Road Bus, Cycle and Pedestrian Priority	24,000	9,960	8,418	13,347	+3,387
Histon Road Bus, Cycle and Pedestrian Priority	10,600	189	-72	42	-147
City Access Project	20,320	5,003	2,894	3,700	-1,303
Whittlesford Station Transport Infrastructure Strategy (formerly Travel Hubs)	700	396	0	3	-393
FIS Allocation – Public Transport Improvements	65,000	-	-	-	-
- Cycling Plus	10,200	500	284	400	-100
Chisholm Trail – Phase 2	5,000	1,998	142	225	-1,773
Madingley Road Cycling	993	196	71	150	-46
Greenways Programme	76,000	8,251	5,840	10,866	+2,615
Waterbeach Station	37,000	2,000	1,349	1,500	-500
Programme Management and Scheme Development	5,450	308	308	308	0
Total	£706,598	£44,435	£27,580	£42,361	-£2,074

Please note:

* These budgets now account for the actuals in 2022/23 and therefore may be slightly lower depending on whether accelerated spend occurred last year.

- 8.2 Commentary relating to each project is set out below. This includes an update on spend and any anticipated variances for 2023/24.

Finance and Programme updates by Scheme

8.3 Cambridge South East (A1307) – Phase 1

There has been accelerated spend during 2023/24 due to a full construction programme during this year. All objectives for the year were achieved with the Bartlow Roundabout and Dean Cross schemes starting construction in May and the Puddicombe Way project at Addenbrooke's being largely completed in December.

The Haverhill Road/Wandlebury schemes are subject to a planning approval process which if successful could enable construction to start in 2024.

8.4 Cambridge South East (A1307) – Phase 2

At the September 2023 Executive Board the reprioritisation of the programme including pausing this scheme was agreed as recommended in the Future Investment Strategy 3 paper. This decision was reached following detailed analysis of each scheme to understand the impact of inflation on the forecast costs.

The new annual forecast reflects the outstanding work required to complete the design changes following the consultation on the location of the Retirement Village in Stapleford.

8.5 Cambourne to Cambridge (A428)

Consultants continue to work on the Transport and Works Act Order (TWAO) for the project with a view to submission of the TWAO application during 2024. The project is currently scheduled to be delivered by the end of 2027.

The year-end forecast is showing as an estimated £1.8m underspend – the reason for this is associated with the Environment Agency objection to water supply.

8.6 Waterbeach to Cambridge (formerly A10 North study)

Consultants have developed a preferred alignment option for the public transport route between the new town at Waterbeach and Cambridge along with a preferred location for a new park and ride at Waterbeach. At the September 2023 Executive Board, these options were recommended and approved and the Outline Business Case agreed.

The year-end forecast is currently predicted to come in close to budget. Expenditure this year has been on the first stages of the preliminary design phase of work.

8.7 Eastern Access

It is anticipated that there will be an underspend of around £1.2m at year-end. This is due to some delays to the start of work on drainage surveys. In addition to this, the Park and Ride and Elizabeth Way elements of the scheme are requiring further consideration following September's Executive Board.

8.8 Cambridge South West Travel Hub

£1.5m budget was allocated to pay for Detailed Design work during 2023/24 but due to delays to some survey work, it is now anticipated that the budget will be £900k underspent. The consultant is appointed and work continues to progress

The scheme is currently scheduled to start construction in 2025. Purchase of the final minor parcel of land is being finalised.

At September's Executive Board, the reprioritisation of the programme, including pausing Foxton Travel Hub was agreed as recommended in the Future Investment Strategy 3 paper. This decision was reached following detailed analysis of each scheme to understand the impact of inflation on the forecast costs.

8.9 Milton Road bus and cycling priority

Construction of this project commenced in Summer 2022. The forecast for end-year during 2023/24 is £13.35m which is an overspend on the annual budget. This predicted increase in spend is due to the uncertainty of cost profile at the beginning of the construction and reflects the significant amount of work undertaken this year. The project remains on track for completion in Summer 2024.

8.10 Histon Road bus and cycling priority

The remaining budget from 2022/23 has been carried over to 2023/24 and allocated to ongoing landscape maintenance and final utility costs. The year-end forecast is expected to be underspent by around £150k. Latest figures reflect a utilities refund of £300k.

8.11 City Centre Access Project

The City Access budget funds multiple workstreams which focus on tackling congestion, improving bus services and the cycling network, addressing air quality issues and better management of parking.

It is anticipated that there will be an underspend of around £1.3m during 2023/24. This year's spend is lower than anticipated because funding had originally been set aside to begin to invest in bus services if a decision had been taken to proceed on Making Connections.

8.12 Whittlesford Station Transport Infrastructure Strategy (formerly Travel Hubs)

Work on developing and delivering various projects included in the strategy has been held over, awaiting the outcome of the Cambridgeshire and Peterborough Combined Authority funded multi-modal study of the A505 which is being undertaken by the County Council.

It is anticipated that the annual budget will be underspent by £393k at year-end and the project closed at the end of the year.

8.13 Cycling Plus

The 2023/24 budget for Cycling Plus is £500k and is split between active travel improvement projects for (1) the A1134 and (2) Hills Road (from the sixth form college to the Regent Street/Gonville Place/ Lensfield Road junction). The A1134 project also includes improving provision for cyclists at the Addenbrooke's roundabout.

It is anticipated that there will be a slight underspend to the Cycling Plus budget this year as there has been a delay to the overall scheme consultation for the A1134 following fast-track engagement on Addenbrooke's Roundabout. Implementation of works on Addenbrooke's roundabout is also to be fast tracked, following approval at September's Executive Board.

It is anticipated that the majority of the budget allocated for Hills Road will be spent as further assessment and modelling work is carried out during next year.

8.14 Chisholm Trail cycle links – Phase 2

At this stage in the year, it is anticipated that there will be an underspend of around £1.8m as Network Rail (NR) decisions to approve the scheme are taking longer than expected. Works are paused until GCP receive a decision from NR.

8.15 Madingley Road

Year-end spend is predicted to show an underspend of around £50k. Engagement on the design for the project has now been postponed to early/mid 2024 and the detailed design is to commence soon after.

The programme date for competition is currently 2025, this reflects the Street Works requirement that major work on Madingley Road cannot start until work on Milton Road is completed.

8.16 Greenways Programme

The Greenways programme is currently forecast to have accelerated spend this year. This reflects the inclusion of Linton Greenway into the budget follow the FIS paper in September.

Construction is now underway on the Horningsea, Comberton and Linton Greenways. Significant design work has taken place across the programme with progress continuing.

8.17 Waterbeach Station

At this stage in the financial year, it is anticipated that the project will be underspent by £500k. This is due to a delay in the production of the Final Business Case as additional survey and preliminary design work was required by Network Rail. A full design package is due to be submitted to Network Rail for review by the end of February 2024.

8.18 Programme Management and Scheme Development

Programme costs are forecast to come in on budget.

APPENDIX 2: QUARTERLY SKILLS WORKSTREAM REPORT

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

9. Update on Current Skills Delivery (2021-2025)

9.1 GCP's new skills and training contract began delivery on 1st April 2021. Progress against targets can be seen below:

Indicator	Quarterly Status			Target (2023- 2024 Year 3)	Status against overall target	Target (2021- 2025)
	Previous	Change	RAG*		RAG* (for end of year stage boundary)	
600 apprenticeship and training starts in the region as a result of intervention by the service, broken down by sector and level of apprenticeship (<i>Seasonal peaks and troughs in academic year</i>)	10	46	G	175	411	600
1520 adults supported with careers information, advice and guidance, broken down by sector where applicable (<i>Post-COVID need in community far lower than originally projected, with reprofiling and resource reallocation under discussion</i>)	67	81	A	420	123	1520
600 Early Careers Ambassadors/YP Champions recruited, trained and active, broken down by sector (<i>Affected by year one delays to YP Champion programme, which has now launched and is beginning recruitment</i>)	22	13	A	180	98	600
450 employers supported to access funds and training initiatives, broken down by sector (<i>Some seasonality, as employers are more motivated to engage when considering training starts</i>)	33	31	G	150	342	450
400 students accessing work experience and industry placements, as a result of intervention by the service, broken down by sector (<i>Seasonal, with vast majority taking place in July each year</i>)	0	0	A	100	136	400
2486 careers guidance activities aimed at students aged 11-19 (and parents where appropriate) organised by the service and their impact (<i>Year-round, but with peak in middle of academic year</i>)	109	224	G	622	1467	2486
CRC – Develop a suite of 30 careers videos for post-16 education with employers to highlight careers specialisms and further development of careers and make available to Form the Future for use in their school-facing events	0	0	A	8	8	30
All Primary Schools (73) accessing careers advice activities aimed at children aged 7-11 (and parents where appropriate) organised by the service and their impact (<i>Non-cumulative, the focus is on developing and sustaining engagement over time, rather than a cumulative output, year-on-year</i>)	84	N/A	G	73	84	73 (sustained)
200 students accessing mentoring programme as part of this service (<i>Highly seasonal, with delivery between November-April each academic year</i>)	0	0	G	50	100	200
Form the Future partnership with Unifrog enabling Form the Future to better monitor, measure and assess the impact of the	0	0	G	16	16	21

GCP Skills and Apprenticeships programme in 21 secondary schools in the Greater Cambridge area (Reporting is termly, therefore three reporting rounds per year)				
Re-establishment of Cambridge Curriculum steering group (further detail to be provided on this next quarter)	To be confirmed			

Please note:

*The RAG status highlights whether the work to achieve these targets is on track rather than the current actual.

Key: R = Red, A = Amber, G = Green – see Appendix 6 for RAG explanations.

- 9.2 The project period is from 1st April 2021 – 31st March 2025. As per the contract, this is the report for the eleventh quarter covering the period October - December 2023.
- 9.3 The eleventh quarter saw services returning to normal levels following the summer break and school return in September. Form the Future (FtF) had a busy quarter with their Annual Conference in December, Early Careers Ambassadors' event in October, and a green focused Enterprise Day with PA Consulting in November. Form the Future made great progress in planning the Apprenticeship Fair in January, the Teacher CPD event in February, Unifrog training and the Cambridge Curriculum pilot.
- 9.4 The Annual Conference was also held at the Moeller Centre in December and FtF welcomed 227 attendees. The event focused on preparing young people for a rapidly-changing world, Exhibitors included Anglia Ruskin University (ARU), Cambridge Independent, Cambridge Network, College of West Anglia, Teaching Personnel and Unifrog. There were contributions from educators and training providers such as the University of Cambridge, ARU, Long Road Sixth Form College and Marshall Skills Academy; plus, employers such as Abcam, Cambridge University Press & Assessment, and Astra Zeneca among others. Public sector representatives including Daniel Zeichner MP and the Cambridgeshire & Peterborough Careers Hub and Cambridgeshire Insight.
- 9.5 Cambridge Regional College (CRC) made great strides with apprentice recruitment, employers and video creation with eight videos filmed.
- 9.6 Also during this quarter FtF and CRC continued planning for the remainder of The Greater Cambridge Partnership Skills and Apprentice Service, including the Careers Fairs, support for adults, and delivery across the board.
- 9.7 Key points from this quarter's performance against the contract KPIs are shown below.

Apprenticeship and training starts

- 9.8 For the purpose of this report the apprentice and training starts will also include August and September data which was omitted from the last report due to the time required to quantify the starts from peak enrolment month. Training starts from August to December was 146 bringing the Year 3 total to 163. Engineering starts were significantly up on last year. Construction starts for Plumbing, Building Services, Electrical and Carpentry were all at CRC's capacity which is usual however, growth has also been seen for Property Maintenance and Civil Engineering programmes this year.

- 9.9 Early years apprenticeship programmes have seen a slight increase on previous years as well as starts on non-apprenticeship programmes and Digital programmes were healthy. In addition to this, CRC are seeing an increase in the appetite for apprenticeships amongst young people with the Apprenticeship Information evenings in November being attended by record numbers of parents and prospective apprentices.
- 9.10 Recruitment, although still challenging for some sectors such as Hospitality and Catering, seems to have improved, however this also could be in response to the work the Business Skills advisors are doing, advising businesses about the importance of a realistic recruitment plan.

Adult career advice

- 9.11 This area of work is delivered in two strands, shared between FtF and CRC with FtF focusing mainly on career guidance one-to-one sessions and CRC delivering an annual series of roadshows and events to reach different audiences. The goal is to deliver provision to a total of 235 adults in the first year, increasing to 420 in the second and third years, and 445 in the fourth. FtF and CRC are continuing to review and plan to support uplift in numbers.
- 9.12 FtF expansion into satellite Job Centre Plus locations in Ely, Huntingdon and Wisbech, in addition to the weekly attendance in Cambridge is reflected in the uplift in numbers this quarter, with 46 adults supported. Both FtF and CRC will be in attendance at Cambridge's Job Centre Plus during National Apprenticeship Week. FtF is also in discussion with a local National Autistic Society Branch and plan to deliver in next quarter, this group includes a number of adults.

Recruitment of Early Careers Ambassadors/Young People Champions

- 9.13 This area of work is being delivered jointly by FtF and CRC, with FtF focused on Early Careers Ambassadors, who do careers outreach, and CRC on Young People Champions, who support young people in their workplace. FtF will deliver a combined total of 65 in the first year, 125 in the second year, and 155 in each of the third and fourth years. Due to the challenges CRC have faced with their target, CRC aim to achieve their total over Years 3-4 of the project.
- 9.14 FtF continued to develop relationships with new and existing businesses. Part of the overall strategy includes the recruitment of Early Career Ambassadors. A 'lunch, learn and network' event took place on 19th October at the Unity Campus – this event included a presentation regarding the impact of ambassadors on students and themselves, followed by a panel discussion about impact and what the panel enjoyed about volunteering. The key takeaway from the event was 'how crucial the ambassador programme is and how mutually beneficial it is to both the ambassador and student'. The ambassadors that attended the event included staff from AECOM, Bidwells, Mott MacDonald, Sawston Village College and Get Synergised.
- 9.15 Training from Form the Future took place this quarter with Homerton College and G's Fresh and they expect to continue with healthy numbers next quarter.

- 9.16 This KPI is currently under discussion with CRC and FtF regarding the 'Aspiring / New Manager Network' (formerly Young People Champions), so an update on this will follow in next quarter's report.

Employers supported to access funds and training initiatives

- 9.17 This quarter saw a further 31 meetings held with CRC and employers. CRC are already engaging with businesses for construction and engineering apprenticeships for starts planned in September 2024 which shows a shift in attitudes around proactive recruitment during these challenging times. The challenges currently being experienced are both from recruitment of staff in general and capacity within training providers for skilled staff. It will be interesting to see if the significant National Minimum Wage increases in April 2024 have an impact on business behaviour.
- 9.18 CRC, with the financial support from this project were one of the Gold sponsors of the Cambs B2B event organised by Cambridgeshire Chamber of Commerce. The event was held at Duxford on 22nd November and the theme was People and Productivity which meets the Skills agenda of the project. The event was a great success with circa 100 local businesses exhibiting with additional significant footfall.
- 9.19 Future planned business events by CRC include hosting the Chamber of Commerce Construction & Property Network Meeting on 30th January which will include 2 apprentice speakers as well as a tour of the Construction training facilities in Cambridge. Marshall Skills Academy will also be in attendance to talk through plans for the re-purposing of their training centre into a Construction based one once Marshall moves to Cranfield. CRC will also be speaking at a network event hosted by Cambridge City Football Club on 20th February.

Students accessing work experience and industry placements

- 9.20 This quarter is a quiet period for work experience opportunities as most students complete these placements in the summer. Form the Future are in discussion with numerous organisations including MRC Laboratory of Molecular Biology (MRC-LMB), PA Consulting, Abcam and the University of Cambridge regarding work experience placements within their organisations, recruitment and the application process. There will be an update on this in next quarter's report.
- 9.21 FtF have also reviewed options for work experience promotion this quarter and are in the process of finalising the Marketing Communications (MarCom) plan. This will involve monthly school opportunity webinars, targeted emails to schools, recruitment of companies, social media promotion and a new work experience webpage.

Careers guidance aimed at students 11-19

- 9.22 This quarter, 201 students received one-to-one guidance sessions, 23 events were delivered to groups, the third Teacher Continuing Professional Development (CPD) event was scheduled and planning for the Apprenticeship Fair was in full swing for the event at the end of January.

- 9.23 Last quarter's report mentioned that FtF would begin delivery of monthly virtual Insights events from November to May. The 'Parent Webinars' would move to be delivered under this umbrella. Unfortunately, due to poor registrations in November, this event was postponed, and FtF has paused the programme to review audience, demand, format and review options. From the Future will provide an update on this next quarter.
- 9.24 The Year 3 CPD event will take place at Coleridge Community College on 15th February and details and registration links will be sent to the schools this month. FtF and Unifrog are working to include Unifrog training at the end of the session or if this is not possible, training will take place end of February.
- 9.25 FtF is hosting their National Apprenticeship Week: Apprentice Fair at Impington Village College on 30th January. More than 1,000 students will be attending from 13 schools. Some of the businesses attending are: ARM, AstraZeneca, Cambridge University Hospitals NHS Foundation Trust, Ensors Chartered Accountants and Marshall Skills Academy.
- 9.26 CRC has now completed videoing with Milestone Infrastructure, and the 15 videos filmed are currently being reviewed. Following sign off from Milestone they will be shared, hopefully at the end of January. CRC's marketing department have met with GCP to co-ordinate communications. The job roles that will be featured include: Trainee Quantity Surveyor, Senior Planner, Trainee and Graduate Civil Engineer and Environmental Manager.

