

## Quarterly Progress Report

Report to: Greater Cambridge Partnership Joint Assembly

Date: 20 February 2025

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### 1. Background

- 1.1 The Quarterly Progress Report updates the Joint Assembly on progress across the Greater Cambridge Partnership (GCP) programme.
- 1.2 The Joint Assembly is invited to consider the progress to be presented to the Executive Board.

### 2. 2024/25 Programme Finance Overview

- 2.1 The table below gives an overview of 2024/25 spend as of December 2024.

Funding Type	2024/25 Budget (£000)	Expenditure to Dec 2024 (£000)	2024/25 Forecast Outturn (£000)	2024/25 Forecast Variance* (£000)	Current Status**
Infrastructure Programme	59,430	30,898	51,170	-8,260	A
Operations Budget					

\* Please note, explanations for project variances can be found in Section 7 of this report.

\*\* 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.

### 3. Gateway Review Update

- 3.1 All reports were submitted to the MHCLG on 31 October 2024. Officers have been advised a funding decision will be made in Spring 2025.

## 4. Workstream Updates

- 4.1 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

- 4.2 Over the last quarter, progress has continued across the Transport programme. This has included the substantial completion of Milton Road and Horningsea Road projects. In addition, the Transport and Works Act Orders (TWAOs) for both Cambourne to Cambridge and Cambridge South East Transport Phase 2 have been submitted to the Department of Transport (DfT).
- 4.3 In the next quarter, significant progress is expected across the Transport programme. This will include continuation of the TWAO processes for Cambourne to Cambridge and CSETS Phase 2 as well as construction on greenways projects such as Cowley Road (Waterbeach Greenway).
- 4.4 The full workstream report for Transport, including tables outlining delivery and spend information, is available at Appendix 1.

### Skills

- 4.5 At November's Executive Board, it was agreed that GCP could procure a provider to enable the continuation of the GCP's Skills work. The current contract ends on 31 March 2025. The new contract will be for two years and will continue to focus on key areas, developing new Key Performance Indicators (KPIs) and will look at how the approach can be cultivated to broaden its reach across the wider CPCA area. This follows work between GCP and CPCA officers to look at how current activities can be scaled up and built into a future regional programme of delivery.
- 4.6 A full procurement exercise was carried out for the renewal of the skills contract. Form the Future have been appointed to carry out the next phase of work from April 2025 – March 2027. Please see agenda item 10 for a full update.
- 4.7 The full workstream report for Quarter 4 is available in Appendix 2.

### Smart

- 4.8 Since the last reporting cycle, the Smart Team has been working to bring a new bus operator into the Connector project and have been granted an extension to the project by the Centre for Connected and Autonomous Vehicles. A funding bid, to enhance the project to include work investigating how the automated systems being used can support both the existing and new busways, as well as extending the trial service further into early 2026, has also been submitted.
- 4.9 A full update on the Smart Programme is available at Agenda item 11 and the workstream report for Smart is available in Appendix 3.

## Housing

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

## Economy and Environment

### Sectoral Employment Analysis

- 4.11 In November, the Executive Board approved the request for additional commitment for three further years of data from the Centre for Business Research (CBR) at the University of Cambridge, until autumn 2027 at a cost to the GCP of c£60k. Cambridge Ahead have agreed to continue to collaborate on this work and also to continue to share a portion of the costs. This extension delivers an additional three full years' worth of unique economic analysis – this extension follows the data draw presented in this quarter's report.
- 4.12 The eleventh update on corporate employment in the Greater Cambridge area was released by the Centre for Business Research (CBR) in November. The key points from this analysis are presented in the full workstream report for Economy & Environment in Appendix 5.

### Cambridge 2050

- 4.13 Following the announcement of a Growth Company ([Cambridge Delivery Group: Establishing a Growth Company - GOV.UK \(www.gov.uk\)](#)) for Greater Cambridge, officers continue to work with colleagues both locally and in central Government to ensure the various and potential workstreams are aligned with the delivery of the GCP programme.

### Energy Grid Capacity

- 4.14 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.
- 4.15 The full workstream report for Economy and Environment is available in Appendix 5.

## 5. Strategic Risks

- 5.1 The following are the key Strategic Risks for the GCP Programme, further risks specific to Transport, are set out in Section 6.5.

<b>Strategic Risk</b>	<b>Mitigating action</b>
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.	The impact of over-programming and the associated cost profile will be regularly monitored in collaboration with Cambridgeshire County Council as the Accountable Body.

<p>This may also require the programme to be reprioritised.</p>	<p>Costs are being regularly monitored across the programme and issues will be raised with the Board as appropriate.</p>
<p>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 required, failure to secure anticipated S106 income and/or unforeseen circumstances.</p>	<p>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 Cambridgeshire County Council to ensure programme costs can be effectively managed.</p> <p>Through preparation for Gateway Review 2024/25, we have evidenced why Greater Cambridge requires continued investment in order to meet growth aspirations. The decision on the Gateway Review is expected in Spring 2025.</p>
<p>If there is a lack of capacity in the supplier market, from overall demand, unforeseen global events, this could lead to delays, increased costs and the potential for non delivery.</p>	<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>
<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>	<p>Alignment of GCP schemes with the Accountable Body, and policy base such as the Local Plan.</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>
<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>	<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: TRANSPORT WORKSTREAM REPORT

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

## 6. Transport Delivery Overview

6.1 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	2025	R	R	↔
*Cambridge Southeast Transport (CSET) Phase 2	Design	2024	TBC	TBC	-	-	-
Cambourne to Cambridge / A428 Corridor	Design	2024	2026	2027	A	A	↔
Waterbeach to Cambridge	Early Design	2027	2028	2028	A	G	↑
Eastern Access	Design	2027	2027	2027	G	G	↔
Cambridge South West Travel Hub	Design	2021	2026	2026	R	G	↑
City Access Project	Design	2024	TBC	TBC	-	-	↔
A1134 and Hills Road projects (formally Cycling Plus)	Initial Options	2027	2027	2028	A	A	↔
Chisholm Trail Cycle Links Phase 2	Design	2022	2025	2025	R	A	↑
Madingley Road (Cycling)	Design	2022	2023	2028	R	R	↔
Waterbeach Greenway	Early Design	2024	2025	2026	A	A	↔
Fulbourn Greenway	Early Design	2024	2024	2026	A	A	↔
Comberton Greenway	Design	2025	2025	2026	G	G	↔
Melbourn Greenway	Design	2025	2026	2026	G	G	↔
St Ives Greenway	Design	2023	2024	2026	A	A	↔
Barton Greenway	Design	2025	2025	2026	G	G	↔
Bottisham Greenway	Design	2025	2025	2026	G	G	↔
Horningsea Greenway	Design	2025	2025	2025	G	G	↔
Sawston Greenway	Design	2025	2025	2026	G	G	↔
Swaffhams Greenway	Design	2025	2025	2026	G	G	↔

Haslingfield Greenway	Design	2025	2025	2026	A	A	↔
Linton Greenway	Construction/ Design	2025	2025	2025	G	G	↔
Waterbeach Station	Design	2025	2025	2027	R	G	↑

*\*CSET Phase 2 has now been resumed following the government's announcement that a further £7.2m of funding would be released to progress the scheme.*

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

6.2 Specific updates on each scheme are set out in Section 8 of this report. There are two 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. Issues are being worked through and it is hoped that planning approval will be achieved by the end of this year.
- Madingley Road was originally scheduled to complete in 2023 but due to issues with the Cambridge West development site, the forecast date is now later. A full paper is provided on the Madingley Road as agenda item 7.

6.3 There are 7 schemes with an Amber status:

- Cambourne to Cambridge is Amber due to the delays in submitting the TWAO. A full programme for the TWAO determination is in the process of being set and is subject to confirmation by the Department for Transport.
- The Chisholm Trail Phase 2 is Amber, this is due to the interface with Network Rail of which an update was provided to the Executive Board in November 2024.
- The A1134 and Hills Road schemes are Amber as they are still early in development, with the specifics of the schemes to be determined. This will be updated with a full paper in Summer 2025.
- A number of greenways are Amber in terms of status. A full paper on the Greenways programme for 2025 is provided as agenda item 8.

6.4 As previously agreed, in principle, target completion dates will only be changed subject to more significant updates on schemes being provided to the Executive Board.

6.5 Whilst the forecast completion dates captured above are the anticipated completion 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:

<b>Risk</b>	<b>Mitigating Action</b>
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 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. Compulsory Purchase Orders to be utilised as a last resort.
If there is concurrent construction across the network then the impact on the network may be too high and therefore schemes could be delayed	Work with Street Works at Cambridgeshire County Council to ensure a clear understanding of any potential impact on the GCP Programme.

## 7. 2024/25 Transport Finance Overview

7.1 The table below contains a summary of this year's budget and forecast outturns for 2024/25. It should be noted that this table only provides forecast costs for the annual year.