Careers advice aimed at children aged 7-11 (and parents where appropriate)

- 9.27 The date for the Primary Careers Fair and Apprenticeship Jobs & Careers Fair has been set during National Careers Week 2024 and confirmed for 5th March. The event will have a sustainability theme. From the Future and CRC are working together to finalise details, advise businesses and design the student handbook to reflect the theme. Businesses will be encouraged to speak about how they support sustainability/net zero. The events are the perfect platform to gauge interest in this area and if successful, a separate standalone event may be considered. FtF has had issues with Google Analytics this quarter and are unable to report statistics in relation to Cambridge Launchpad and the STEM Hub. This issue has now been resolved and reporting will begin again next quarter.
- 9.28 Other key points from this quarter's report:
- Mentoring programme - FtF hoped to have started some mentoring groups by the end of 2023. Unfortunately, due to a number of factors, such as schools being slow to reply, recruitment of mentors and DBS checks for mentors, delivery will now start next quarter for an expected 40 students. Eight schools are participating this year, with one school, Bassingbourn Village College, doing three groups. Schools are being encouraged to put forward seven students. As we enter the final year of the project, FtF is focusing on this delivery from next term to ensure delivery will start in October 2024 to mitigate risk of delays in starting, as seen in Years 2-3.
 - Partnership with Unifrog - to support schools, especially new schools, FtF offered Unifrog a complimentary stall at their Annual Conference in

December. This was another way to ensure schools had an opportunity to discuss their plans and needs with Unifrog. Unifrog training is taking place in February in Cambridge for GCP and non-GCP schools - it is hoped this will uplift the interactions for those new to Unifrog. Comms have been sent to schools who have received funding for their subscription but are slow to implement or have not been using the system correctly – FtF will keep GCP updated outcomes re: reallocating funding for schools that have declined to continue using Unifrog.

- Cambridge Curriculum – how to pilot an approach for delivering a Connected Curriculum is currently being explored. The Steering Committee is aligned behind the idea of using a map of the city as the mechanism through which of the different elements of a city-wide curriculum could be brought together. This approach is being trialled at Milton Road Primary School. The next Steering Committee will explore how the members can turn this into a pilot and use their varying expertise to progress the project.

APPENDIX 3: QUARTERLY SMART WORKSTREAM REPORT

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

10. Smart Programme Overview

Project	Target Completion Date	Forecast Completion Date	Status		
			Previous	Current	Change
Better Use of data					
Set up of data platform before operational	Jul 2023	Complete	G	G	↔
Mobility Monitoring Network - operational	Jun 2023	Complete	G	G	↔
Bus Pinch Point work	Mar 2023	Complete	G	G	↔
Real Time Bus Data Audit	Jan 2024	March 2024	G	A	↓
Improved public and sustainable travel offer					
Autonomous Vehicle Study – Eastern Corridor	Nov 2023	Feb 2025	G	A	↓
Autonomous Vehicle Deployment	May 2025	May 2025	G	G	↔
MaaS Options Appraisal	Nov 2023	Nov 2023	G	G	↔
Better Operation of the Highway					
Smart Signal Trial	Mar 2024	May 2024	G	A	↓
Innovation Prospectus Launched	Jun 2023	Complete	G	G	↔

Progress reported up to 18th January 2024.

Key: R = Red, A = Amber, G = Green – see Appendix 6 for RAG explanations.

10.1 The table above gives an overview of progress for ongoing projects. For an overview of completed projects, including their relation to ongoing projects, please refer to Appendix 7.

10.2 The Smart programme of work continues to be developed to reflect requirements in the context of the increasing pace of delivery across all GCP workstreams.

Better use of data

10.3 ‘The Better use of data’ theme aims to work with GCP partners and key stakeholders to develop the availability and usage of data. Highlights this period include the following:

Mobility Monitoring (Strategic Sensor) Network

10.4 The strategic network of 60 sensors continues to operate effectively with data being collected and made available to the CCC Research team to support on-going monitoring as well as providing a knowledge base of mobility data available to all partner organisations. The team are also investigating the deployment of additional

sensors to support short-term ANPR surveys to provide more detailed information about the movement of vehicles in the city centre and surrounding areas.

Data platform requirements

- 10.5 To support officers in extracting intelligence and insight from data collected from the Mobility Monitoring (Strategic Sensor) Network and other related data streams, a 'data platform' is needed. This is a central point for the automated uploading of data and to support different types of data analysis and visualisation required by GCP and its partners. Following engagement with the CPCA and County colleagues, an interim solution has been procured and is in place which will support GCP data analysis over the next 2 years. Key data sets have now been ingested and a training session for relevant officers has been arranged.

Bus pinchpoints

- 10.6 By developing a more robust evidence base about where buses are being held up, the GCP and County will be able to prioritise investments including bus priority measures, and target enforcement actions more accurately. An initial piece of work is complete and has ranked junctions in Greater Cambridge by the amount of time bus services are held up, considering nearby stops and other junctions. A further piece of work is analysing the capacity of buses through junctions and the potential impact of delays on CO2 levels. This report is now complete and will be used by colleagues in the Making Connections workstream.

Real time bus data audit

- 10.7 The availability, timeliness and accuracy of real time data is important to the quality of the customer experience. On street real time displays, travel apps, web pages and information screens give travellers real time information on bus arrival times and cancellations. If this information is inaccurate, it undermines confidence in the public transport system. Atkins have been procured and the work is scheduled to complete by the end of February.

Improved public and sustainable travel

- 10.8 The Smart programme is leading several initiatives to support improvements in the public and sustainable travel 'offer' including the following:

Guidance System Review

- 10.9 The Cambridge Guided Busway has been very successful and as the GCP builds out its transport scheme, there is a desire to replicate that success by drawing on guidance technologies that have already been applied elsewhere in Europe, but don't require the same level of costly and complex infrastructure. The Smart team continue to work in collaboration with the GCP Transport programme to coordinate investigations of those technologies and how they can safely and effectively support and enhance the schemes being proposed for Greater Cambridge.

Autonomous Vehicle Work

- 10.10 The GCP and partners have secured funding from the latest Centre for Connected and Automated Vehicles (CCAV) competition to deliver two Autonomous Vehicle (AV) projects in our area.

Eastern Access Study

- 10.11 The study is exploring how Connected and Automated Mass Transit could be implemented in Cambridge to help to solve its complex transport problems. The first draft of the interim report was produced in September and reviewed by CCAV. Following that feedback an extension was given to the project and the final report is now due to be finalised by the end of February 2025. The total project cost is £153,548 with a grant from CCAV of £92,474 and the remainder funded from industrial contributions of the partners (ARUP and Costain).

Automated Mobility: Deployment (Project Connector)

- 10.12 The original Project Connector consortium was made of 6 organisations, Conigital, dRISK AI, Gamma Energy UK, IPG Automotive and Stagecoach East, led by the Greater Cambridge Partnership (GCP), and aimed to deliver 13 electric, automated vehicles of 3 different types, running on two routes in Cambridge for 12 months. Following reviews by InnovateUK, the technology provider, Conigital, has left the project.
- 10.13 The GCP team has led a structured process with the remaining consortium members to select new partners, maintaining close dialogue with CCAV, InnovateUK and Zenzic to ensure continued alignment. The consortium;
- Conducted a market review of potential ADS and vehicle providers, evaluating options against criteria for capability, capacity and strategic fit (see Appendix A), and
 - Engaged with a short list of potential providers to identify a preferred option, plus 2-3 reserves for possible future collaborations
- 10.14 The preferred option is now with the Centre for Connected and Autonomous Vehicles for approval. The revised scope still delivers the primary objectives of the project and aims to deliver:
- 4 Self-Driving Buses with onboard safety driver
 - Both routes (West Cambridge and the Cambridge Biomedical Campus (CBC))
 - Public perception/engagement work
 - Project specific simulation (including routes, edge cases, ADS and vehicle) supporting safety case development, evidence and review
 - 5G Network Deployment supporting enhanced remote monitoring capabilities.
- 10.15 The objectives of the GCP will be delivered through the new consortium including, better understanding of potential operational and commercial cases for deploying automated vehicles as well as work on understanding the public perceptions and how we can ensure equity of access to the travelling public.

- 10.16 Assuming the Project Change Request is approved by CCAV and procurement processes are completed, we will be able to announce the new partners.
- 10.17 To facilitate the delivery of the AV project in its revised format, GCP will need to lease the appropriate vehicles and procure a technology supplier, the funding for both procurements will be from the Government grant and won't be funded through the GCP budget.
- 10.18 The Joint Assembly is invited to consider and comment on the proposed revised project that will be presented to the Executive Board.

Mobility as a Service (MaaS)

- 10.19 MaaS aims to enable the provision of an integrated digital solution that provides travellers with equitable and seamless journey planning, information, booking, ticketing and payment functionality for a variety of relevant modes (bus, train, micromobility, car share, Demand Responsive Transport etc) and services within a given geography. An options appraisal has now been delivered by WSP and sets out options for delivering a MaaS application. The next step is the development of:

Better operation of the highway

- 10.20 The Smart programme is working to look at how the highway can be better operated to support the GCP's aims of improving sustainable transport journeys.

Smart Signals

- 10.21 The VivaCity control trial at Robin Hood has now concluded and final reports are being drafted on the comparable performance of VivaCity control vs MOVA control. It is anticipated that these reports will be available in early February. VivaCity have now moved their trials on to the Hills Road sites to assess how their sensors can optimise traffic signal performance for sustainable modes of transport.
- 10.22 Starling Technologies are undertaking above ground sensor trials at the pedestrian crossing on East Road outside of Anglia Ruskin University. The purpose of the trial is to optimise the pedestrian crossing for pedestrian movements in a variety of scenarios. Initial testing has validated the accuracy of the sensor compared to the existing sensors on site and modelling has identified interventions that would optimise the crossing for users in different scenarios. Initial findings have been published in a white paper by starling technologies. The Smart team are working with signals colleagues and the Smart team to determine the next phase of trials.

Innovation Prospectus

- 10.23 The Innovation Prospectus will be used to actively engage with the market, setting out the challenges that the GCP is working to address and inviting the market to trial new and innovative technologies. The prospectus has now been launched and has lead to a number of companies and academic partners to approach us to discuss collaboration opportunities.

City Access workstreams

10.24 The Smart programme has continued to support the City Access team in technical and behaviour change aspects of the work. The current focus includes:

- Working on the development of a behaviour change project that would design and run trials to look at how we can shift travel behaviours for people experiencing 'moments of change' for example when they move into a new house or change jobs.

APPENDIX 4: QUARTERLY HOUSING WORKSTREAM REPORT

“Accelerating housing delivery and homes for all”

11. Delivering 1,000 Additional Affordable Homes

Indicator	Target	Timing	Progress/ Forecast	Status		
				Previous	Current	Change
Delivering 1,000 additional affordable homes on rural exception sites**	1,000	2011-2031	479 (approx.)	G	G	↔
		Anticipated by 2031	1,841		G	↔

** Based on housing commitments as included in the Greater Cambridge Housing Trajectory (April 2023) and new sites permitted or with a resolution to grant planning permission at 31st December 2023 on rural exception sites and on sites not allocated for development in the Local Plans and outside of a defined settlement boundary.

Key: R = Red, A = Amber, G = Green – see Appendix 6 for RAG explanations.

- 11.1 The table above gives an overview of progress for ongoing projects. For an overview of completed projects, including their relation to ongoing projects, please refer to Appendix 7.
- 11.2 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 (33,500 homes between 2011 and 2031) can any affordable homes on eligible sites be counted towards the 1,000 additional new homes.
- 11.3 The Greater Cambridge Shared Planning Service published an updated Housing Trajectory in May 2023. This shows that it is anticipated that there will be a surplus, in terms of delivery over and above that required to meet the housing requirements in the Local Plans, in 2024/25. This is one year later than the previous trajectory projected. Until 2024/25, affordable homes that are being completed on eligible sites are contributing towards delivering the Greater Cambridge housing requirement of 33,500 dwellings.
- 11.4 Eligible homes are “*all affordable homes constructed on rural exception sites and on sites not allocated for development in the Local Plans and outside of a defined settlement boundary*”.
- 11.5 The table above shows that on the basis of known rural exception schemes and other sites of 10 or more dwellings with planning permission or planning applications with a resolution to grant planning permission by South Cambridgeshire District Council’s Planning Committee, approximately 479 eligible affordable homes are anticipated to be delivered between 2024 and 2031 towards the target of 1,000 by 2031.

- 11.6 In the last quarter no eligible affordable dwellings were approved.
- 11.7 Anticipated delivery from the known sites has been calculated based on the affordable dwellings being delivered proportionally throughout the build out of each site, with the anticipated build out for each site being taken from the Greater Cambridge Housing Trajectory (May 2023) or based on officer assumptions for build out of sites (if not a site included in the housing trajectory). When actual delivery on these known sites is recorded, more or less affordable dwellings could be delivered depending on the actual build out timetable of the affordable dwellings within the overall build out for the site and also depending on the actual delivery of the known sites compared to when a surplus against the housing requirements in the Local Plans is achieved.
- 11.8 There are still a further eight years until 2031 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.
- 11.9 Taking a more holistic view of housing delivery, the latest housing trajectory, based specifically on currently known sites, shows that 37,715 dwellings are anticipated in Greater Cambridge between 2011 and 2031, which is 4,215 dwellings more than the housing requirement of 33,500 dwellings. By 2023 it is projected that there will have been 1,190 affordable housing completions on rural exception sites and other schemes outside of village boundaries. Adding these to the affordable dwellings in the pipeline post-2023 gives a total of 1,841 affordable dwellings anticipated by 2031, exceeding the 1,000 dwellings identified in the City Deal.

APPENDIX 5: QUARTERLY ECONOMY AND ENVIRONMENT WORKSTREAM REPORT

12. Greater Cambridge Sectoral Employment Analysis

- 12.1 The Centre for Business Research (CBR) at the University of Cambridge will release their next update, on corporate employment in the Greater Cambridge area, in February. This means that the update is not available for this quarter's reporting cycle and will instead, be presented in the next Quarterly Progress Report.

13. Electricity Grid Reinforcement

- 13.1 As was reported during the last meeting cycle and in Section 5 above, GCP officers continue to work with UKPN colleagues to progress the project. It is understood that the project remains on target to be complete by 2026. Officers will continue to work with UKPN to support the delivery of the project.

14. GCP Budget Strategy and Allocations for 2024/25

- 14.1 The attached spreadsheet (Appendix 9) sets out the proposed GCP budget for 2024/25.
- 14.2 The budget proposed is in line with agreed Future Investment Strategy 3 (FIS) which was agreed by the Executive in September 2023. As agreed, the projected budgets presented in that paper are now proposed as the actual budget figures for the programme going forward. These budget figures will continue to be updated on an annual basis, in line with the agreed FIS3.
- 14.3 Some specific changes are proposed from the FIS3 paper, these are as follows:

Future Investment Strategy allocation for Public Transport and Sustainable Travel

- 14.4 A total of £65million was set aside for Future Investment in Public Transport and Sustainable Travel. This funding was earmarked for the future development of the Making Connections programme, including forward funding of the bus network. Following the decision to not take forward the Making Connections programme in September 2023 it is now proposed to split this allocation into two sections.
- 14.5 A total of £15million of the allocation is proposed to be allocated to the City Access programme. This will allow the technical work on the development of a number of existing programmes such as the Integrated Parking Strategy and Road Network Hierarchy, Resident Parking Schemes, freight & deliveries consolidation study and behavioural change pilot, and make some allowance for implementing recommendations that arise from them. The proposed profile of this is set out in Appendix 9.

- 14.6 As the September FIS3 paper set out, the GCP is currently overprogrammed by a total of £122 million. The Executive Board asked officers to continue to look for opportunities to reduce this level of overprogramming. On this basis, it is proposed that £50million of the allocation for Public Transport and Sustainable Travel is now set against the overprogramming figure detail set out in Appendix 9. More information on the implications of the status of the City Access Programme is provided in Agenda item 8.

Cycling Plus

- 14.7 The FIS3 paper set out a total of £17.7 million of funding for the two Cycling Plus projects (A1134 and Hills Road). The recent January 2024 Executive Board decision on the Hills Road scheme included for Options development at the Hills Road/ Lensfield Road junction. This is an addition to the Cycling Plus programme, but in recognition of the importance of this junction it is proposed that £2million of additional funding is preliminary agreed for the Cycling Plus programme giving a total budget of £19.7m. A full consultation, and subsequent decision, including detailed financial information, will take place on the Hills Road scheme. The consultation is currently scheduled for late 2024.

Madingley Road

- 14.8 No change to the forecast cost in the FIS3 paper is proposed for the budget of Madingley Road. However, in previous years the budget for Madingley Road only covered the design, the budget of £14.5m proposed within this paper now covers for the entirety of the scheme. A full paper on Madingley Road is scheduled for later in 2024.
- 14.9 Explanations for individual project budget profiles are set out below. Proposals assume that any over or underspend against a given 2023/24 budget line will be rolled over into the 2024/25 budget for that line, unless otherwise specified.

Infrastructure Programme

- 14.10 Cambridge South East Transport (A1307) – Phase 1

The remaining CSET schemes for Haverhill Road/Wandlebury are subject to a planning approval process which if granted could start construction in Spring/Summer 2024. The budget allocated for 2024/25 is conservative as progress is dependent on a successful planning application outcome. This could be challenging following recent ecology surveys and the change in the bat population. Changes to the street lighting design will be required which the project is currently working on.

- 14.11 Cambridge South East Transport – Phase 2

There is currently no 2024/25 budget allocation for CSET Phase 2 as it was agreed to pause the scheme at September's Executive Board, as recommended in the Future Investment Strategy 3 paper. Alternative funding is currently being sought so that the scheme may go ahead in the future.

14.12 Cambourne to Cambridge (A428)

£5.3m has been allocated for Cambourne to Cambridge in 2024/25. It is intended that the submission of the Transport and Works Act Order (TWAO) will take place in the first half of 2024. Spend reflects potential land acquisition taking place later in the financial year.

14.13 Waterbeach to Cambridge

A budget of £2.5m has been allocated for the Waterbeach to Cambridge scheme for 2024/25. This is intended to cover further work on an environmental impact assessment and approval for the submission of the project's TWAO.

14.14 Eastern Access

£2.5m has been allocated for Eastern Access in 2024/25. This is intended to cover detailed design of the Newmarket Road, and outline design of the Park and Ride.

The overall spend profile anticipates that the majority of the spend will be spread between 2025 and 2029, when the most significant interventions will be delivered.

14.15 Cambridge South West Travel Hub

£1.9m has been allocated for Cambridge South West Travel Hub for 2024/25. This budget is to meet the cost of the detailed design during the financial year and early construction works planned for January 2025 which include utility diversions.

14.16 Milton Road Bus and Cycling Priority

£8.5m has been allocated for the Milton Road scheme for 2024/25. Construction on the project started in June 2022 and is expected to be completed during Summer 2024. This budget is to cover construction costs to completion during the 2024/25 financial year.

14.17 City Centre Access Project

£2m has been allocated to City Access for 2024/25. More detail on the wider programme can be found in item 8 of this agenda.

Cycling

14.18 Cycling Plus

A combined budget of £1.5m has been allocated to carry out construction for Addenbrooke's roundabout (as part of the A1134 project) following approval to fast track the project and sign-off of the design. The budget also covers continued design work for the wider A1134 scheme and work on further assessment and modelling work for the Hills Road project following a recommendation at January 2024's Executive Board.

14.19 Chisholm Trail Cycle Links – Phase 2

The budget allocation for 2024/25 is £1.2m. Budget from 2023/24 has been moved into future years due to significant delays in design and construction, following requirements of Network Rail and their franchisee to review and check the proposed designs which has taken longer than expected.

14.20 Madingley Road

A budget of £300k has been allocated for 2024/25 to meet the cost of the detailed design which is to be carried out during the financial year. The total cost of the detailed design has been split between 2024/25 and 2025/26 as it is due to start in the former and to be completed in the latter.

14.21 Greenways Programme

A budget of £21m has been allocated for the Greenways Programme for 2024/25. This will allow for significant construction to take place across the network including key work along Barton Road (Barton and Haslingfield Greenways), Cowley Road (Waterbeach Greenway) and the Meldreth Link (Melbourn Greenway). Alongside this, the detailed designs will be completed with multiple planning applications to be submitted in Summer 2024.

14.22 Waterbeach Station

£1.75m has been allocated for work on Waterbeach Station in 2024/25. This will include the detailed design, Full Business Case and Early Contractor Involvement for the scheme. A full paper will come to the Executive Board on this scheme later in 2024.

Other Transport Allocations

14.23 Programme Management and Scheme Development

The Executive Board is recommended to approve a budget of £350k for 2024/25, to cover the anticipated additional costs of work to manage scheme development and programme wide elements such as Biodiversity net gain. This annual budget will be reviewed regularly to ensure it is in line with the requirements of the programme.

Operational Budgets

- 14.24 Operational Budgets are remaining similar to 2023/24 with minor uplifts for inflation. Inflationary assumptions have also been applied to the overall budgets with staff costs within them, including the Central Programme Co-ordination, County Council costs and Engagement and Communications. These will continue to be monitored on an annual basis.

14.25 Central Programme Co-Ordination

The Executive Board is recommended to approve a budget of £1200k for 2024/25. This has increased slightly since 2023/24, to accommodate further costs associated with inflationary pressures.

14.26 Engagement and Communications

The Executive Board is recommended to approve the continuation of a £100k budget for 2024/25. This annual budget will be reviewed regularly to ensure it is in line with the requirements of the engagement and communications programme. This annual allocation is in line with last year's budget.

14.27 Skills

£700k is allocated for Skills provision for 2024/25. This reflects the agreed final year's budget for the remainder of the contract.

14.28 Evidence, Economic Assessment and Modelling

The Executive Board is asked to approve £150k per year for 2024/25 and future years to mid 2025, in line with last year's budget, to support the design and implementation of the GCP programme's assessment criteria.

14.29 Affordable Housing

Given no substantive work is proposed, officers suggest reallocating this budget against the overprogramming figure.

14.30 Cambridgeshire County Council costs

The Executive Board is recommended to approve £40k per year for 2024/25 and future years. This a slight uplift from last year to account for inflationary increases.

14.31 Smart

The proposed budget for 24/25 is £600k this will cover significant work across the Smart programme including Mobility as a Service development work, support for the Automated Vehicle Project, Behaviour Change Trial and maintenance of the various data platforms such as the Vivacity sensor network.

14.32 Energy

The project is now being led by UKPN. A nominal allocation of £50k is suggested for 24/25 to support any potential consultancy costs that may be required to support the project.

14.33 GCP Formal Meeting Support Costs

£12k has been allocated to GCP formal meeting support costs for 2024/25, in line with last year's budget.

14.34 Accommodation

£35k has been allocated to pay for accommodation for GCP within Mandela House (Cambridge City Council offices). This a slight uplift from last year to account for inflationary increases.

15. GCP Budget 2024/25 – Assumptions

S106 Position

- 15.1 In line with due process, every financial year S106 estimates are reviewed. The S106 estimated profile assumes s106 receipts of £185million. This has been updated following a review of anticipated S106 receipts, working with the Planning Department at the County Council. It should be noted that all S106 receipts are subject to specific site by site requirements, for example build out rates and therefore this figure is subject to change. This number will be continually reviewed.

15.2 New Homes Bonus (NHB) Position

NHB was introduced in 2011 to provide an incentive for local authorities to encourage housing growth in their areas. The latest published NHB figures for 2023/24 are around £50k for Cambridge and £1.5m for South Cambridgeshire and it is assumed they will contribute 10% of this to GCP. NHB for 2024/25 will be forecast later in the financial year when this information becomes available.

16. Citizens' Assembly

- 16.1 The contributions of individual projects to the GCP's response to the Citizens' Assembly are contained in reports relating specifically to those items.

17. Financial Implications

Overprogramming

- 17.1 At a strategic level the GCP has agreed to over-programme. Planned over-programming in this way is in place to provide future flexibility in programme delivery. Based on the budget agreed by the Executive Board in March 2023, the proposed over-commitment was c.£111million. Following September 2023's Future Investment Strategy 3 report which highlighted the significant impact of inflation on the programme leading to the pause of CSETS Phase 2 and the Foxton Travel Hub, the gap between funding and expenditure stood at £122million. In line with the commitment within that paper to explore options to reduce the overprogramming, it is now proposed to reduce this overprogramming to £73million through the removal of the FIS allocation of £50million as set out in Section 14.4-14.6.

Financial profile and potential borrowing

- 17.2 As has previously been reported, in order to meet the current delivery programme, the profile of spend demonstrates that from 2026/27 the GCP programme will be in deficit. This is shown in Appendix 9. As major projects move more closely to final Business Case stage, budgets will continue to be refined. As agreed, an updated financial position will be presented to the Executive Board as projects come forward to the next stage of decision making.

- 17.3 As set out in Appendix 9, the current profile of expenditure does not balance with the current profile of income. This is due to the majority of projected S106 income forecast to be received following the end of the GCP programme in 2031. As can be seen in Appendix 9, officers anticipate the peak difference between income and expenditure to be in 2028/29 when the deficit is forecast at £260million. There are likely to be a range of options in terms of achieving a balance in the cash flow. GCP and County Council officers are working very closely together to develop a series of options. These include seeking funding from other sources and understanding the potential impact of borrowing. It is important to note that further work to refine this position will continue as set out above. The cash-flow deficit (after identifying new funding, scaling back the programme, and delaying spend or slippage) will likely require temporary borrowing by the County Council to provide financing. This will need to be assessed to accord with the prudential code and agreed by the County Council as affordable within their capital strategy. As the cash-flow deficit is now approaching, the selected scenarios and forecast from GCP resulting from the analysis described in this section will need to be submitted as part of the County Council's next business planning round during 2024.
- 17.4 As noted in FIS3, future budget updates will need to account for the cost of potential borrowing as we move towards 2031 and beyond. These costs are dependent on a range of factors, including some currently unknown anticipated S106 contributions. However, potential borrowing will be required in advance of these funds, and interest associated with borrowing will need to be funded from GCP resources. The borrowing costs associated with the sums projected are significant and will worsen the overprogramming position. As such officers are working with County Council colleagues to better refine these assumptions for inclusion in future budgets. The implication is that without further funding or other improvements in assumptions, the impact of borrowing costs will mean that a reduced level of activity will be affordable compared to current plans, leading to further prioritisation decisions by the board in future. As agreed, and noted above, programme prioritisation will continue to happen on an annual basis.
- 17.5 Officers have not yet included projected interest for either borrowing, or income on forecast funds from March 2024 onwards. Forecasts will be included in the next phase of work.
- 17.6 The proposed budget assumes that the GCP will be successful in passing the second Gateway Review and will receive the third tranche of funding (£200million).
- 17.7 As part of the ongoing budget strategy and to streamline the GCP's budget process and ensure it is usefully aligned with the County Council's budget cycle, County Officers have asked that the GCP budgeting proposals are brought to the Joint Assembly and Executive each autumn instead of March, as has been the case to date. Assuming Members are supportive, officers propose that this alignment begins in the autumn of this year.

Have the resource implications been cleared by Finance - yes

Name of Financial Officer: Tom Kelly

List of Appendices

Appendix 1	Quarterly Transport Workstream Report
Appendix 2	Quarterly Skills Workstream Report
Appendix 3	Quarterly Smart Workstream Report
Appendix 4	Quarterly Housing Workstream Report
Appendix 5	Quarterly Economy and Environment Workstream Report
Appendix 6	RAG Explanations
Appendix 7	Completed GCP Projects
Appendix 8	Executive Board Forward Plan
Appendix 9	Proposed GCP Budget 2024/25

Background Papers

Source Documents	Location
None	-

APPENDIX 6: RAG EXPLANATIONS

Finance Tables

- **Green:** Projected to come in on budget or accelerated spend within overall budget
- **Amber:** Projected to come in under budget, but with measures proposed/in place to bring it in on budget
- **Red:** Projected to come in over budget in year and overspend the overall budget, or under spend the budget in year, without measures in place to remedy

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

APPENDIX 7: COMPLETED GCP PROJECTS

Project		Completed	Output	Related Ongoing Projects	Outcomes, Monitoring & Evaluation
Transport projects					
Ely to Cambridge Transport Study		2018	Report, discussed and endorsed by GCP Executive Board in February 2018.	Waterbeach to Cambridge	
A10 Cycle Route (Shepreth to Melbourn)		2017	New cycle path, providing a complete Cambridge to Melbourn cycle route.	Melbourn Greenway	
Cross-City Cycle Improvements	Hills Road / Addenbrookes Corridor	2017	Range of improvements to cycle environment including new cycle lanes.	Cross-City Cycling	
	Arbury Road Corridor	2019	Range of improvements to cycle environment including new cycleway.	Cross-City Cycling	Impact evaluated by SQW in 2019 as part of GCP Gateway Review.
	Links to Cambridge North Station & Science Park	2019	Range of improvements to cycle environment including new cycle lanes.	Cross-City Cycling	Impact evaluated by SQW in 2019 as part of GCP Gateway Review.
	Links to East Cambridge and NCN11/ Fen Ditton	2020	Range of improvements to cycle environment including new cycle lanes.	Cross-City Cycling	

	Fulbourn/ Cherry Hinton Eastern Access	2021	Range of improvements to cycle environment including new cycle lanes.	Cross-City Cycling	
Greenways Quick Wins		2020	Range of cycle improvements across Greater Cambridge e.g. resurfacing work, e.g. path widening etc.		
Greenways Development		2020	Development work for 12 individual Greenway cycle routes across South Cambridgeshire.	All Greenways routes	
Cambridge South Station Baseline Study (Cambridgeshire Rail Corridor Study)		2019	Report forecasting growth across local rail network and identifying required improvements to support growth.	Cambridge South Station	
Travel Audit – South Station and Biomedical Campus		2019	Two reports: Part 1 focused on evidencing transport supply and demand; Part 2 considering interventions to address challenges.	Cambourne to Cambridge; CSETS; Chisholm Trail; City Access; Greenways (Linton, Sawston, Melbourn)	
Chisholm Trail Cycle links - Phase 1		2021	A new walking and cycling route, creating a mostly off-road and traffic-free route between Cambridge Station and the new Cambridge North Station	Chisholm Trail Cycle links – Phase 2	
Histon Road bus and cycling priority		2021	Better bus, walking and cycling facilities for those travelling on this busy key route into Cambridge.		

Whittlesford Station Transport Infrastructure Strategy (formerly Travel Hubs)	2023	Strategy document around Whittlesford Station and potential transport interventions		
Smart programme projects				
ICP Development – Building on the Benefits	2021	Data platform in operational use. Parking, Bus and Road Network datasets and analytic tools available for use.	Strategic Sensing Network CPCA Transport Data Platform	Better insight and information for the transport network is now available
Data Visualisation – Phase Two	2021	Visualisations of Automatic Number Plate Recognition (ANPR) data Connectivity to County Council PowerBI services enabled.	Strategic Sensing Network CPCA Transport Data Platform	Enhanced insights extracted from 2017 ANPR survey
New Communities - Phase One (Extended)	2021	Three topic papers for North East Cambridge Area Action Plan (AAP) and input into Local Plan		Smart solutions and connectivity principles embedded in area action plan
Smart Signals – Phase One	2021	Installation of smart signal sensors at 3 junctions (Hills Road)	Smart Signals – Phase Two Smart Signals – Phase Three	Will be realised as part of the following phases
Strategic Sensing Network – Phase One	2021	Gathering requirements and developing specification	Strategic Sensing Network – Phases Two and Three	Will be realised as part of the following phases
C-CAV3 Autonomous Vehicle Project	2021	Successful trial of autonomous shuttle on the West Cambridge site. Development of safety cases for this trial and to support future work. Development of business cases for potential future		Successful demonstration of the utilisation of autonomous vehicles as part of the future public transport system

		opportunities in Greater Cambridge		
Digital Wayfinding	2021	Upgrade of wayfinding totem at Cambridge station and development of walking routes map for display.		Improved wayfinding experience for travellers
Housing projects				
Housing Development Agency (HDA) – new homes completed	2018	New homes directly funded by the GCP have all been completed. 301 homes were completed across 14 schemes throughout Greater Cambridge.		

APPENDIX 8: EXECUTIVE BOARD FORWARD PLAN OF KEY 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 to:

- a) 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; and/or
- b) Be significant in terms of its effects on communities living or working in the Greater Cambridge area.

Executive Board: 7th March 2024	Reports for each item to be published 26th February 2024	Report Author	Key Decision	Alignment with Combined Authority
GCP Quarterly Progress Report and Budget Setting.	To approve the budget and monitor progress across the GCP work streams, including financial monitoring information	Niamh Matthews	Yes	N/A
Capturing Wider Benefits of the City Deal	To consider how best to capture the wider benefits of the City Deal	Isobel Wade	No	CA LTP Passenger Transport / Interchange Strategy
City Access	To provide an update on the City Access programme	Lynne Miles	No	N/A
Executive Board: 27th June 2024	Reports for each item to be published 17th June 2024	Report Author	Key Decision	Alignment with

				Combined Authority
GCP Quarterly Progress Report.	To monitor progress across the GCP work streams, including financial monitoring information	Niamh Matthews	Yes	N/A
Waterbeach Rail Station.	To sign off the Outline Business Case and next steps	Peter Blake	Yes	CA LTP Passenger Transport / Interchange Strategy
Greenways Update	To consider an update on the programme	Peter Blake	No	CA LTP Passenger Transport / Interchange Strategy
Chisholm Trail – Phase 2 (Subject to partner discussions)	To receive feedback on the consultation and agree next steps	Peter Blake	No	CA LTP
Executive Board: September and December meetings to be merged [date TBC]	Reports for each item to be published TBC	Report Author	Key Decision	Alignment with Combined Authority
Waterbeach to Cambridge busway and active travel route	Decision to request submission of the Transport and Works Act Order	Peter Blake	Yes	CA LTP Passenger Transport / Interchange Strategy
Greenways: St Ives Waterbeach	To consider the Outline Business Case	Peter Blake	No	CA LTP Passenger Transport / Interchange Strategy

Cambridge South West Travel Hub. (Subject to Cambridgeshire County Council Planning Decision).	To sign off the Full Business Case and next steps	Peter Blake	Yes	CA LTP Passenger Transport / Interchange Strategy
Madingley Road.	Consider the outcome of the consultation and agree next steps	Peter Blake	Yes	CA LTP Passenger Transport / Interchange Strategy
GCP Quarterly Progress Report.	To monitor progress across the GCP work streams, including financial monitoring information.	Niamh Matthews	Yes	N/A
Executive Board: March 2024 [date TBC]	Reports for each item to be published: TBC	Report Author	Key Decision	Alignment with Combined Authority
GCP Quarterly Progress Report.	To monitor progress across the GCP work streams, including financial monitoring information	Niamh Matthews	Yes	N/A
Hills Road Cycling Plus - sub-option for the Hills Road/Lensfield Road junction.	Outcome of the consultation and final preliminary designs	Peter Blake	No	CA LTP Passenger Transport / Interchange Strategy

Executive Board meeting	Reports for each item published	Joint Assembly meeting	Reports for each item published
7 th March 2024	26 th February 2024	15 th February 2024	5 th February 2024
27 th June 2024	17 th June 2024	6 th June 2024	24 th May 2024
November 2024 [TBC]			
March 2024 [TBC]			