<b>Project</b>	<b>Total Budget* (£000)</b>	<b>2024-25 Budget (£000)</b>	<b>Actual Year to Date (Dec 2024) (£000)</b>	<b>2024-25 Forecast Outturn (£000)</b>	<b>Current 2024-25 Forecast Variance (£000)</b>
Cambridge South East (A1307) – Phase 1	20,770	500	1,003	1,400	+900
Cambridge South East (A1307) – Phase 2**	23,323	7,200	874	7,200	0
Cambourne to Cambridge (A428)	181,349	5,256	1,233	2,500	-2,756
Waterbeach to Cambridge	109,400	2,500	2,085	2,500	0
Eastern Access	58,472	2,500	810	1,500	-1,000

Cambridge South West Travel Hub	72,003	1,900	1,506	2,500	+600
Milton Road Bus, Cycle and Pedestrian Priority	31,945	8,500	9,237	10,157	+1,657
City Access Project	35,320	2,000	1,063	1,606	-394
A1134 and Hills Road projects (formally Cycling Plus)	19,705	1,500	140	270	-1,230
Chisholm Trail – Phase 2	5,000	1,200	35	150	-1,050
Madingley Road Cycling	14,548	300	88	130	-170
Greenways Programme	111,649	20,987	9,707	16,210	-4,777
Waterbeach Station*	43,350	1,750	1,508	1,750	0
Programme Management and Scheme Development	6,450	450	506	650	+200
<b>Total***</b>	<b>£733,284</b>	<b>£56,543</b>	<b>£29,795</b>	<b>£43,003</b>	<b>-£8,020</b>

Please note:

\* All budgets are based on an appropriate level of risk across the programme agreed as part of the Future Investment Strategy 3 budget setting process. In line with the Assurance Framework each individual scheme cost will be assessed at Full Business Case stage before final approval.

\*\* Work on the CSETS Phase 2 project paused following the programme reprioritisation exercise in late 2023. Following the pause, as part of the March 2024 Budget, the Government announced a further £7.2m of funding to progress CSET Phase 2. Agreement to restart the project was approved at October 2024's Executive Board.

\*\*\* It should be noted that these figures are only for the Transport Programme, whereas the figures in 2.1 also include the Operational Budget.

7.2 Commentary relating to each project is set out below. This includes an update on spend and any anticipated variances for 2024/25.

### Finance and Programme updates by Scheme

7.3 Cambridge South East (A1307) – Phase 1

The Haverhill Road/Wandlebury schemes are the only sections yet to be completed and are subject to planning approval and resolving lighting issues. Further review and a decision on next steps will be developed in early 2025.

The forecast in year expenditure is anticipated to be £1.4m, this represents accelerated in year expenditure.

7.4 Cambridge South East (A1307) – Phase 2

At October's Executive Board, it was agreed that the 2024/25 budget could be updated to reflect the government's announcement (in March 2024) that a further £7.2m would be released to progress the CSET Phase 2 scheme. This additional funding is being used to progress Francis Crick Avenue (FCA) improvements and the Transport and Works Act Order (TWAO) application.

Detailed design and survey works for FCA began is continuing since beginning in October and construction is scheduled to start in 2025. The programme will be front



loaded to ensure this work is completed in time for the opening of Cambridge South Station.

The TWAO application for CSET Phase 2 was submitted to the DfT on 9 January 2025 and the closing date for any objections and representations is 7<sup>th</sup> March 2025. The DfT will then review any objections received and likely call for a public inquiry sometime in 2025.

#### 7.5 Cambourne to Cambridge (A428)

The Transport and Works Order was submitted to the DfT on 12 November 2024. The deadline for any objections and representations was 8 January 2025 and a public inquiry is now being planned for later this year.

Year-end expenditure is currently showing an underspend of £2.8m. The reason for this is associated with the Environment Agency objection to planning consents for West Cambridge and Bourn Airfield on the grounds of lack of water supply. These issues have now been resolved but resulted in a significant delay in spend.

#### 7.6 Waterbeach to Cambridge (formerly A10 North study)

It is predicted all of this year's budget will be spent on the preliminary design activities that are underway, including surveys, and preparation of the Environmental Statement. Approval to submit a TWAO for this scheme will be sought from Cambridgeshire County Council's Full Council in February 2025.

#### 7.7 Eastern Access

This year's budget will be spent on designs for active travel and public transport improvements on Newmarket Road. It is anticipated the annual budget will be underspent by around £1m as designs on the Travel Hub and Elizabeth Way elements required further consideration.

The preferred site for a relocated travel hub site off Newmarket Road was approved at the Executive Board in October 2024.

#### 7.8 Cambridge South West Travel Hub

The project is at the detailed design stage. The forecast in year expenditure is £2.5m, this represents accelerated in year spend.

#### 7.9 Milton Road bus and cycling priority

Construction is now complete for the project with some minor landscaping maintenance to be carried out. The year-end forecast is predicted to be £10.2m, an accelerated spend on the annual budget. The scheme remains within the overall budget.

#### 7.10 City Centre Access Project

It is forecast this year's in year spend will be under budget by c£400k. This is due to the need to reprogramme some workstreams to align with the development of the

Greater Cambridge Transport Strategy. In addition to this, the Quick Wins budget will now be moved to next year's budget.

Some of the larger expenses are expected to be backloaded during the remainder of 2024/25. This includes commissioning technical work for the Resident Parking Strategy, Road Network Hierarchy Review, and the transfer of costs from other authorities that are covered by the City Access costs (which tend to happen towards the end of the financial year).