EXPENDITURE	Proposed Budget	Actual Spend 2015/16	Actual Spend 2016/17	Actual Spend 2017/18	Actual spend 2018/19	Actual Spend 2019/20	Actual Spend 2020/21	Actual spend 2021/22	Actual spend 2022/23	Forecast spend 2023/24	Budget 2024/25	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29	Budget 2029/30	Budget 2030/31	Future Years Budget
	£000	£000	£000	£000	£000	£000	£000	£000	£000		£000	£000	£000	£000	£000	£000	£000	£000
Infrastructure Programme Investment Budget																		
Cambridge South East (A1307) - Phase 1	20,770	18	20	41	206	756	2,568	2,873	1,689	6,750	500	5,350						0
Cambridge South East (A1307) - Phase 2	16,123	139	155	312	1,582	4,163	3,444	3,004	2,503	820								0
Cambourne to Cambridge (A428)	181,349	268	1,485	1,871	1,588	1,820	1,037	1,591	2,451	1,750	5,256	26,100	71,072	57,892	7,168			0
Science Park to Waterbeach (formerly A10 North study)	109,400	67	72	391	3	125	272	426	757	900	2,500	3,000	17,000	45,800	37,594	493		0
Eastern Access	58,472					115	193	517	709	1,000	2,500	12,000	12,000	12,000	12,000	5,438		0
West of Cambridge Package	72,003	240	416	717	2,337	6,680	5,568	2,130	200	600	1,900	23,500	26,500	1,215				0
Milton Road bus and cycling priority	31,945	188	238	339	287	576	378	213	6,869	13,347	8,500	1,010						0
City Access Project	35,320	255	566	1,438	1,672	2,563	1,898	1,834	5,091	3,700	2,000	3,000	3,000	3,000	3,000	2,000	303	0
Waterbeach Station	37,000								235	1,500	1,750	14,409	16,591	2,515				0
FIS Allocation - Public Transport Improvements and Sustainable Travel																		0
Active Travel																		
Chisholm Trail cycle links - Phase 2	5,000					122	103	159	677	225	1,200	1,350	1,164					0
Madingley Road	14,548					142	290	304	230	150	300	800	8,000	4,332				0
Barton Greenway	11,905						3	105	279	1,100	3,379	7,000	39					0
Comberton Greenway	8,628						15	357	487	600	3,000	4,169						0
Fulbourn Greenway	7,059						20	44	171	150	1,000	2,500	3,174					0
Haslingfield Greenway	11,645						0	201	436	1,000	2,500	5,670	1,838					0
Bottisham Greenway	10,335						3	0	147	400	1,200	8,000	585					0
Horningsea Greenway	2,495						3	13	176	1,300	1,000	3						0
Swaffhams Greenway	6,420						3	0	106	390	900	5,021						0
Melbourn Greenway	15,276						10	11	306	512	3,000	3,000	6,500	1,937				0
Sawston Greenway	6,707						3	20	318	688	1,000	2,000	2,178	500				0
Waterbeach Greenway	11,000							18	43	344	1,438	2,000	500	5,500	1,157			0
St Ives Greenway	6,704						12	47	252	288	500	2,000	3,605					0
Linton Greenway	9,475								2,400	2,500	1,000	3,575						0
Greenways Programme Development and Management	4,000						860	224	523	500	508	1,000	385					0
Cycling Plus	19,705								378	400	1,500	2,000	3,000	8,522	3,905			0
Other Transport																		
Programme management and scheme development	6,450	355	781	802	559	510	354	493	342	400	450	500	450	300	54	50	50	0
Closed Infrastructure Budgets																		
COMPLETE - Residents Parking implementation (to progress through City Centre Access Project)	659			114	175	220	125											25
COMPLETE - Greenways Quick wins	3,079			0	2,079	1,000	68											-68
COMPLETE - Developing 12 cycling greenways	568			256	250	62												0
COMPLETE - Cross-city cycle improvements	11,266	257	864	2,966	4,979	1,894	214	92										0
COMPLETE - A10 Cycle route - Frog End Melbourn	553		511	42														0
COMPLETE - Travel Audit - South Station and biomedical campus	200			88	112													0
COMPLETE - Histon Road bus and cycling priority	12,000	199	181	46	509	1,388	5,172	4,325	138	42								0
COMPLETE - Whittlesford Station Transport Infrastructure Strategy (formerly Travel Hubs)	324			84	57	28	73	22	40	3								17
COMPLETE - Chisholm Trail cycle links - Phase 1 and Abbey-Chesterton Bridge (previously combined with Phase 2)	17,914	235	679	849	1,493	4,952	4,687	6,099	699	-1,768								-11
COMPLETE - Cambridge South Station	1,750			0		366	0	1,369										15
Operational budgets																		
Central Programme Co-ordination	11,000	111	391	728	517	512	532	699	905	1,156	1,200	1,056	975	775	675	400	368	0
Engagement & Communications	1,400			251	89	88	88	88	176	88	100	100	85	70	70	60	47	0
Skills	4,816	47	188	205	84	343	459	563	776	458	700	596	397					0
Evidence, economic assessment and modelling	1266			31	246	239	124	72	128	150	150	126						0
Affordable Housing	119		10	0	44	65	0	0	0	0	0							0
Cambridgeshire County Council costs	538			31	31	31	33	33	34	34	40	41	42	44	46	48	50	0
Smart Cambridge	5070		271	391	596	589	374	436	628	645	600	540						0
Energy	560					15	33	78	334	50	50							0
GCP Accommodation	300								30	30	35	35	35	35	35	35	30	0
GCP Formal Meeting Support costs	143				11	12		27	12	-3	12	12	12	12	12	12	12	0
Closed operational budgets																		
South Cambridgeshire District Council costs	80			40	40	0												0
Planning Capacity & Support (formerly Towards 2050)	321			52	148	60	61											0
COMPLETE - Cambridge Promotions Agency	150	60	90	0														0
COMPLETE - Housing Delivery Agency	400		200	200														0
COMPLETE - Cambridge Promotions	40			40														0
Total Expenditure	794,250	2,439	7,118	12,325	19,683	29,435	29,110	28,512	31,976	43,293	52,230	139,963	184,127	140,106	64,559	8,536	860	-22

FUNDING																		
City Deal grant	500,000	20,000	20,000	20,000	20,000	20,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000		0
S106 contributions	185,431					6,719	3,547	1,344	2,500	495	4,503	2,981	3,728	2,531	1,700	6,270	21,170	127,943
Making Connections																		0
Energy income																		0
Transforming Cities Fund	200																	200
Centre for Connected and Autonomous Vehicles funding	355										110							245
NHB - Cambridge City	13,065	1,986	3,166	2,385	2,238	1,651	901	346	196	5								191
NHB - South Cambs	9,029	1,683	2,633	1,570	921	742	507	219	236	150								368
NHB - CCC	5,153	917	1,485	1,023	860	599	269											0
Interest accrued on grant funding	7,768	0	80	149	291	253	69	165	1,789	4,972								0
Total income	721,001	24,586	27,364	25,127	24,310	29,964	45,293	42,074	44,721	45,622	44,613	42,981	43,728	42,531	41,700	46,270	21,170	128,947

NET OVERALL GCP BUDGET	-73,249																	
Forecast Cashflow Balance		22,147	42,393	55,195	59,822	60,351	76,534	90,096	102,841	105,170	97,553	571	-139,828	-237,403	-260,262	-222,528	-202,218	-73,249

Capturing the Wider Benefits of the City Deal

Report to: Greater Cambridge Partnership Executive Board

Date 7 March 2024

Lead Officer: Isobel Wade – Assistant Director, Inclusive and Sustainable Growth

1. Background

- 1.1 As the City Deal approaches its second gateway review, the government's evaluation process will consider how the programme supports local economic growth. Alongside this there is the opportunity to consider how the City Deal investment is supporting a broader range of impacts which contribute to long-term community prosperity and quality of life in Greater Cambridge.
- 1.2 Using a framework of Five Capitals, building on the Bennett Institute's Wealth Economy Work, this paper looks at the potential impacts of the City Deal on the physical, natural, human, social and knowledge/institutional capitals of Greater Cambridge. It highlights progress to date as well as considering opportunities to maximise the value of the GCP's investments and enhance the environmental, social and community benefits of the City Deal. In this way, the paper offers an opportunity to reflect on the City Deal's legacy and how this can be augmented in order to maximise the wider benefits of the investment, as well as providing a foundation for any future investment package to build on.

2. Recommendations

- 2.1 The Executive Board is recommended to:
 - (a) Note progress to date in supporting the achievement of the City Deal's objectives;
 - (b) Note the work undertaken to understand the potential wider benefits of the City Deal and identify opportunities to augment or enhance these; and
 - (c) Consider the proposal to explore further the areas outlined at paragraphs 6.10-6.18, focusing on securing additional benefits from the current GCP programme.

3. Joint Assembly Feedback

- 3.1 The Joint Assembly welcomed the report and its focus on a broader set of benefits and impacts to complement the original City Deal objectives. They supported the analysis undertaken to date and the suggested direction for the work, particularly the suggested further work on walking and wheeling. Connectivity to stations would be particularly important to get right in the context of higher numbers of rail users once Cambridge South was operational. Ensuring equality of access would be vital. Members also sought to understand how inequalities fitted into the five capitals framework and this has been clarified in the paper. They recognised the importance of understanding impacts at a programme level and emphasised the need for post-project appraisals in order to get an accurate understanding of the benefits of the City Deal in the longer term.
- 3.2 It was felt that the Greenways Green and Blue Infrastructure Strategy referenced in the report should come forward as a separate item at the next meeting cycle; the recommendation relating to this has therefore been removed from this paper and an item added to the forward plan.
- 3.3 Finally, Members also reflected on the considerable strategic benefits of partnership working as part of the Institutional Capital theme, appreciating the way that the City Deal and GCP had brought partners together to deliver a programme and agenda that would not have been possible otherwise.

4. Issues for Discussion

Context and background:

- 4.1 The Greater Cambridge City Deal was signed to enable the area to maintain and grow its status as a prosperous economic area. It seeks to secure the sustainable economic growth of Greater Cambridge by investing in the infrastructure, housing and skills that is needed to support existing, and new, businesses and residents in achieving their full potential. Specifically, the Deal agreed to:
- Create an infrastructure investment fund with an innovative Gain Share mechanism;
 - Accelerate delivery of 33,480 planned homes and enable delivery of 1,000 extra new homes on rural exception sites;
 - Create 44,000 new jobs and deliver over 400 new Apprenticeships for young people; and
 - Provide up to £1bn of local and national public sector investment, enabling an estimated £4bn of private sector investment in Greater Cambridge.
- 4.2 The GCP programme is designed to deliver against four strategic objectives:
- Nurture the conditions necessary to unlock the potential of Greater Cambridge to create and retain the international high-tech businesses of the future;

- Better target investment to the needs of our economy by ensuring those decisions are informed by the needs of our businesses and other key stakeholders such as the Universities;
- Markedly improve connectivity and networks between clusters and labour markets so that the right conditions are in place to drive further growth; and
- Ease the labour market by investing in transport and housing, in turn allowing long term increase in jobs emerging from our internationally competitive clusters and more University spin outs.

Progress to date

- 4.3 In delivering the City Deal, the GCP has established a transformative programme of infrastructure improvements aimed at providing vitally necessary transport capacity on key strategic corridors to and from the city (particularly along those corridors where significant new housing or employment growth is planned) as well as within the city itself. The programme will enable significant increases in active and sustainable travel by improving capacity, journey times, safety and reliability.
- 4.4 A full list of projects delivered to date is set out in the Quarterly Progress Report, which include:
- Improvements to bus, walking and cycling journeys on Histon Road, with the Milton Road scheme underway and due to complete this year;
 - Bus priority measures and safety improvements as part of the Cambridge South East Transport phase 1 scheme;
 - The first phase of the Chisholm Trail, providing a key link between Cambridge North and Cambridge stations for people walking and cycling, including a new river crossing;
 - Upgrades to key walking and cycling routes in the city through the Cross-City Cycling programme as well as in Greater Cambridge such as the Shepreth to Melbourn cycle route, and Greenways quick wins;
 - Additional park and ride capacity at Babraham and Trumpington, and free parking at park and ride sites;
 - Supporting the transition to an electric bus and taxi fleet, through investment in 32 electric buses and taxi charging infrastructure;
 - Working with partners to secure funding for and delivery of Cambridge South train station;
 - Supporting development of the Cambridge Biomedical Campus transport study, identifying key actions to encourage sustainable travel to the Campus and reduce congestion on the campus and surrounding area;
 - Delivery of 301 new homes through the Housing Development Agency, and piloting new housing units built using modern methods of construction;
 - 800 new apprenticeships and more than 10,000 students connected with employers through the GCP's skills programme;
 - Developing Greater Cambridge's digital infrastructure through upgrading smart signals and crossings, providing more digital, real time travel information via apps and screens, and developing sensors to collect data as well as a data platform and tools;
 - Delivering projects that keep Greater Cambridge at the forefront of innovation such as the C-CAV3 autonomous vehicle project which saw the UK's first

purpose built autonomous, public transport vehicle, running as part of the public transport system in Cambridge; and

- Unlocking investment to add additional capacity to Greater Cambridge's electricity grid, supporting new homes and jobs as well as the electrification of heat and transport.

4.5 Several further transformative schemes have been developed which will sustainably link growing housing and employment areas. Subject to Executive Board decisions and relevant statutory approvals, the next few years will see an unprecedented expansion of Greater Cambridge's sustainable transport infrastructure as new busways offer a fast and reliable option for travel from Cambourne, Waterbeach, the East and, subject to securing further funding, the South East. A new travel hub at M11 J11 will support the growth of the Biomedical Campus. A network of Greenways will provide approximately 150km of new or improved walking and cycling routes, and upgrades to the city's cycling environment will continue to improve safety and help more people travel this way.

4.6 Taken together, the full GCP programme supports the achievement of the strategic objectives set out at paragraph 2.2 in the following ways:

- *Nurture the conditions necessary to unlock the potential of Greater Cambridge to create and retain the international high-tech businesses of the future:* the City Deal investment seeks to deliver the transformational change needed to support and retain its world-leading high-tech businesses. Greater Cambridge will only be able to continue to grow and thrive if there is a significant increase in sustainable travel capacity. The scale envisaged by the busway schemes, public transport improvements and new walking and cycling routes will enable increased volumes of people to move around the area, providing better access to jobs and education. The GCP's skills programme also supports the area to reach its potential by better linking students and employers and providing new routes into local jobs. The smart programme has supported improvements to digital connectivity that have been an even more vital part of business growth since the covid-19 pandemic, as well as driving innovation through projects such as C-CAV3. Additionally, by unlocking investment in the electricity grid, the GCP will have directly supported businesses to grow at key sites such as the Biomedical Campus.
- *Better target investment to the needs of our economy by ensuring those decisions are informed by the needs of our businesses and other key stakeholders such as the Universities:* The decision-making body of the Greater Cambridge Partnership is the Executive Board, which is a joint committee of the three partner councils: Cambridgeshire County Council, Cambridge City Council and South Cambridgeshire District Council. Each Council appoints an elected member to the Board. The joint committee then co-opts a (non-voting) member from the University of Cambridge and a (non-voting) member of the Cambridgeshire and Peterborough Business Board. The GCP Joint Assembly is then a joint committee with a formal scrutiny function, with three elected members from each partner council, three business representatives and three education representatives. In this way,

business and education sector representatives are able to inform decisions in an open and transparent way through public meetings, whilst ensuring the decisions themselves are taken by elected members.

- *Markedly improve connectivity and networks between clusters and labour markets so that the right conditions are in place to drive further growth AND Ease the labour market by investing in transport and housing, in turn allowing long term increase in jobs emerging from our internationally competitive clusters and more University spin outs:* The GCP programme enables the delivery of the current Local Plans, creating 44,000 new jobs and enabling 33,500 new homes. Many of the GCP schemes are vital in improving connectivity between labour markets and key business and academic locations within Greater Cambridge. This includes the Cambourne to Cambridge and Waterbeach to Cambridge busway schemes that directly link new housing with key employment sites. Waterbeach rail station further supports the delivery of Waterbeach new town and will link new homes with jobs at Cambridge Science Park, in the Station Quarter and at the Biomedical Campus. Unlocking Cambridge South station, alongside delivery of Cambridge South West Travel Hub, will transform access to the Cambridge Biomedical Campus. The Chisholm Trail provides a central missing link for people cycling and walking between the Science Park and Cambridge Biomedical Campus, and sits at the heart of an improved cycle network of Greenways and city cycling schemes that will support more people to access opportunities through active travel. Some analysis of the impact of phase 1 of the Chisholm trail on access is set out in section 4 below. Securing funding for the Cambridge South East Transport Scheme will also deliver this objective by linking Granta Park, the Babraham Research Campus and the Biomedical Campus.

Opportunity to consider wider inclusive and sustainable growth benefits

- 4.7 At the time of the City Deal negotiations, government and local partners recognised that Greater Cambridge's rapid growth and economic success had exacerbated a number of issues, particularly around housing affordability and transport connectivity and sought to address these in part through the Deal. As the programme has developed, the Deal has sought to reflect a deepening understanding of the elements that support a place to grow in a way that enhances quality of life and prosperity. This includes reducing carbon emissions, enhancing the environment, addressing inequalities, and improving health. Whilst the government's gateway review process will focus mostly on an assessment of delivery and traditional economic measures such as GVA, there is an opportunity to understand the broader impact of our programme on the long-term inclusive and sustainable growth of our area and quality of life for our current and future communities.
- 4.8 To support the City Deal in having a truly positive, transformational impact on Greater Cambridge, it is important to look not just at traditional growth metrics but to take a wider approach. There are several frameworks that aim to better capture impacts of investments and changes in prosperity of places over time. The Bennett Institute's Wealth Economy work is well respected in this area. The Wealth Economy identifies several capitals that form assets that contribute to the prosperity of a place, recognising that environmental, social and community infrastructure are just as

important to people's quality of life and to improving this over time, as is the skills, health and wellbeing of the population. It is underpinned by the UN's Sustainable Development Goals which constitute a recognisable and rounded framework for places when considering how investment can improve quality of life. The Bennett Institute also advised the Department for Levelling Up, Housing and Communities on the technical annex of the Levelling Up white paper and its proposed metrics¹. Other frameworks, such as the doughnut economic model, are also useful in understanding wealth and have informed partners' work in this area.