#### 7.11 A1134 and Hills Road projects (formally Cycling Plus)

The majority of the 2024/25 budget for the A1134 had been allocated towards the fast-tracking construction of the Addenbrooke's Roundabout improvements and further assessment and modelling work on the Hills Road project. It is currently anticipated that the year-end forecast will be £270k. This is lower than originally forecast given delays to construction of the Addenbrooke's roundabout safety scheme due to road space restrictions in the area.

#### 7.12 Chisholm Trail cycle links – Phase 2

It is anticipated that there will be an in-year underspend of c£1m. This is due to the rail industry decisions to approve the design of the scheme taking longer than expected.

#### 7.13 Madingley Road

Year-end spend for this project is predicted to be £170k underspent. The detailed design was originally due to start by the end of the financial year but due to the General Election we were required to delay the Consultation. This means that Detailed Design will now take place during 2025.

#### 7.14 Greenways Programme

The year-end forecast for the Greenways Programme is anticipated to be underspent by c£4.8m. A full update is provided on the Programme within agenda item 10.

#### 7.15 Haslingfield – Grantchester

The Parish Council is seeking to Judicially Review the Decision on Haslingfield Greenway. The Judicial Review is scheduled to be heard in the Royal Courts of Justice from the 25<sup>th</sup>-27<sup>th</sup> March.

#### 7.16 Waterbeach Station

This project is expected to come in on budget at year-end. Significant work continues on this scheme with the current design phase nearing completion; the rail design has also been issued to Network Rail for comments. The progress is subject to legal completion of agreements with both the developer and Homes England.

#### 7.17 Programme Management and Scheme Development

The annual budget is expected to be spent at year-end.

## APPENDIX 2: SKILLS WORKSTREAM REPORT

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

### 8. Update on Current Skills Delivery (2021-2025)

8.1 GCP’s new skills and training contract began delivery on 1<sup>st</sup> April 2021. Progress against targets can be seen below:

Indicator	Quarterly Status			Target (2023-2024 Year 4)	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	185	G	175	620	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> )	167	185	A	448	1104	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> )	6	0	A	230	104	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> )	29	23	G	150	421	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	54	G	100	389	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> )	63	102	G	622	1785	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	23	7	G	8	30	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	84	G	73	84	73
200 students accessing mentoring programme as part of this service ( <i>Highly seasonal, with delivery between November-April each academic year</i> )	22	5	G	5	220	200
Form the Future partnership with Unifrog enabling Form the Future to better monitor, measure and assess the impact of the GCP Skills and Apprenticeships programme in 21 secondary schools in the Greater Cambridge area	19	19	G	3	19	21

(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.

- 8.2 The project period is from 1 April 2021 – 31 March 2025. As per the contract, this is the report for the fourteenth quarter covering the period July - September 2024.
- 8.3 Form the Future (FtF) has been able to leverage the GCP’s investment in skills to establish additional activities and secure additional funding for Greater Cambridge. An example of this is the support FtF is able to offer to schools in remote areas through the Cambridge Community Foundation, which enabled them to support 91 students with 1:1 career guidance sessions over and above the GCP funded provision. They have also established partnerships with employers such as Abcam, Cambridge University Press & Assessment, Marshall of Cambridge and employer organisations, like the Cambridge Forum for the Construction Industry, that bring additional resources and personnel to support FtF’s work, particularly in schools.
- 8.4 The Cambridgeshire Community Foundation identified further funding from charitable supporters allowing FtF to deliver more careers guidance to young people at risk. They also work in partnership with Ely Food Bank to provide mentoring for children in families in need.
- 8.5 FtF has made significant improvements on supporting adults in Quarter 14. With the drop in demand from schools due to the summer holidays, FtF put a lot of focus into supporting adults through job centres, virtual appointments, autism foundations and community event. This enabled FtF to support 195 adults with careers information and guidance. FtF continue to nurture their relationships with the job centres within the region and expand their network through working with partners across a number of sectors and communities.
- 8.6 This quarter, Cambridge Regional College (CRC) made great strides with apprentice recruitment, engaging employers, and video creation with 30 videos filmed, 23 of which have now been shared, seven are completed and are being signed off.
- 8.7 This quarter also saw FtF and CRC planning continue for the remainder of the Greater Cambridge Partnership Skills and Apprentice Service, including the Careers Fairs, support for adults, and delivery across the board.
- 8.8 This programme continues to be highly valued by schools, colleges, employers, training providers and young people and adult job seekers alike as it provides valuable, high-quality services that would not otherwise exist.

Apprenticeship and training starts

- 8.9 The number of new apprenticeship starts from July to September was 185. This period is the busiest part of the academic year for apprenticeships. This year there have been 195 starts against a year four target of 175. There have been 620 starts overall against both a to-date target of 514 and a project target of 600.