- 4.9 Building on this work, a framework of Five Capitals has been developed which aims to capture the broader aspects of the GCP programme and thereby provide a more holistic view of the programme's impacts on Greater Cambridge. This is set out in figure 1 below. The Institutional Capital column has been broadened to include relevant aspects of Knowledge Capital. The capitals approach reflects the nature of the City Deal as an investment fund delivering a programme in relation to a specific remit; whereas the doughnut model is more suited to whole system analysis.

Figure 1: Suggested balanced scorecard framework

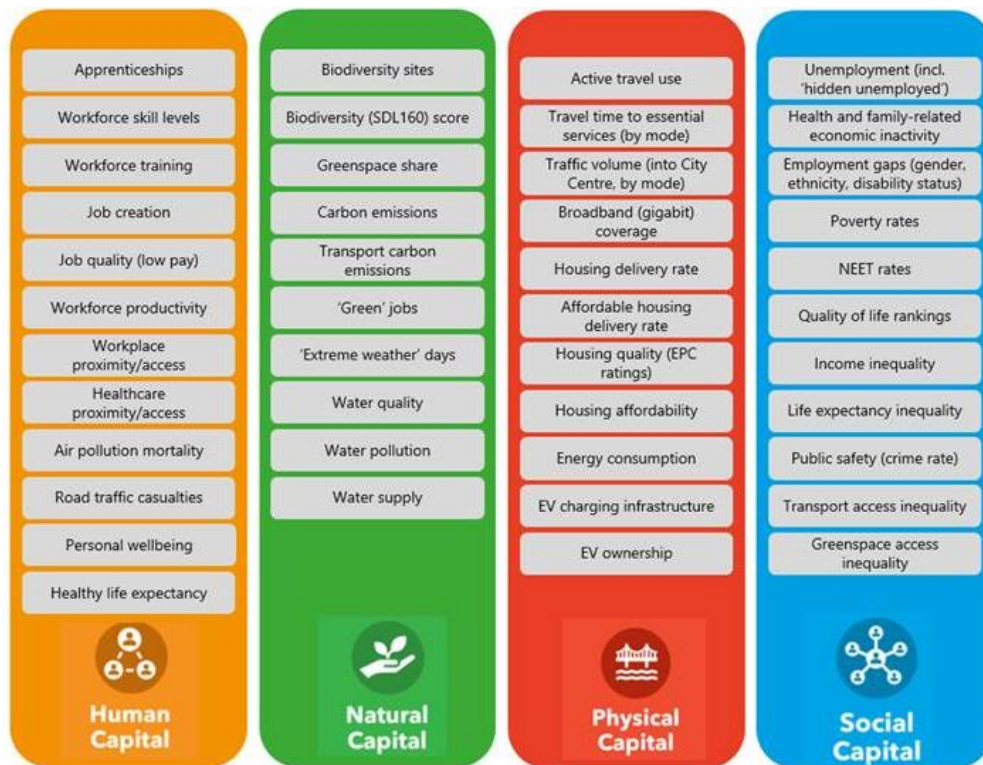


- 4.10 As well as providing a way of understanding the programme, the framework could also be populated by population level data to understand how Greater Cambridge has changed and is changing over time – see figure 2 below. Data at this level could not be correlated exactly to City Deal investments, as there are a multitude of influences on metrics such as income inequality, carbon emissions and healthy life expectancy. The data itself would also not be new – this would just be a different way of bringing it together. However, this would provide a useful insight into Greater Cambridge that could be used to shape interventions by the GCP's partners going forward, including understanding broader priorities for the local area in any

¹ [Levelling Up the United Kingdom: missions and metrics Technical Annex \(publishing.service.gov.uk\)](https://publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/86444/Levelling-Up-the-United-Kingdom-missions-and-metrics-Technical-Annex.pdf)

negotiations as part of the government's Cambridge 2050 work. It would also provide a level of data that sits in between Cambridge City Council's City Portrait work and the Combined Authority's State of the Region work, aligning with these through links with the Wealth Economy approach. The ultimate goal would be to establish 'one version of the truth' using consistent metrics, enabling a comprehensive understanding of economic performance across various geospatial areas.

Figure 2: Potential data to populate a Greater Cambridge sustainable growth dashboard



5. Consultation and Engagement

5.1 The GCP programme has been informed by extensive consultation and engagement both at a project level and at a strategic/cross-cutting level. The latter includes:

- Our Big Conversation (autumn 2017) which asked people about the travel challenges they face and their ideas for the future to help the GCP consider where money should be invested. Thousands of people were engaged, culminating in over 10,000 comments. Many people during 'Our Big Conversation' said that a more affordable public transport network, with better availability and reliability, would be of great benefit to them.
- Choices for Better Journeys (spring 2019) which articulated and explained the GCP's public transport vision and obtained detailed feedback from the public and stakeholders on options for funding and delivering this.
- The Greater Cambridge Citizens' Assembly – see section 5 below.

5.2 These engagement projects reaffirmed the core objectives of the GCP's programme around improving connectivity particularly in terms of public transport speed, reliability and availability as well as high quality walking and cycling connections. Feedback tells us the public want to have services and infrastructure which works. They want

reliable, frequent public transport as well as cycleways and footpaths which meet their needs. Across both cross-cutting and project specific consultation and engagement, feedback has been clear that the wider impacts of the programme are vitally important to respondents – including on the environment, on people and communities.

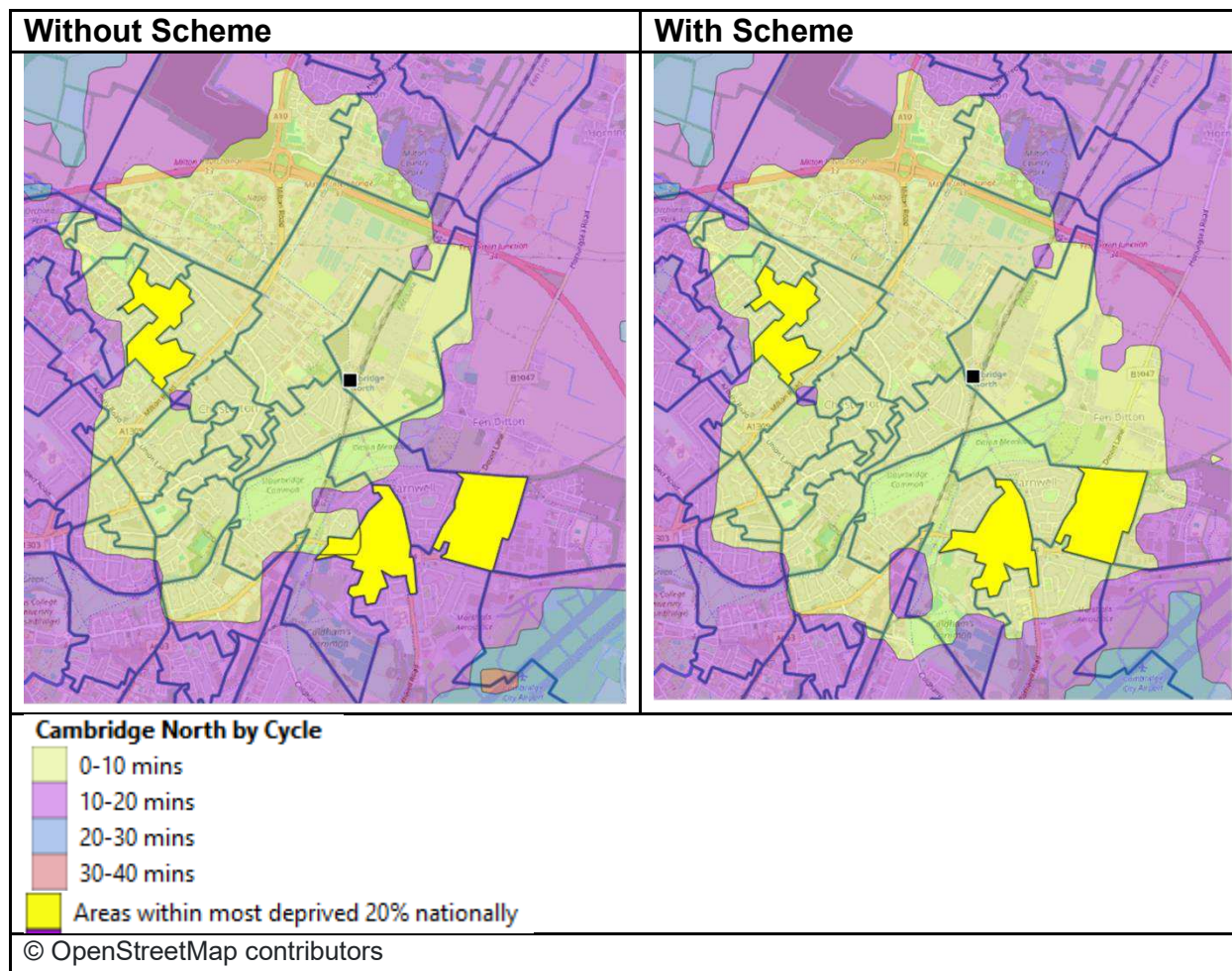
- 5.3 Moving forward, the GCP's communications must continue to evolve utilising the right channels to explain the difference which schemes and projects are having on residents, communities and lives. This reflects the changing nature of the GCP's work as it moves from extensive consultation to construction and delivery. It will involve balancing listening and engaging with groups at the right time and place and using materials which help people to understand what is happening and the benefits the work is seeking to secure.

6. Options and Emerging Recommendations

Understanding the wider impact of the City Deal – initial analysis

- 6.1 Taking the Five Capitals that form the balanced scorecard framework set out above, an initial analysis of the programme has been undertaken to understand where there are likely to be broader impacts, their potential extent, and how data might be captured to assess these in more detail. This will enable identification of potential opportunities to enhance the benefits of the City Deal, for example by amplifying particular activities within the current programme, or bringing forward specific new activities. Given the GCP's current budget position, it is likely that the balance will fall to a large extent on the former of these.
- 6.2 Physical capital is at the heart of the GCP programme, with the majority of the City Deal investment going on transformational new sustainable transport infrastructure. Project impacts on metrics such as journey times are assessed through business case development work. In addition, work is underway to look at the cross-cutting benefits of infrastructure through journey time improvements by public transport and active travel to a range of key locations, such as employment areas, education and health services. An early example for the Chisholm Trail phase 1 has been developed (figure 3 below). This shows the areas of Cambridge that are within a 10, 20 and 30 minute cycle from Cambridge North both with and without Chisholm Trail phase 1. The areas highlighted in yellow represent the c.5,000 Cambridge residents in the most deprived 20% of the country. Before phase 1 of the Trail was built, around 40% of these people were within a 10-minute cycle ride of Cambridge North. With phase 1 of the Trail, 100% of people are now within a 10-minute cycle ride of the station.

Figure 3: Access to Cambridge North Station by cycle, with and without phase 1 of the Chisholm Trail.



- 6.3 The transport programme in turn supports delivery of several major new housing sites, including significant levels of affordable housing. Although the programme has not had an explicit objective around placemaking, projects such as Milton Road have supported improvements to public realm alongside improving connectivity for people walking, cycling or using the bus. As projects reach detailed design phase, there is an opportunity to enhance the benefits of some schemes on public realm and placemaking and this is explored further below. The City Deal will also improve the area's physical capital through investments in digital connectivity and grid capacity.
- 6.4 The GCP's programme will also support the enhancement of the area's natural capital. In December 2022 the GCP Executive Board agreed that, in addition to the statutory 10 percent targets for Biodiversity Net Gain (BNG) for each project, GCP would pursue a target of 20 percent BNG across the programme. While mandatory BNG targets only enter into force in 2024, all GCP projects approved since the Environment Act 2021 achieved Royal Assent in November 2021 will be in scope for the programme-wide target. This target has been further extended to include permitted developments, such as those within the highway boundary, which do not strictly require BNG under the Act.
- 6.5 Alongside this, the delivery of the transport infrastructure programme will move Greater Cambridge towards a future zero carbon transport system by connecting homes and jobs sustainably and offering more people the choice to travel by bus or

by walking and cycling. This modal shift is key to both air quality improvements, lower carbon emissions, as well as reducing noise pollution. The GCP has also made specific investments in electric buses and electric taxi charging points to this end. Whole life carbon emissions are assessed as part of the development of all projects and the GCP has sought and will continue to seek to minimise the carbon impacts of construction through a reduction in use of materials, reuse of materials and plant where possible, and exploring greener materials where appropriate. Where appropriate GCP projects will make use of sustainable drainage systems to improve water quality.

- 6.6 Looking at social capital, the GCP's investments in infrastructure will also deliver social value through apprenticeships and community activities such as the improvements to Fen Ditton Community Primary School playground that were delivered over Christmas 2023 by the team working on Milton Road. There may also be additional opportunities to enhance community infrastructure as part of forthcoming projects such as the greenways.
- 6.7 Through looking at social capital, there is also the opportunity to greater understand the contribution of the programme to tackling inequality and inequity. As set out above, the journey time analysis currently underway will also help to demonstrate the impact of GCP projects on the inclusivity of Greater Cambridge in terms of addressing geographic disparities around access to employment, education and key services. All projects also follow relevant guidance and legislation in terms of accessibility to people with different mobility needs. There is an opportunity for to look in more detail at how the programme as a whole can enhance the accessibility of Greater Cambridge for these groups, such as disabled people and women and girls, building on feedback gathered as part of the Making Connections project.
- 6.8 In terms of human capital, investment in skills provision is a key pillar of the City Deal, with the programme far exceeding its target of 400 new apprenticeships. Supporting employment is a key part of the GCP programme, by providing sustainable transport infrastructure that link homes and jobs as well as improving digital connectivity. The GCP programme is also expected to contribute to higher levels of productivity through shorter journey times, better access to education and employment, and a more active and therefore healthier population. The programme will help to address some aspects of health inequality, by improving access to hospitals, increasing physical activity and reducing risks around pollution, road accidents, access to education and employment and access to green space and healthier food.
- 6.9 Building on Greater Cambridge's strengths as a world-leading area for science and technology, the City Deal has fostered a culture of innovation spanning the public, private and third sectors, including the trial of autonomous shuttles that took place in 2021. The GCP's smart workstream is also enhancing the area's knowledge capital through development of data assets that support decision-making and improve accessibility for the public. Institutional capital such as programme management and partnership working will be assessed through the government's gateway review process.

Key themes and opportunities

- 6.10 Considering the GCP's programme through the lens of the balanced scorecard demonstrates that there is already a significant amount of activity that will help capture wider benefits from the City Deal investment. Benefits could be augmented in some areas by tying activity together at a programme level and surfacing opportunities, in order to guide future decisions. Some suggested areas to explore further are set out below.
- 6.11 Physical capital: Many of the GCP projects offer significant benefits for people walking and wheeling. **Walking and wheeling** is the most common mode of transport in the city and is particularly relied on by people without access to a car as well as vulnerable road users such as people using mobility aids and families walking to school. Going forward, more could be done to highlight the opportunities of our schemes for people walking. There is also the potential to work with the County Council to explore some general enhancements to the walking environment on key routes with high volumes of users or large numbers of vulnerable users, such as through road markings to demonstrate pedestrian priority at side streets, more 20mph zones or additional school streets. Another possibility would be to look at first and last mile connectivity to rail stations. Alongside this, the programme could explore whether any schemes offer the potential to make **public realm improvements** that would support economic vibrancy, in keeping with the aims of the City Deal.
- 6.12 Natural capital: As reported at the last Executive Board meeting, the GCP is developing a programme-wide **biodiversity net gain strategy**. This will identify opportunities to align the GCP's biodiversity targets to support nature across the Greater Cambridge area, including through hedgerow and wildflower schemes linked to new transport infrastructure as well as exploring the potential for urban greening through tree planting and other measures. **Nature-based solutions** have the potential to support the area to become more resilient to climate change in terms of higher temperatures and additional rainfall by, for example, providing shade or improving drainage. One possibility is to explore applying this in an urban setting where changes to street infrastructure are already planned, either through one of the GCP's infrastructure projects or where new parking controls or modal filters are being introduced. This would also support wellbeing by increasing proximity to nature.
- 6.13 Cambridge City Council and South Cambridgeshire District Council are currently consulting on a new **Air Quality Strategy** for Greater Cambridge, which would adopt the World Health Organisation's targets for key pollutants.² The GCP programme will continue to support this strategy by providing sustainable alternatives to car travel. The GCP will continue to work with partners to support the electrification of the bus fleet and wider modes.
- 6.14 As set out above, the transport infrastructure programme will help move Greater Cambridge towards a future **net zero carbon** transport system by connecting homes and jobs sustainably. As projects work to reduce their whole life carbon emissions particularly in the construction period, there will be opportunities to share learning across the programme on minimising materials from earlier schemes into later schemes, to explore the reuse of materials and plant, and use greener methods of building. This work will also ensure alignment with the County Council's carbon

² [Project • Air Quality Strategy \(cambridge.gov.uk\)](https://www.cambridge.gov.uk/projects/air-quality-strategy)

strategy and policies as they take on ownership of transport assets following construction.