- 8.10 CRC have introduced a new simplified process for onboarding which has improved the turnaround time of the onboarding process. Marketing to employers is also ongoing, focusing on a variety of subject areas to raise awareness and interest.

#### Adult career advice

- 8.11 This area of work is delivered in two strands, shared between FtF and CRC. FtF focus mainly on career guidance one-to-one sessions, while CRC deliver an annual series of roadshows and events to reach different audiences.
- 8.12 FtF's expansion into satellite Job Centre Plus locations is reflected in the uplift in numbers this quarter, with 123 adults supported through Job Centre Plus. FtF is working with a local National Autistic Society branch and has supported 5 adults from this group with career guidance this quarter. Other adult delivery includes virtual guidance sessions and community events, such as a few Youth Fusion events. During Quarter 14 CRC has engaged with 19 adults providing Careers, Information, Advice & Guidance through their Advice Café and careers talks. Feedback on these sessions has been very positive to date.
- 8.13 FtF will continue to review and plan to support uplift in numbers for this category and hope to continue to make excellent progress in the coming quarters. Adult Group Mentoring sessions are under discussion with the Cambridge Job Centre Plus as is delivering a Digital Literacy Programme to Job Centre clients.

#### Recruitment of Early Careers Ambassadors/Young People Champions

- 8.14 This area of work was previously being delivered jointly by FtF and CRC, with FtF focussed on Early Careers Ambassadors (ECAs), who do careers outreach, and CRC on Young People Champions (YPCs), who support young people in their workplace. As of Quarter 13, FtF has taken lead on this KPI.
- 8.15 Recruitment for ECAs and YPCs has initially proved slow but FtF are continuing to develop relationships with new and existing businesses and part of the overall strategy includes the recruitment of Early Career Ambassadors. They are also forming strategic relationships with various corporate and industry bodies within Cambridge and plans are in place with a number of these organisations to grow the network of Early Careers Ambassadors and Young People's Champions.
- 8.16 In addition to this, Form the Future proudly collaborates with a network of over 400 dedicated ambassadors, most of whom actively participate in school events across the region. Their involvement has a profoundly positive impact on young people, inspiring and guiding them as they explore career paths and envision their futures. FtF will be doing a full analysis of these ambassadors and hope to show how many of these are in the early part of their careers in the next report.

#### Employers supported to access funds and training initiatives

- 8.17 Quarter 14 of the 4<sup>th</sup> year of the project saw an additional 23 meetings held with employers. Engineering interest from Quarter 1 converted into 28 September starts. The University of Cambridge went on to sign up two apprentices for September starts for Engineering. Four had been planned but one went to a provider closer to home and one will start in September 2025. The University of Cambridge attended

a tour of CRC's Engineering Department for their Heads of Departments wishing to recruit for September 2025.

- 8.18 Demand remains higher for construction companies than CRC's capacity and where they are unable to accept further enquiries, for example for Electrical and Plumbing, they are signposting to alternative providers, however this remains a challenge nationally.
- 8.19 Recruitment for apprenticeship opportunities in the hospitality industry remains strong to the point where CRC's business development team and work-based learning assessors are monitoring this closely to ensure quality provision and will soon implement a roll on, roll off system in the new year. This is an excellent outcome for the industry. There were eight starts in September 2024 across the area, with 15 planned starts for Quarter 15.
- 8.20 FtF will update on the progress of the network group 'Voices of Hospitality' in next quarter's report.

#### Students accessing work experience and industry placements

- 8.21 Through strategic partnerships with companies in Cambridge, FtF has effectively facilitated work experience for 335 students to date. These include work experience through MRC LMB, PA Consulting, and Abcam as well as companies participating in the Cambridge Unlocked project - a positively received week-long programme that provides 16-18 year olds with an opportunity to gain invaluable experience in businesses from the Cambridge Cluster. Through these efforts we saw 54 students take part in work experience in July and August.
- 8.22 FtF will start promoting work experience opportunities towards the end of Quarter 15 through their monthly school opportunity webinars, targeted emails to schools, work experience focused Pop-Ups in schools and community settings, recruitment of companies, social media promotion and a new work experience webpage.

#### Careers guidance aimed at students 11-19

- 8.23 In Quarter 14, 90 students received one-to-one guidance sessions, 12 events were delivered to groups, and 7 videos were finalised. It is projected that a total of 470 career-related events, including 1:1's, will be delivered by the end of March 2025.
- 8.24 FtF resumed the virtual Insights events, with three delivered over the quarter, focusing on careers in STEM, Advanced Industries and Agritech & Agriculture. FtF is also planning to host a parent/carer webinar focusing on Apprenticeships in the week leading up to National Apprenticeship Week.
- 8.25 FtF delivered the 3rd CPD event, which took place in July at Tee's Law, which was well received by the 20 teachers and careers leads who attended. Unifrog once again offered training to attendees in the later part of the day. The 4<sup>th</sup> CPD event was also held in December at St Bede's Inter-faith School and the focus of this day was Work Experience.
- 8.26 CRC has now completed videoing with Milestone Infrastructure, and the 15 videos filmed have been shared. The link to these videos is here: [https://f.io/jBIM\\_KqV](https://f.io/jBIM_KqV). The

Career Spotlight Videos are available on the CRC YouTube Channel and [website here](#).