- 6.15 Social capital: Going forward, the work on geographic disparities could also be used to highlight areas where further action is required to address inequalities. This could be through 'quick wins' within the current programme, as outlined in the City Access paper at item 8, or through further investment in infrastructure beyond the lifetime of the City Deal. There is also an opportunity to explore how the programme as a whole can enhance the **accessibility** of Greater Cambridge for groups who traditionally find it more difficult to take advantage of new transport infrastructure, such as disabled people and women and girls. Linked to feedback through the Making Connections project, some early work is underway to develop an evidence-led approach for making improvements to enable better access for all. This would identify barriers to movement for disabled people in Greater Cambridge. It would look at ways to increase awareness of accessibility issues and make progress in addressing them, including exploring the potential for a steering group to inform the transport programme. Many levers sit with the Combined Authority, County Council and the planning authorities and the intention is to work closely with these partners as this work is taken forward.
- 6.16 As projects are developed, opportunities are being identified to enhance Greater Cambridge's **community infrastructure**. Whilst the GCP does not have funding to deliver many of these, it is important to highlight the potential for additional benefits to partners and wider potential funders. Project teams will be encouraged to look for additional funding opportunities and partnerships with local community groups, parishes and businesses. An example of this work is the creation of a Green and Blue Infrastructure Strategy (GBI Strategy) for the Greenways programme which aims to integrate built 'grey' infrastructure, with 'green' (soft areas, plants, and trees) and 'blue' (watercourses, ponds, lakes, and drainage) elements to deliver schemes that are more resilient, pleasant, and healthy.³ The Strategy also looks at potential opportunities to enhance the network through the provision of infrastructure including rest stops, play on the way, mobility hubs or nature stops. The GBI Strategy will be discussed by the Joint Assembly and Executive Board at a future meeting.
- 6.17 Human capital: The current skills programme will come to an end in 2025. The GCP will need to decide if a further programme should be pursued, taking into account that the City Deal targets have already been exceeded and that the delivery landscape on skills has changed since the inception of the Deal. Additional work will also be undertaken to set out the impact of the City Deal on wider aspects of human capital including health and wellbeing.
- 6.18 Knowledge and Institutional capital: Building on the success of the current smart programme in testing new technologies and supporting innovation, the GCP will continue to look for opportunities in this area that support the current programme and achievement of the City Deal objectives, working with the universities and local businesses.

• ³ GBI Strategy documents: [Character framework](#) [Spatial Strategy](#) [Design code](#)

Laying the foundations for prosperity with future growth beyond 2030

- 6.19 This paper seeks to support the GCP in enhancing the benefits of the City Deal investment across a broad range of indicators, which together help demonstrate impact on quality of life in Greater Cambridge by looking at the growth of various key assets that contribute to this, rather than just focusing on economic growth. The programme as a whole represents a transformational change to Greater Cambridge, supporting the growth set out in the Local Plan with sustainable transport infrastructure that also offers new connectivity to existing residents, delivering apprenticeships to support Greater Cambridge's exceptional jobs growth and fostering the local culture of innovation within the public sector.
- 6.20 While this work will support an understanding of the City Deal's legacy when the programme concludes in 2030, it can also point forwards towards the next set of interventions that will be needed to ensure the continued success of the area to 2050 and beyond. The work to map the geographic impacts of the GCP programme will help to support the identification of further opportunities to enhance infrastructure and services beyond the lifetime of the City Deal, and as such can be fed into the work on the Greater Cambridge Local Transport and Connectivity Plan sub-strategy as well as discussions on Cambridge 2050.

7. Alignment with City Deal Objectives

- 7.1 The sections above demonstrate progress to date as well as considering opportunities to maximise the value of the GCP's investments and enhance the environmental, social and community benefits of the City Deal. In this way, the paper offers an opportunity to reflect on the City Deal's legacy against the original objectives, and how this can be augmented to maximise wider benefits and provide a foundation for any future investment package to build on.
- 7.2 The themes and opportunities identified in section 6 would align with the objectives set out in paragraph 4.2 by exploring how the GCP programme can take an increasingly holistic approach to prosperity. For Greater Cambridge to continue to create, attract and retain its world-leading high tech businesses, it needs to be somewhere that people want to live, that values every member of the community, and that offers sustainable ways of living and access to nature in the face of climate change. Improving biodiversity, supporting the move to net zero and highlighting opportunities to create or enhance community infrastructure will help create better quality of life for Greater Cambridge communities. Exploring opportunities to enhance the walking and wheeling environment and to improve accessibility for all will expand the GCP's impact on improving connectivity between clusters and labour markets. Looking at the programme in this way also accords with a wider move amongst businesses and universities in the Greater Cambridge area to increasingly prioritise improving quality of life as key to supporting the success of the area going forward, particularly for those who have not traditionally felt the benefits of economic growth.

8. Citizen's Assembly

8.1 Throughout the Citizens' Assembly discussions the desire to address wider aspects of prosperity through or linked to transport improvements came through strongly. This included priorities for the Citizens' Assembly vision:

- Be environmental and zero carbon (third priority).
- Be people centred – prioritising pedestrians and cyclists (fifth priority).
- Provide safe layouts for different users (tenth priority).
- Provide transport equally accessible to all (thirteenth priority).

The prioritised supporting measures:

- Plant trees (second priority).

As well as several of the key messages:

- Fairness is a key principle.
- Be the best and make [Greater] Cambridge no.1.
- Progress immediate actions and those improving the Greater Cambridge environment.

9. Financial Implications

9.1 The majority of activities to secure the wider benefits of the City Deal are already underway and integrated either at a project or programme level. Where the analysis in section 6 identifies additional areas of focus, the proposal is to explore these further within current budgets. If opportunities are identified that go beyond current budgets, the first line of call will be to explore match funding. If, as a result of further work, additional pressures on budgets are identified these will be considered through usual processes including bringing forward papers to the Executive Board for decision if required.

Have the resource implications been cleared by Finance? Yes

Name of Financial Officer: Sarah Heywood

10. Next Steps and Milestones

10.1 Subject to the Executive Board decision, the themes and opportunities set out at paragraphs 6.10-6.18 will be explored over the next six months to ensure that any enhancements to the GCP programme can be identified prior to the Gateway Review. This may include reports coming forward to the Joint Assembly and Executive Board on specific aspects such as the Biodiversity Strategy.

10.2 Alongside the Gateway Review evaluations, a Complementary Report will be submitted to government setting out the work above. This will be supplemented by additional analysis of the GCP's impacts on areas from the balanced scorecard such as changes to journey times to jobs, services and education, and quantifying health benefits. This will need to complete by the summer for submission to government.

Any additional opportunities identified by this analysis will be raised with members for consideration.

City Access Programme Update

Report to: Greater Cambridge Partnership Executive Board

Date 7 March 2024

Lead Officer: Lynne Miles – Director of City Access, GCP

1 Background

- 1.1 To provide an update on the City Access programme, and on the work being undertaken by the GCP and its partners to reduce congestion and improve sustainable transport opportunities in Greater Cambridge.

2 Recommendations

- 2.1 The Executive Board is invited to consider the contents of this paper and to:
- (a) **Note the updates** on bus reform and wider transport strategy from the County Council and the Combined Authority.
 - (b) **Note the update on the City Access programme.**
 - (c) **Note the response to the consultation on the revised road network hierarchy and agree that proposals require further consideration**, including ensuring that bus journey times and reliability are protected. Any revised proposals would be developed through the Greater Cambridge Transport Strategy led by the Cambridgeshire County Council in partnership with the Cambridgeshire and Peterborough Combined Authority, the GCP, the City of Cambridge and South Cambridgeshire.
 - (d) **Agree the updated objectives for the City Access programme** set out in paragraph 11.6.
 - (e) **Agree that officers should bring forward proposals for further quick win or demonstrator projects** in the city that will help increase the reliability of bus journey times, demonstrate the benefits of people-focused spaces, support economic vibrancy, and maximise the impact of the wider GCP investment programme.

3 Joint Assembly feedback

3.1 The Joint Assembly welcomed the report and the opportunity to reflect on the programme in light of recent decisions on Making Connections and the wider policy context. In discussion, members of the Joint Assembly:

- Requested that the GCP remains actively involved in the development of the Road Network Hierarchy Review, including asking that the Joint Assembly receives regular updates and opportunity to comment as it progresses;
- Recognised the role of parking in generating car trips, and therefore supported the need for the Integrated Parking Strategy to support mode shift to public transport;
- Requested that the various streams of work are integrated together into a strategic package;
- Supported the work of the freight consolidation plan but sought greater understanding of what levers are available to create the conditions for the industry to act;
- Understood the rationale for reviewing and amending the City Access objectives, with a series of comments on the proposed changes Members agreed that these would need further refinement in advance of the Board.
- Recognised that technical work is ongoing to determine the impact on the Local Plan as a result of the Sustainable Travel Zone not being progressed, and asked that those impacts are available to a future Joint Assembly meeting.

3.2 Comments about the specific workstreams will be taken into account as those workstreams develop. Comments about the revised objectives have been reflected in what is proposed in paragraph 11.6.

4 Updated transport policy and funding context

BSIP funding

4.1 On 24 July, the Department for Transport confirmed an allocation for the CPCA from **Bus Service Improvement Plan+ funds** (BSIP+) of up to £4.62m revenue across 2023/24 (£2.31m) and 2024/2025 (£2.31m) to be spent on bus measures to suit local need (frequency enhancements, new routes, ambitious ticketing incentives).

4.2 The CPCA Board considered the allocation of BSIP+ funds at its 29 November meeting¹, and agreed to allocate funding to the following proposals:

- £1.3 million: More bus services. Increase tendered service budget to support existing and new services, including new DRT services trials.
- £350,000: More integrated and available information. Timetable back office, on-street bus stop investment and hard copy timetables for tendered services.
- £100,000: More reliable services. Bus Driver recruitment; Bus Signal Priority.

¹ Combined Authority Board meeting agenda pack 29th November 2023. Agenda item 18 'Recommendations from Transport and Infrastructure Committee'

- £550,000: Better value for money. Establish new multi-operator ticket. Targeted fare scheme (young people / care leavers / companion passes). Requirement for tendered services to join fare schemes.

Local Transport and Connectivity Plan (LTCP)

- 4.3 At its meeting on 29th November, the Cambridgeshire and Peterborough Combined Authority agreed to **adopt the Local Transport and Connectivity Plan**². This sets out the overarching local transport policy framework for Cambridgeshire and Peterborough. It sets out six goals (productivity, connectivity, health, environment, climate, safety) each supplemented with one or more objectives designed to support the Combined Authority's aims and aspirations for the transport network.
- 4.4 In delivering these goals and objectives, the approach set out by the LTCP focuses on an **Avoid-Shift-Improve** approach:
- **Avoid** unnecessary travel, reducing trip number and length;
 - **Shift** travel away from car use towards more sustainable modes; and
 - **Improve** the operational efficiency and journey experience of our transport network.
- 4.5 The LTCP embeds a target to achieve a 15% reduction in car mileage by 2030 from a 2019 baseline.

Bus reform and network review

- 4.6 The CPCA has also been undergoing a period of public engagement to identify where the bus network could be strengthened in the near term. In January 2024 the CPCA agreed plans to raise approximately £7.2m per annum additional funding to invest in the bus network through a Mayoral precept, on top of any efficiency savings that might be found through reform and has identified a number of bus routes to be funded by the precept in the coming year³. GCP officers shared the findings of the Making Connections consultation in 2023 to feed into this process.
- 4.7 In March the CPCA Board will consider a recommendation from its Transport and Infrastructure Committee which **agreed the principle of franchising as the preferred model for bus reform for consideration by the CPCA Board**.

County Council transport strategy updates

- 4.8 At its December meeting⁴, Cambridgeshire County Council's Highways and Transport Committee agreed to work with the CPCA to support its bus reform agenda by:
- considering changes to the **operating models for Park & Ride and Busways** (current and future), as the owner of those assets; and

² Cambridgeshire & Peterborough Combined Authority, 'Local Transport and Connectivity Plan', 2023

³ Combined Authority Board meeting agenda pack 29th January 2024. Agenda item 9, Appendix C - Proposed bus routes to be funded through the proposed precept

⁴ Cambridgeshire County Council Highways & Transport Committee meeting 5th December 2023 – Agenda Item 11 'Improving Transport and Connectivity for Cambridgeshire'

- **reviewing home to school transport** to improve the overall efficiency of the bus network.

4.9 At the same meeting, the County Council Highways & Transport committee also agreed amongst other things to:

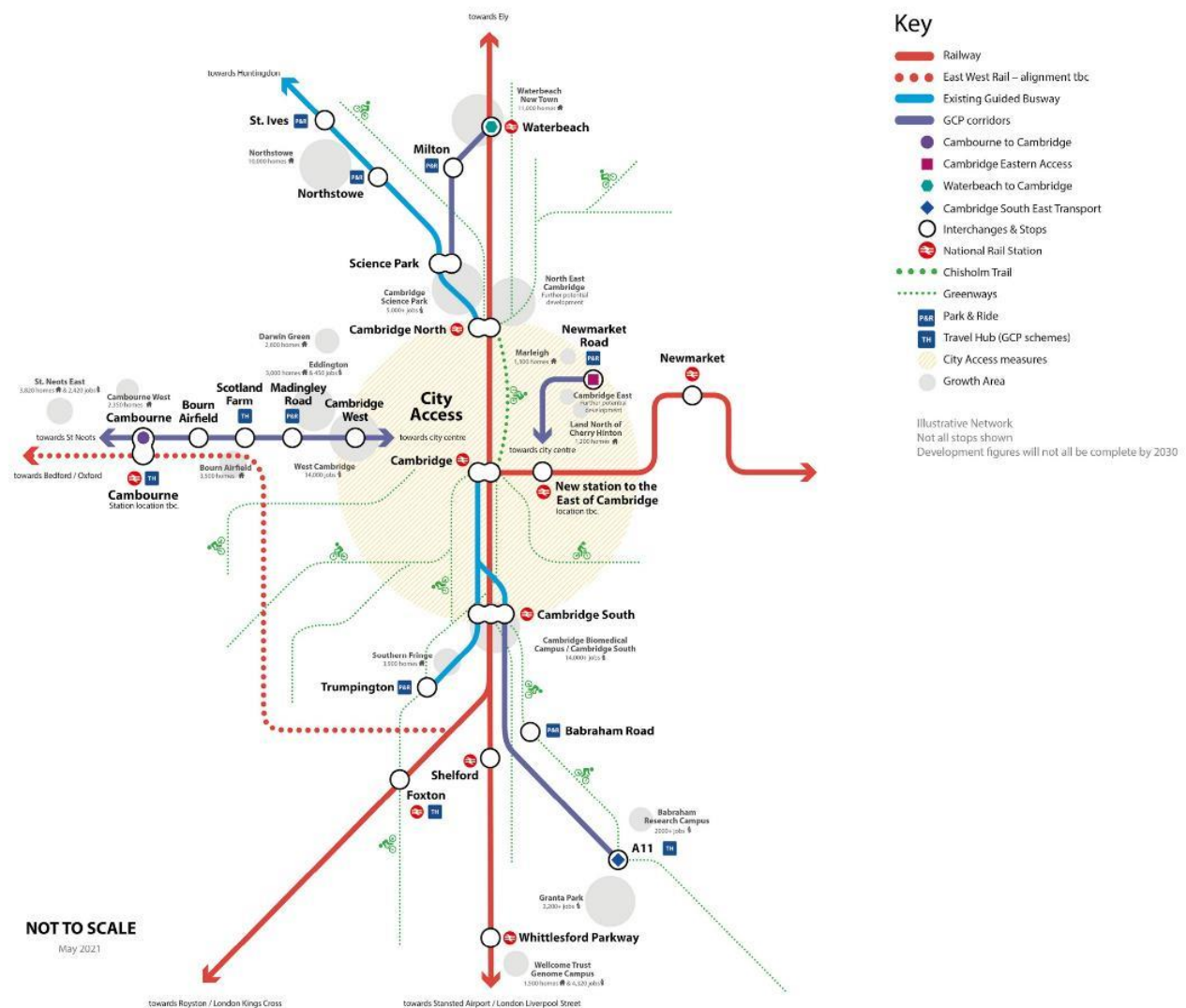
- develop a **Greater Cambridge Transport Strategy** to support the emerging Joint Local Plan.
- work with CPCA to develop a **rail strategy** for Cambridgeshire;
- work with local partners to make the case for **further devolution of transport powers and funding from government** through the Government's devolution framework for Mayoral Combined Authorities, including asks for a sustainable transport settlement, and an enhanced road and footway maintenance settlement.
- work with the GCP and CPCA to **make the case for funding to deliver the Cambridge South East Transport (CSET) proposals**.

5 City Access programme overview

City Access in the context of the GCP programme

- 5.1 The GCP's public transport improvements and city access aim to address some of the major pressures on the local economy by reducing congestion and pollution, and by supporting people to avoid unnecessary travel, shift to more sustainable modes and enjoy improved operational efficiency and journey experience – the objectives and approach embedded in the Cambridgeshire and Peterborough Local Transport and Connectivity Plan.
- 5.2 The bulk of investment in the GCP's sustainable infrastructure plan is building new, high-quality, segregated infrastructure for active travel and public transport. Scheme delivery is underway with improvements being made across Greater Cambridge over the next 5 years. This capacity is necessary to meet the growth challenges outlined in Local Plans as mentioned above.
- 5.3 In parallel, the City Access Project has explored ways to complement this investment by supporting mode shift and sustainable travel within the city.
- 5.4 Whilst travel across the city remains car-dominated inhibiting public transport journey times and reliability and reducing road safety, more sustainable modes will always struggle to compete. The City Access agenda aims to maximise the benefit of these segregated key corridors by provide journey solutions that are fast, safe and reliable within and across the City environment.