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

- 8.27 Cambridge LaunchPad (CLP) held 5 Primary events attended by 1,141 students in Quarter 14. The CLP website saw 1,021 unique page views, 573 users and 565 new users and the STEM Hub had 40 unique page views this quarter.
- 8.28 The next Primary Schools Fair is planned for 4<sup>h</sup> March 2025.

#### Mentoring programme

- 8.29 This quarter saw the last of the planned schools complete their mentoring sessions. FtF delivered sessions to students from Bassingbourn Village College. Although this KPI has been exceeded, the demand from schools is such that FtF are looking into securing additional funding to enable them to deliver more sessions over the academic year. Feedback from students who took part in mentoring was positive, with many saying the sessions had helped them increase their confidence and understand more about possible career paths.

#### Partnership with Unifrog

- 8.30 Unifrog offer regular training for GCP and non-GCP schools to support schools, especially new schools. They also attended the Teacher CPD event in July to support those attending with training. It is hoped this will continue to uplift the interactions for those new to Unifrog.
- 8.31 Latest figures show that Unifrog reported 16,417 students and 865 teachers interacting with the platform across the schools (who have had their subscriptions funded through this programme). Although the total number of schools logging FtF interactions has decreased for Quarter 14 (due to the summer holidays), when comparing month on month the interactions have increased.
- 8.32 Some insights gained from these engagements are that Medicine, Physics and Chemistry dropped out of the top 10 most favoured subjects for this reporting period and were replaced by Business, Drama and Computer Games Design.

#### Cambridge Curriculum

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

## APPENDIX 3: SMART WORKSTREAM REPORT

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

### 9. Smart Programme Overview

*Progress reported up to 1<sup>st</sup> January 2025.*

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

Project	Target Completion Date	Forecast Completion Date	Status		
			Previous	Current	Change
<b>Better Use of data</b>					
Set up of data platform - Operational	Jul 2023	March 26	G	G	↔
Mobility Monitoring Network - Operational	Jun 2023	March 26	G	G	↔
<b>Improved public and sustainable travel offer</b>					
Autonomous Vehicle Deployment - Connector	May 2025	Oct 2025	G	A	↓

9.1 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. A full report on the Smart programme is also available at Agenda item 11.

#### Better use of data

9.2 ‘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

9.3 The strategic network of 60 sensors continues to operate effectively with data being collected and made available to GCP colleagues for scheme development as well as the Cambridgeshire County Council’s Research team to support on-going monitoring and evaluation of schemes. The team continue to support colleagues across the partner Local Authorities to deploy additional sensors with the current network growing to 106 sensors. Work is ongoing with Vivacity to expand the functionality of the cameras into areas such as road safety.

#### Data platform requirements

9.4 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 up to March 2026. The platform is being used by officers in the GCP and by the County Council's Research team to support their GCP work. The platform has been connected to Power BI (data visualisation software) to allow dashboards to be easily constructed with initial dashboards showing high level analysis of the data and being shared on Cambridgeshire Insight.

#### Real time bus data audit

- 9.5 The availability, timeliness and accuracy of real time data is important to the quality of the customer travel 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. Consultants have been procured to carry out an audit of the data and processes in which it is made available to customers. The report is now finished and the work complete. Engagement with the CPCA is in progress to address the issues identified in the report.

#### Improved public and sustainable travel

- 9.6 The Smart programme is leading several initiatives to support improvements in the public and sustainable transport system these include:

#### Guidance System Review

- 9.7 The Cambridge Guided Busway has been very successful and as the GCP builds out its transport network, 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

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

#### Automated Mobility: Deployment (Connector)

- 9.9 The consortium partners delivering Connector were the GCP, Alexander Dennis Ltd, Fusion Processing Ltd, Stagecoach East, IPG Automotive, dRISK and Gamma Energy. In early December, Stagecoach took the decision to withdraw from the national automated vehicle deployment programme. This has had an impact on the delivery of the project, and we are in the process of onboarding a new operator.
- 9.10 To ensure the project still delivers its objectives the Smart team have successfully applied to CCAV for an extension to the project timeline. Due to CCAV's budgetary constraints in the next financial year they have agreed to fund the extension to deliver;
- Three Self-Driving Buses with onboard safety driver (one less than before) over two routes (Cambridge West and Cambridge Biomedical Campus (CBC))

- Continue the public perception/engagement work
- Project specific simulation (including routes, edge cases, Automated Driving System and vehicle) supporting safety case development, evidence and review
- EV Charging infrastructure.