Figure 1: City Access in the wider GCP programme⁵



City Access objectives and elements

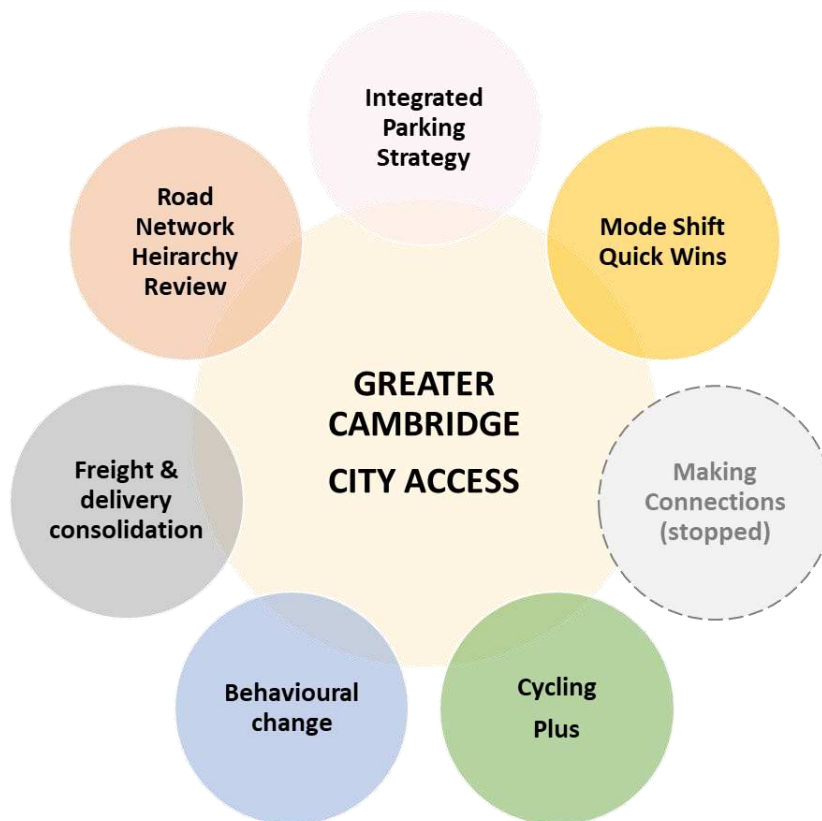
5.5 The **Objectives** of the City Access programme as agreed in 2021 are:

- Contribute to the overall GCP objective to reduce traffic by 15% from the 2011 baseline, freeing up road space for more public transport services, and other sustainable transport modes;
- Ensure public transport is more affordable, accessible and connects to where people want to travel, both now and in the future;
- Raise the money needed to fund the delivery of transformational bus network changes, fares reductions and improved walking and cycling routes;
- Make it safe and attractive to walk and cycle for everyday journeys;
- Support decarbonisation of transport and improvements to air quality; and
- Make Greater Cambridge a more pleasant place to live, work travel or just be.

⁵ NB The Executive Board agreed in September 2023 to pause Cambridge South East Transport Strategy (CSETs) and Foxton Travel hub because of inflationary pressures meaning funding is no longer available. It has agreed to continue to seek alternative funding sources to allow work to recommence.

- 5.6 The City Access programme complements the transport infrastructure programme through multiple workstreams which focus on tackling congestion, improving bus services and the cycling and walking network, addressing air quality issues and improving management of parking. These interventions will maximise the impact of the remainder of transport infrastructure programme. The **elements** of the programme are as follows:

Figure 2: City Access programme elements



What next after Making Connections?

- 5.7 In September 2023 the Board took the decision not to proceed with Making Connections. There remains a question about how to provide for projected future demand for homes and jobs (and the travel demand arising from them) in a way that is sustainable and does not negatively impact on quality of life.
- 5.8 Cambridgeshire County Council's highways and transport committee agreed in December that CCC will work in partnership with the CPCA and GCP, the City of Cambridge and South Cambridgeshire District Council on the development of the Greater Cambridge Transport Strategy (GCTS). The GCTS will update and supersede the adopted Transport Strategy for Cambridge and South Cambridgeshire. It will support and be produced in step with the emerging joint local plan for Greater Cambridge and therefore will play an important role in defining the long term future strategic landscape for Greater Cambridge.
- 5.9 Government has also begun a conversation with authorities in this area about its ambitions for growth in housing and research space in Cambridge ('Cambridge 2040')

beyond the levels of growth envisaged in the emerging joint local plan. It has established the Cambridge Delivery Group to consider options for delivering growth.

- 5.10 Questions of growth in the next local plan period to 2041 and beyond take us beyond the timeline of the current GCP programme and the lifetime of the City Deal which GCP was established to deliver.
- 5.11 Whatever the future growth strategy, it will be critical to deliver on the programme set out in the Future Investment Strategy in September 2023. This underpins delivery of the growth set out in the current local plans, and will form the foundations on which future growth proposals can be built.
- 5.12 As that conversation about future growth continues, the City Access programme will focus on complementing the GCP transport investment programme, and on maximising the economic, environmental and social benefits of the City Deal, and supporting delivery of the current local plan.
- 5.13 This paper sets out how this might be achieved between now and the end of the GCP programme.

6 Progress to date

GCP progress to date

- 6.1 Overall the city deal has established a transformative programme of infrastructure improvements aimed at providing vitally necessary transport capacity on key strategic corridors to and from the city (particularly along those corridors where significant new housing or employment growth is planned) as well as within the city itself. The programme will enable significant increases in active and sustainable travel by improving capacity, journey times, safety and reliability.
- 6.2 Agenda item 7 ('Capturing Wider Benefits of the City Deal') gives an account of delivery across the whole City Deal programme in terms of immediate and wider impacts.
- 6.3 A full list of projects delivered to date is set out in the Quarterly Progress Report, which include:
 - Improvements to bus, walking and cycling journeys on Histon Road, with the Milton Road scheme underway and due to complete this year;
 - Bus priority measures and safety improvements as part of the CSETs phase 1 scheme;
 - The first phase of the Chisholm Trail, providing a key link between Cambridge North and Cambridge stations for people walking and cycling, including a new river crossing;
 - Upgrades to key walking and cycling routes in the city through the Cross-City Cycling programme as well as in Greater Cambridge such as the Shepreth to Melbourn cycle route; and Greenways quick wins;

- Additional park and ride capacity at Babraham and Trumpington, and free parking at park and ride sites;
- Supporting the transition to an electric bus and taxi fleet, through investment in 32 electric buses and taxi charging infrastructure;
- Working with partners to secure funding for and delivery of Cambridge South train station;
- Supporting development of the Cambridge Biomedical Campus transport study, identifying key actions to encourage sustainable travel to the Campus and reduce congestion on the campus and surrounding area;
- Delivery of 301 new homes through the Housing Development Agency, and piloting new housing units built using modern methods of construction;
- Almost 550 new apprenticeships and more than 7,500 students connected with employers through the GCP's skills programme;
- Developing Greater Cambridge's digital infrastructure through upgrading smart signals and crossings, providing more digital, real time travel information via apps and screens, and developing sensors to collect data as well as a data platform and tools,
- Delivering projects that keep Greater Cambridge at the forefront of innovation such as the C-CAV3 autonomous vehicle project which saw the UK's first purpose built autonomous, public transport vehicle, running as part of the public transport system in Cambridge; and
- Unlocking investment to add additional capacity to Greater Cambridge's electricity grid, supporting new homes and jobs as well as the electrification of heat and transport.

6.4 Several further transformative schemes have been developed which will sustainably link growing housing and employment areas. Subject to Executive Board decisions and relevant statutory approvals, the next few years will see an unprecedented expansion of Greater Cambridge's sustainable transport infrastructure as new busways offer a fast and reliable option for travel from Cambourne, Waterbeach, the East and, subject to securing further funding, the South East. A new travel hub at M11 J11 will support the growth of the Biomedical Campus. A network of Greenways will provide approximately 150km of new or improved walking and cycling routes, and upgrades to the city's cycling environment will continue to improve safety and help more people travel this way.

City Access progress to date

6.5 The City Access programme has delivered a range of small and large interventions to date within the wider programme.

Free parking at Park & Ride sites

6.6 The City Access programme has funded 50% of the lost revenue from implementing free parking at Park & Ride sites since 1st April 2018 at a cost of around £530,000 annually. During that time (outside of times of COVID restriction) more than 5,000 cars have parked free of charge at one of the park and ride sites on an average day. They will then have either taken the bus, walked, cycled or scooted to their destination, removing those cars from roads further into the city.

- 6.7 The Board committed to reconsider this expenditure and we will do so through the forthcoming Integrated Parking Strategy (see section 8).

Electric taxi charging infrastructure

- 6.8 GCP invested a £100,000 co-investment in electric taxi charging infrastructure in 2018, which has supported the transition of the City's hackney carriage fleet to electric or hybrid vehicles. 16 fast and 1 rapid chargers are now installed and operational.

Data and intelligence

- 6.9 The City Access programme has funded various data collection and consultation exercises to support understanding of traffic conditions, travel behaviours and public attitudes including the 2017 ANPR survey and the 2018 Big Conversation, the results of which have provided evidence and support to the whole GCP programme.

Wayfinding totems

- 6.10 A wayfinding information totem was installed in 2018 to support information and wayfinding for sustainable transport from Cambridge station.

Kings Parade Security Barrier

- 6.11 City Access made a funding contribution towards this measure to improve security and enjoyment of the public realm on this historic stretch of the City Centre. The barrier was installed and operational in 2020.

Resident Parking Schemes

- 6.12 GCP has supported the delivery of 8 resident parking schemes, which have provided over 3,100 controlled parking spaces across the city.
- 6.13 Four further schemes are in development and aim for implementation during 2024 or early 2025 and the Board has agreed an in principle objectives of introducing Resident Parking Schemes across the whole City, subject to consultation (see section 8).

Provision of additional on- and off-street cycle parking

- 6.14 City Access has delivered 240 new secure cycle parking spaces, with security improvements at around 370 parking spaces. Further work on cycle parking will be taken forward through the forthcoming Integrated Parking Strategy.

COVID-19 Experimental Road Closures

- 6.15 The City Access programme supported the design and implementation of eight experimental modal filters in the city to encourage walking and cycling during the pandemic. The aim was to create low traffic streets as part of routes on key corridors, and to support the recovery of the city centre by creating more space for active travel. After the initial trial period the decision was taken to make them permanent. Final works were completed in 2023.

Electric bus purchase

- 6.16 GCP has contributed around £2.6 million to the purchase of 32 electric buses operating in Greater Cambridge: two trial buses which have been in operation since 2020; and 30 buses purchased alongside investment from CPCA, Stagecoach and the UK government through its ZEBRA scheme. The electric buses came into operation in early summer 2023.

Civil parking enforcement in South Cambridgeshire

- 6.17 GCP has supported civil parking enforcement in South Cambridgeshire by funding the application and set up costs, and committing to cover operational deficits (if needed) for the first five years of operation.
- 6.18 This allows the highways authority to issue Penalty Charge Notices for on-street parking offences such as parking on yellow lines. Before the introduction of Civil Parking Enforcement, only the Police could do this. Illegal parking contributes towards congestion and pollution and reduces safety for cyclists and pedestrians.
- 6.19 Between the end of last year and the end of January this year, information was placed on vehicles parked where there are restrictions – but not a fine – to give drivers a final chance to find a suitable parking spot. Fines began being issued from February.

Traffic signals improvements and smart signalling pilot

- 6.20 City Access has funded a rolling programme of networking improvements on key transport corridors. There has been a pilot smart signalling programme, using Vivacity sensors, which has been exploring the use of AI to determine signal timings and co-ordination for comparison with established signal network tools. The second phase of the smart signalling pilot is expected to begin during 2024. The aim of the pilot is to establish whether signalling updates and coordination can be used to reduce congestion and pollution associated with idling especially along key arterial routes into the city.

7 Road network hierarchy review

- 7.1 In 2022, GCP ran a consultation on conceptual proposals for a revised Road Network Hierarchy for Greater Cambridge.
- 7.2 Shortly after the consultation closed, the work was put on hold, pending a decision on Making Connections proposals. That was because the decision whether to introduce a road user charge and to invest in a doubling of the bus network substantially affects what is desirable and feasible in terms of changes to the road network (by affecting the overall traffic load on the network).
- 7.3 Following the decision not to proceed with Making Connections, officers are in a position to come back to this workstream with a clearer sense of the likely future conditions on the network, which is necessary to inform the next stage of technical work.

Objectives of the review of the Road Network Hierarchy

- 7.4 The road network user hierarchy (or road classification) is about the way that people and vehicles – including motor vehicles and those that are non-powered, such as pedal cycles - move around the city. It considers how roads and streets are classified based on the type of vehicles and traffic that they are used by in the future.
- 7.5 Some roads act as the main routes into, around and out of the city and, therefore, carry high levels of all types of traffic from lorries, cars and buses to cyclists and pedestrians. Other more minor roads act as routes that provide access to particular areas of the city. They carry less traffic and are used more by cars, cyclists and pedestrians. Some streets in the city centre have restricted access for motor vehicles to better cater for higher levels of walking and cycling. They are different types of roads and have different uses, so are categorised differently
- 7.6 The current classification of roads in Cambridge has been in place since the 1980s. Since then, the amount of traffic using the city has increased and the way that people move around has changed.
- 7.7 A new road classification for the city would provide an opportunity to make a major change to the way that traffic and people use roads and streets to move around the city. Space on the roads could be freed up for more frequent and reliable public transport. It could also create a safer and more attractive environment for people walking, cycling or using other methods of active travel.
- 7.8 At the moment, most roads in the city can be used by all vehicles whilst some are restricted to bus, taxi and cycle movements; or in some cases all motor vehicles are restricted during certain hours to provide priority for walking and cycling.
- 7.9 The proposals consulted on set out a new road classification that would require trips by cars, vans and lorries to use main roads for as much of their journey as possible to reduce traffic on local roads and streets. The aim would be to:
- support improved quality of life
 - help meet the challenges of climate change
 - help to create a sense of place as part of the highway network
 - improve health and wellbeing by providing a nicer environment for physical activity
 - lower air pollution
 - improve access to work, education, leisure and green spaces.
- 7.10 This provides an opportunity to develop a clear sense of place, particularly in the city centre, with more pleasant spaces to visit and spend time, cleaner air and a safer environment for all road users.

Consultation findings

- 7.11 Between 23rd May and 18th July 2022 the Greater Cambridgeshire Partnership held a consultation the high level principles of a potential new road classification for Cambridge that would change the categorisation of roads in the city, and raised some specific issues on which it asked for feedback, such as the potential for traffic

displacement, the approach to taxis, the approach to city centre capacity and potential exemptions from restrictions.

- 7.12 The consultation adopted a multi-channel approach to promote and seek feedback. It was held primarily online via ConsultCambs⁶ and GCP social media channels. Hard copies of consultation materials were available on request.
- 7.13 Quantitative data was recorded through a formal consultation questionnaire (online) with 1346 (1302 individual respondents and 44 stakeholder groups) complete responses in total recorded. A significant amount of qualitative feedback was also gathered via the questionnaire and through emails/letters/social media. An online webinar and surgery took place, and there was an in-person public event in central Cambridge. In addition, there was daytime flyer distribution at a central shopping centre and at selected Park & Ride sites during the morning commuting period. Press releases were issued to local newspapers. The consultation was advertised in local newspapers and community magazines as well as in the wider travel to work area. It was also advertised at main and regional railway stations, bus stops and on Park & Ride buses.
- 7.14 The consultation report has been produced by the Cambridgeshire Research Group and published online⁷. Summary findings of the consultation were as follows, with much greater detail available in the consultation report.
- 7.15 Responses showed majority support for:
- the principle of motor vehicles being required to use main roads as much as possible to reduce traffic on local roads and streets (62% strongly agreed or agreed);
 - the initial ideas for the level of access that should be given to the various types of road user and class of vehicle (59-95% agreement)⁸; and
 - the road categories proposed for the revised classification (55-80% agreement)⁹
- 7.16 They also showed majority agreement with the approach to:
- bus routes serving the city (59% agreement)
 - pedestrian and cycling priority (65% agreement)
 - alternative ways around for disabled people (67% agreement)
 - city centre deliveries (65% agreement)
- 7.17 The consultation suggested that taxis might be treated as private cars under the proposals, including stopping their ability to use bus lanes, but explicitly asked for

⁶ <https://consultcambs.uk/engagementhq.com/road-network-hierarchy-2022>

⁷ Cambridgeshire Research Group, 'Road Network Classification Consultation: Summary Report of Consultation Findings', January 2024

⁸ The majority of respondents 'strongly agreed' or 'agreed' with the initial ideas for the level of access for all the types of road user and class of vehicle: 'Emergency service vehicles' (95%); 'Walking' (87%); 'Cycling' (82%); 'Bus' (78%); 'Commercial vehicles' (71%); 'Cars and motorcycles' (59%)

⁹ The majority of respondents 'strongly agreed' or 'agreed' with all 6 road categories: 'Primary Distributor Roads' (80%); 'Secondary Distributor Roads' (69%); 'Area Access Streets' (63%); 'Neighbourhood Streets'; (61%); 'Civic Streets' (59%); 'Local Access Streets' (55%)

feedback on this question. Here respondents were less clear (some feeling that taxi access should be limited in the same way as personal vehicles because they cause the same amount of congestion and pollution; others that taxis should be treated differently as they are more likely to be relied upon those without a car or with mobility difficulties).

- 7.18 The majority of respondents supported exemptions for 'public service vehicles', 'blue badge holders', 'care workers', and 'health workers'. Less than half of respondents felt exemptions for 'delivery vehicles making multiple drops' were important.
- 7.19 Concerns were flagged by a bus operator and by business respondents about potential impact on bus journey times if changes were to increase traffic delays on main roads and emphasised the importance of bus access to the city core, as well as concerns about deliveries and servicing.
- 7.20 The consultation took place before the Making Connections consultation and subsequent decision not to proceed with the Sustainable Travel Zone proposals. Many respondents made reference to the importance of delivering the viable alternatives to car that Making Connections would have enabled. The response rate to the road network consultation was very much lower than for Making Connections. Both the consultation material and many of the responses received assume that Making Connections and/or better bus alternatives would be in place before any road network reclassification. It is also possible that public discourse at the time of Making Connections may have shifted public opinion on these issues since the road network consultation was carried out.
- 7.21 It will also be important to listen to feedback from the Making Connections consultation which postdates this consultation but sets out very clearly that bus journey times and reliability are significant concerns for the public.

Next steps

- 7.22 Further work is required to consider the feedback received and what that means for best use of the network, and to undertake appropriate technical work.
- 7.23 The decision not to proceed with Making Connections, which would have substantially reduced the overall traffic load on the road network, and the feedback from the public during that process about the importance of bus reliability improving bus priority through the city, may need to be given greater focus. It is therefore advised that further consideration be given to the proposals consulted upon in 2022.
- 7.24 Any further iterations of proposals for reclassifying the road network hierarchy, supported by GCP officers, should be considered through the forthcoming Greater Cambridge Transport Strategy which will be led by the County Council and the CPCA as the highways and transport authorities respectively in partnership with the GCP, Cambridge City and South Cambridgeshire (see paragraphs 5.8 to 5.12).

8 Integrated parking strategy

Decisions to date

- 8.1 The Executive Board approved the vision and objectives to frame the development of an Integrated Parking Strategy at its June 2022 meeting¹⁰.
- 8.2 These were as set out in Box 1 and Table 1.

BOX 1 - INTEGRATED PARKING STRATEGY OBJECTIVES

ENVIRONMENT

1. Contribute to the decarbonisation of transport
 - a) through mode shift away from the private car
 - b) through a switch to electric and other zero emission vehicles
2. Contribute to improved air quality (including a reduction in NOx)
 - a) through mode shift away from the private car
 - b) through a switch to electric and other zero emission vehicles
3. Contribute to noise reduction in the urban area through reductions in traffic levels
- 4 Support the introduction of 'liveable neighbourhoods'
5. Support a reduction in the land area currently devoted to car parking and enable its repurposing for alternative uses, such as cycle parking or public amenity space
6. Contribute to the development and maintenance of high quality public realm

ECONOMY AND SUSTAINABLE, INCLUSIVE GROWTH

7. Support long-term economic vitality and sustainable and inclusive growth in a context of changing employment, retail and leisure travel patterns
8. Facilitate access to locations of economic activity
9. Make effective use of Council land and facilities to enable and encourage sustainable transport choices, including a reduction in private car ownership

REVENUE

10. Generate appropriate levels of revenue for Cambridge City Council and Cambridgeshire County Council to support service delivery, recognising that this may change in the medium term

TRAFFIC MANAGEMENT

11. Support the delivery of the County Council's traffic and highway network management duty, ensuring that traffic moves freely and safely (noting that 'traffic' includes all road users)
12. Contribute to a reduction in traffic congestion
13. Support a reduction in miles driven, especially (but not only) on short journeys

¹⁰ Greater Cambridge Partnership Executive Board 30th June 2022, Agenda item 10

Table 1: Vision for Parking in Greater Cambridge

2022 reality	Future vision
<ul style="list-style-type: none"> Car as preferred/default mode for many, even for short trips (<i>50% of car trips in Cambridge are wholly within the city</i>) 	<ul style="list-style-type: none"> Walking, cycling, bus as preferred/ default mode for many people for most short trips Car trips in the city centre are exceptional and for specific needs (e.g. some Blue Badge holders, especially bulky purchases)
<ul style="list-style-type: none"> Congestion, busy car parks, overcrowded and unpleasant streets, carbon emissions, air pollution 	<ul style="list-style-type: none"> Busy cycle lanes, more bikes, busier buses – less congestion, cleaner air, less noise More pleasant streets and ‘liveable neighbourhoods’, with space reallocated to wider uses e.g. car clubs, pocket parks
<ul style="list-style-type: none"> Car trip access to destinations in the city frequently inefficient and expensive 	<ul style="list-style-type: none"> Many car trips supplanted by alternatives providing equal or superior access to destinations in the city
<ul style="list-style-type: none"> High demand for car parking through city, including in city core 	<ul style="list-style-type: none"> Demand for car parking largely satisfied by expanded travel hub / P&R network Reduced demand for car parking in city – current car parks (partially) re-purposed with accessibility and car share schemes main use; Increased demand for cycle parking matched by increased supply; Lower levels of car ownership, enabling better use of on-street capacity for wider uses
<ul style="list-style-type: none"> Car parking revenue vital for City and County budgets and service delivery 	<ul style="list-style-type: none"> Car parking revenue falling, identifying new income streams to replace any reduction in income to avoid impacts on service delivery
<ul style="list-style-type: none"> Uncoordinated, reactive, piecemeal approach 	<ul style="list-style-type: none"> Consistent approach with area parking plans linked to place and street typologies and network hierarchy

8.3 At the same time, it agreed the principle of rolling out city-wide Residents Parking Schemes (RPSs) to ringfence parking on local streets for local residents. The first tranche of priority schemes were also agreed in June 2022:

- Elizabeth, Hurst Park (now combined as ‘Milton Road area’)
- York
- Wilberforce
- Romsey West, Romsey East (now combined as ‘Romsey’)

Progress to date

- 8.4 As with the Road Network Hierarchy Review, work on the Integrated Parking Strategy was paused pending a decision on Making Connections, which would set several key parameters for the strategy.
- 8.5 However the GCP's work supporting Cambridgeshire County Council in designing and implementing residents parking schemes in three of the first four priority RPS areas has continued.
- 8.6 Traffic Regulation Orders (TROs) for the **Milton Road area** scheme is expected be advertised for statutory consultation during March. Subject to responses received, Cambridgeshire County Council will consider final proposals and take a decision on the scheme, considering any objections that may be raised, in summer 2024, with implementation later in 2024.
- 8.7 We are in discussions with local members with the intention of carrying out a Road Safety Audit for the **York** scheme to ensure proposals are of the highest safety standard whilst ensuring the most effective scheme for residents in the area. We hope to follow this with a TRO in mid 2024 for installation in late 2024.
- 8.8 The **Wilberforce** RPS follows just behind these. We are currently undertaking engagement with local members and residents associations, and expect to consult on a proposed scheme during 2024 with a view to implementation in early 2025.
- 8.9 **Romsey** RPS is in development, whilst we consider the best approach to on-pavement parking bays. We are working with local members to consider how we can bring forward proposals for consultation that address the particular circumstances of the area.

Next steps

- 8.10 Following the decision on Making Connections, work has resumed on developing the Integrated Parking Strategy and we expect to bring a further update to the Board in due course.
- 8.11 At this stage issues under consideration as the strategy is developed include:
- A greater focus on delivering **mobility hubs at key transport interchanges** including the travel hubs (park and rides) with the aim of increasing the number of people that stop and continue their journey by sustainable modes rather than bringing their cars into the city, thereby further speeding up bus journey times and improving reliability. This includes a review of facilities, quality, connecting a wider range of bus routes, supporting delivery consolidation, better integrated micromobility, wayfinding and active travel provision.
 - Focus on **cycle, e-scooter (if legislated) and e-bike parking** as well as car parking
 - A better focus on **how resident parking schemes can be supplemented with placemaking interventions** and focus on delivering liveable neighbourhoods and public realm improvements.

- A review of the parking pricing regime in **common across on- and off-street** parking in public sector control
- Potential to **strengthen and better enforce parking and stopping restrictions** to include traffic flow and safety, especially in bus and cycle lanes
- Consider where there is the opportunity to **remove on-street parking to improve traffic flow and safety**, especially in bus and cycle lanes.

8.12 It is recommended that officers should bring proposals to a future meeting for **one or more demonstrator projects or quick wins** in the city that will help move towards the vision and objectives of the IPS including identifying the next tranche of Resident Parking Schemes.

9 Freight consolidation

- 9.1 In 2020 work was undertaken to scope a potential freight and deliveries consolidation pilot. The initial stage of benchmarking and scoping identified that freight consolidation had potential to increase the efficient use of a constrained network in cities and improve environmental quality and drew out key success factors and lessons learned elsewhere. This work concluded that there are five key challenges that needed addressing, including the need for further detailed engagement with colleges, businesses, university departments and operators.
- 9.2 Given the key recommendations from the first exercise, further work is now underway to collect the data and evidence needed to make recommendations for freight and deliveries consolidation in Greater Cambridge. This includes engagement with multiple stakeholders across the freight supply chain thus enabling the GCP to gain a greater understanding of the complex nature of freight and delivery movements, collect data that can be analysed for opportunity identification and develop potential solutions and enablers that provide benefits and support the aims and objectives of all involved.
- 9.3 The work will look at a range of types of freight and delivery from ad hoc pallet base deliveries to large retail and parcels. Potential solutions may include considering micro-consolidation, low emission last mile solutions including automated vehicles or robots, cargo bike freight services, delivery permitting and timing and other ideas.
- 9.4 We will carry out primary and secondary evidence gathering throughout spring and early summer with the aim of better understanding the state of freight and deliveries in the city, identify key 'hot spots', set out desirable and feasible objectives and recommending future interventions.
- 9.5 We are working closely with officers within our strategic partner network who will help co-create the recommendations. As part of this officer engagement, we are working closely with colleagues in the Greater Cambridge shared planning team who are considering land requirements for warehousing and delivery through the emerging local plan process.

- 9.6 Once the data gathering exercise has completed, we will commence full engagement with colleges, businesses, university departments, operators and multiple stakeholders across the freight and deliveries supply chain.
- 9.7 Overall, this work is expected to take around 12 months to complete, depending on the progress of evidence gathering.

10 Collaboration with the SMART workstream

- 10.1 The City Access programme is working with the Smart programme and Cambridge Ahead on a collaborative piece of work that explores how sustainable transport behaviours can be encouraged among local residents at times of significant life changes such as new jobs, moving home, having a child or changed health circumstances.
- 10.2 The work will:
- Use primary and secondary research to generate insights around Cambridge residents' existing perceptions and attitudes towards sustainable modes of transport and identifying the key barriers and drivers to sustainable transport.
 - Use the insights gathered through research to **develop and design interventions that leverage life changes to encourage mode shift**, that are both impactful and feasible to implement.
 - Collaborate with partners (e.g. local businesses, educational institutions, local authorities etc.) to **implement and evaluate** the impact of these interventions on sustainable transport behaviours through randomised controlled trials (RCTs).
- 10.3 There is **potential to do further work on implementing the pilot interventions themselves**, potentially funded through the City Access budget, depending on the outcome of the scoping work.
- 10.4 The SMART workstream is also collaborating with the City Access programme in commissioning a business case for '**mobility as a service**' ('MaaS') with plans to begin to deliver later this year. This work will support travellers to make sustainable travel choices more easily and effectively and also has the potential to support information on transport accessibility for those with mobility impairments, or to support trialling of behaviour change interventions to encourage people to make different travel choices.
- 10.5 We are also undertaking a signals pilot with Starling to use vision based sensors at pedestrian crossings to make crossing safer for walkers and wheelers

11 Updated City Access objectives

- 11.1 The Board decided in 2023 not to proceed with the Making Connections proposals to raise revenue to support bus improvements. The CPCA is taking forward work on the financial case for bus reform through its ongoing business case process on which the CPCA Board is due to be updated in February. As referenced in section 4, there is work ongoing on the emerging Local Plan and associated Greater Cambridge Transport Strategy by the CCC and CPCA. There is also the Cambridge 2040 work led by HM government's Cambridge Delivery Group all of which are considering about next steps to support transport and growth beyond the current local Plan and City Deal period.
- 11.2 Considering this changed context, **it is recommended that the scope and objectives of the City Access programme be reviewed and updated** to better reflect the board's ongoing priorities. Quick wins and next steps on each element of City Access above will then be prioritised in line with these revised objectives.
- 11.3 The objectives of the City Access programme have evolved over time but in recent years have included a focus on revenue raising and bus service subsidy. Given the decision not to proceed with the STZ it is recommended that the objectives be revised to focus on **maximising the impact of the remainder of the GCP programme**.
- 11.4 The GCPs overall strategic objectives are to:
- nurture the conditions necessary to unlock the potential of Greater Cambridge to create and retain the international high-tech businesses of the future
 - better target investment to the needs of our economy by ensuring those decisions are informed by the needs of businesses and other key stakeholders such as the Universities
 - markedly improve connectivity and networks between clusters and labour markets so that the right conditions are in place to drive further growth
 - ease the labour market by investing in transport and housing, in turn allowing a long-term increase in jobs emerging from our internationally competitive clusters and more University spin-offs
- 11.5 The **Objectives** of the City Access programme as agreed in 2021 were:
- Contribute to the overall GCP objective to reduce traffic by 15% from the 2011 baseline, freeing up road space for more public transport services, and other sustainable transport modes;
 - Ensure public transport is more affordable, accessible and connects to where people want to travel, both now and in the future;
 - Raise the money needed to fund the delivery of transformational bus network changes, fares reductions and improved walking and cycling routes;
 - Make it safe and attractive to walk and cycle for everyday journeys;
 - Support decarbonisation of transport and improvements to air quality; and
 - Make Greater Cambridge a more pleasant place to live, work travel or just be.

11.6 The **proposed refreshed City Access objectives** which will frame thinking across all projects under this programme are to:

- contribute to the overall GCP objective to reduce traffic by 15% compared to the 2011 baseline, freeing up road space for public transport services, and other sustainable transport modes;
- maximise the impact of the rest of the GCP programme in terms of effectiveness of public transport, mode shift, allowing more people to access the city, and general economic, environmental and social impacts.
- make it safe and attractive to walk and cycle for everyday journeys;
- support decarbonisation of transport and improvements to air quality; and
- make Greater Cambridge a more pleasant place to live, work travel or just be.

12 Quick Wins

12.1 The paper points to a series of wider conversations and strategic mechanisms for considering long term options for growth beyond the current local plan period, and the future transport strategy that will be needed to support it. Those conversations will frame the direction of travel on key elements of the City Access programme; in particular the road network hierarchy review and the integrated parking strategy.

12.2 In the interim it is critical that the current programme of city deal investment is delivered and achieves maximum impact to form the foundations upon which future growth can be built. There is a case for **reorienting City Access to focus on maximising the benefits of the wider city deal programme through interventions which can be delivered within the lifecycle of the city deal.**

12.3 There is the **opportunity to identify demonstrator projects and quick wins** which help maximise the impact of the remainder of the city deal investment programme.

12.4 It is recommended that these **quick wins and demonstrators focus on securing the wider impacts of the GCPs investment programme** (such as ensuring that busway services coming into the city centre are able to run as reliably as possible on the city road network). In practice, this might include but may not be limited to:

- Quick wins to **make existing bus services run faster and more reliably** e.g. looking at bus priority, clearways or red routes, pinch points and smart signalling – **focused in particular on park & ride and busway routes.**
- Measures that **encourage use of Park & Ride sites** for those coming into the City from elsewhere to reduce the number of cars on the roads in the city
- Measures that support **economic vibrancy**, in particular supporting high street retail and improved public realm
- Looking at **behavioural incentives for mode shift;**
- Better traffic management including **enforcement** of existing restrictions especially where it supports bus journey speed and reliability.
- **Safety improvements** for walking and cycling.

- Micro interventions that **improve people's everyday experience of walking and cycling**, such as more benches for pedestrians, bike maintenance points on cycle routes or provision of cycle hangars.
- Measures to **reduce the impact of freight and deliveries** especially at peak times and especially where it supports bus journey speed and reliability;
- Working with communities on one or more demonstrator projects to design **alternative uses for public highway and footway space** than parking (such as pocket parks, or local greening).

12.5 These will be the subject of a future paper to the Board. The quick wins and demonstrators would be deliverable within the existing agreed City Access budget and assumed not to include any new funding asks.

12.6 Assessment will consider impact and feasibility as well as a number of differential needs arising from the status quo for those with protected characteristics. Both technical work and consultation on Making Connections gave us a rich evidence base on which to build in this regard.

13 Alignment with City Deal Objectives

13.1 The City Access Project is designed to improve access, reduce congestion, and deliver a step-change in public transport, cycling and walking, alongside significantly improving air quality and reducing carbon emissions in Greater Cambridge.

13.2 The suggested focus of the final phase of the project on maximising the impacts of the remainder of the GCP investment programme is to support the programme's ability to deliver its overall objectives.

14 Citizens Assembly

14.1 When developing and prioritising their vision for transport in Greater Cambridge, the Citizen's Assembly members identified the need to improve public transport, prioritise pedestrians and cyclists and were strongly in favour of road closures.

15 Financial Implications

15.1 There are no financial implications of the paper; activity described is funded within existing budget allocations agreed by the Board in the revised Future Investment Strategy in September 2023.

Have the resource implications been cleared by Finance? Yes

Name of Financial Officer: Sarah Heywood

16 Next steps and milestones

16.1 Subject to the agreement of the Board, officers will bring recommendations to a future meeting on:

- quick wins and demonstrators;
- a Greater Cambridge Integrated Parking Strategy;
- freight and deliveries consolidation;
- behavioural change pilots.

16.2 Officers will also continue to support strategic partners on the Greater Cambridge Transport Strategy, and on questions of growth beyond the current local plan period.

Background Papers

Source Documents	Location
CPCA meeting 29 November 2023 approving BSIP allocations and LTCP	https://cambridgeshirepeterboroughcagov.cmis.uk.com/Meetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/2200/Committee/63/SelectedTab/Documents/Default.aspx
Cambridgeshire & Peterborough Combined Authority 'Local Transport and Connectivity Plan', 2023	https://cambridgeshirepeterborough-ca.gov.uk/wp-content/uploads/CPCA-LTCP-Strategic-Document.pdf
Cambridgeshire County Council Highways and Transport Committee meeting 5 th December 2023. Agenda Item 11 'Improving Transport and Connectivity for Cambridgeshire'	https://cambridgeshire.cmis.uk.com/ccclive/Meetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/2108/Committee/62/Default.aspx
Combined Authority Board meeting 29 th January 2024 – Agenda item 9 Appendix C – Proposed bus routes to be funded through the proposed precept	https://cambridgeshirepeterboroughcagov.cmis.uk.com/Meetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/2201/Committee/63/SelectedTab/Documents/Default.aspx
GCP Executive Board paper, 28 th September 2023, 'Item 6 – Making Connections'	https://cambridgeshire.cmis.uk.com/ccclive/Meetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/2126/Committee/26/Default.aspx
GCP Executive Board paper, 30 th June 2022, 'Item 10 – Parking Strategy and Residents Parking Update'	https://cambridgeshire.cmis.uk.com/ccclive/Meetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/1852/Committee/26/Default.aspx
Road network hierarchy consultation site	https://consultcambs.uk/engagementhq.com/road-network-hierarchy-2022
Cambridgeshire Research Group, 'Road Network Classification Consultation: Summary Report of Consultation Findings', January 2024	www.greatercambridge.org.uk/asset-library/Sustainable-Transport/Sustainable-Travel-Programme/City-Access/Network-review-consultation-report.pdf