9.11 CCAV have also launched an enhancements competition only open to existing projects. The project team have submitted a bid that, if successful, will fund;

- An extension of the vehicle deployments to January 2026
- Trialling of the autonomy technology to verify suitability and commercial cases for future deployment on existing busways
- Trialling of the autonomy technology on a test track to simulate future busway infrastructure and inform roll-out of this technology as a guidance system.

9.12 A licence to access Cambridge West has now been granted to the project and testing has begun on the site, a further licence will need to be signed by the operator before the deployment of passenger carrying services begin..

9.13 The public perception/engagement work has begun. An in-person deliberative workshop was conducted to understand the public's view of self-driving vehicles being used in public transport. Ten participants were recruited through an independent fieldwork organisation and attended a three-hour workshop to give their views on automated public transport.

#### Mobility as a Service (MaaS)

9.14 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.

9.15 The business case work is now complete with the key recommendation being the development of a MaaS platform should be aligned with Franchising of the bus network, if taken forward by the CPCA. This would be a more incremental approach delivering a journey planner and bus ticketing to support the customer experience in the early stages of franchising. It would then be expanded to include rail ticketing, on demand scooters, bikes and cars and the development of personal travel accounts.

#### Better operation of the highway

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

#### Smart Signals

9.17 The Vivacity smart signals pilot is now complete, and the report finalised. The pilot with Starling on smart crossings is also complete with a whitepaper produced following the success of the initial pilot with a reduction in pedestrian wait times of 36% at the East Road trial site. Further work on signals is proposed in the Smart up-date paper which would include scaling up the work on smart crossings to

several other locations and use cases and to trial overground detectors to support bus priority.

#### Innovation Prospectus

- 9.18 The Innovation Prospectus has been developed 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. We have been working with several companies and academic partners who have approached us via the prospectus which has led to a European funding bid looking at behaviour change in transport with Anglia Ruskin University, Innovate UK funding bid with Cambridge Electric Transport and approaches from a company looking to trial smart crossing beacons and a company using Large Language Models to integrate data. We continue to promote the prospectus and have been working with ITS UK on developing deeper links with the transport start up sector.

#### Support for the wider programme

- 9.19 The Smart programme continue to support the wider GCP programme and will be leading a piece of work from the emerging parking strategy on dynamic kerbside management.

## APPENDIX 4: HOUSING WORKSTREAM REPORT

“Accelerating housing delivery and homes for all”

### 10. 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	425 (approx.)	G	G	↔
		Anticipated by 2031	2,091	G	G	↔

*\*\* Based on housing commitments as included in the Greater Cambridge Housing Trajectory (April 2024) and new sites permitted or with a resolution to grant planning permission at 31<sup>st</sup> December 2024 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.

- 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 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.
- 10.3 The Greater Cambridge Shared Planning Service published an updated Housing Trajectory in April 2024. 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 2025/26. This is one year later than the previous trajectory projected. Until 2025/26, affordable homes that are being completed on eligible sites are contributing towards delivering the Greater Cambridge housing requirement of 33,500 dwellings.
- 10.4 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*”.
- 10.5 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 425 eligible affordable homes are anticipated to be delivered between 2025 and 2031 towards the target of 1,000 by 2031.

- 10.6 In the last quarter no additional eligible affordable dwellings were approved.
- 10.7 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 (April 2024) 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.
- 10.8 There are still a further six 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.
- 10.9 Taking a more holistic view of housing delivery, the latest housing trajectory, based specifically on currently known sites, shows that 37,071 dwellings are anticipated in Greater Cambridge between 2011 and 2031, which is 3,571 dwellings more than the housing requirement of 33,500 dwellings. By 2024 it is estimated that there were 1,386 affordable housing completions on rural exception sites and other schemes outside of village boundaries. Adding these to the affordable dwellings in the pipeline post-2024 gives a total of 2,091 affordable dwellings anticipated by 2031, exceeding the 1,000 dwellings identified in the City Deal.

## APPENDIX 5: ECONOMY AND ENVIRONMENT WORKSTREAM REPORT

### 11. Greater Cambridge Sectoral Employment Analysis

#### **Sectoral Employment Analysis**

- 11.1 In December the Centre for Business Research (CBR) at the University of Cambridge presented their eleventh quarterly analysis of the growth of corporate employment in the Greater Cambridge area. It covers accounting year ends between December 2023 and April 2024 (the median year end is mid-February). This period is compared with the same period in the previous year, which covers the effects of the unfolding cost of living crisis.
- 11.2 This update is obtained by sampling the CBR annual corporate database of all businesses based in the wider Cambridge region. It covers a large sample of companies representing about 67% of corporate employment in Greater Cambridge. A summary of the key points from this analysis are set out below and the full presentation can be found at the following link: [Employment update presentation October 2024](#).
- 11.3 Results portray a picture of continued but lower overall employment growth in the Greater Cambridge area. Growth slowed down from 6.3% in 2022-23 to 5.3% in 2023-24, suggesting that the UK recession in the third and fourth quarters of 2023 had some impact on business. Nevertheless, the employment performance of the Greater Cambridge corporate economy in the year to mid-February 2024 appears to be far superior to the performance of the national economy in this period.
- 11.4 Overall growth to 2024 was driven by a dynamic Knowledge Intensive (KI) economy, which saw employment grow by 6.9% (down slightly from 7.3% in 2022-23). The resilience of the Greater Cambridge corporate economy also benefited from the continued yet lower growth of non-Knowledge Intensive sectors. Non-KI employment increased by 2.8% in 2023-24, a considerable slowdown from 4.9% in 2022-23. These figures suggest that the worst impacts of recession were felt more amongst non-KI sectors.
- 11.5 The slowdown in employment growth during the most recent year was particularly marked in South Cambridgeshire (4.4% compared with 7.7% during the previous 2 years). This growth is still remarkable considering that it happened during very turbulent times, with inflation putting strong pressure on businesses.
- 11.6 All Knowledge Intensive (KI) sectors but 'Life science and healthcare' saw employment growth accelerate in the latest year. 'Knowledge intensive services', one of the four sectors making up the Greater Cambridge KI economy, emerges as the fastest growing sector during 2023-24 (11.8%). 'Information Technology and Telecoms' was the second fastest-growing sector, with employment growth of 6.7% in the year to mid-February 2024 (up from 3.1% one year earlier). Employment growth in 'Life science and healthcare', the largest sector in Greater Cambridge, was high at 5.6% (down from an exceptional 12.8% in the previous year).

- 11.7 The results paint a more multifaceted picture for non-Knowledge Intensive sectors. Seven out of nine non-KI sectors exhibited positive employment growth in the year to mid-February 2024. Among these, employment growth was faster last year than it was the previous year only in 'Education, arts, charities, social care' (11.5% and 3.7%, respectively). By contrast, employment growth slowed down in the other eight non-KI sectors. A case in point is the 'Transport and travel' sector, where employment grew by 2.7% in 2023-24 compared with 10.2% in 2022-23.
- 11.8 With regard to the size of businesses, 10+ employee businesses tend to dominate employment growth given its large aggregate size. These businesses are significant contributors to the growth achieved by sectors such as 'Information technology and telecoms', 'Life science and healthcare', 'High-tech manufacturing' and 'Other services'.
- 11.9 Employment growth of 1-9 employee businesses increased from 0.1% in 2022-23 to 1.6% in 2023-24. Both Knowledge Intensive and non-Knowledge Intensive sectors saw employment grow by 1.6% in the most recent year. The picture looks different for 10+ employee businesses. Although both KI and non-KI employment increased significantly faster in this size class than in the 1-9 employee group, 2023-24 growth slowed down from 2022-23 in both sectors. This slowdown was more pronounced for non-KI sectors. As a result, employment growth of 10+ employee businesses was 5.9% last year, down from 7.5% one year earlier. Overall, these results confirm that it is the group of 10+ employee businesses operating in KI sectors which have been driving growth in the Greater Cambridge area.

## 12. Electricity Grid Reinforcement

- 12.1 As was reported during the last meeting cycle and in Section 4 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.

## 13. Citizens' Assembly

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

## 14. Financial Implications

Have the resource implications been cleared by Finance – yes.  
Name of Financial Officer – Stephen Howarth.

## List of Appendices

Appendix 1	Transport Workstream Report
Appendix 2	Skills Workstream Report
Appendix 3	Smart Workstream Report
Appendix 4	Housing Workstream Report
Appendix 5	Economy and Environment Workstream Report
Appendix 6	RAG Explanations
Appendix 7	Completed GCP Projects
Appendix 8	Executive Board Forward Plan

## Background Papers

<b>Source Documents</b>	<b>Location</b>
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
<b>Transport projects</b>					
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		
Milton Road	2024	Reconfiguration of Milton Road to provide enhanced Bus, Cycle and Pedestrian priority.		
<b>Smart programme projects</b>				
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		Successful demonstration of the utilisation of autonomous vehicles as

		work. Development of business cases for potential future opportunities in Greater Cambridge		part of the future public transport system
Digital Wayfinding	2021	Upgrade of wayfinding totem at Cambridge station and development of walking routes map for display.		Improved wayfinding experience for travellers
Better use of data - Bus Pinch Point work	2023	Analysis of the bus location data to rank bus delays at each of the cities junctions to help prioritize interventions		Data supported work to look at interventions at junctions to improve bus journey times.
Better use of data - Real Time Bus Data Audit	2024	A report which sets out issues within the bus real time system that are causing inaccurate data	Work with the CPCA on taking forward the action points and supporting the re-procurement of the real time system	Improvements to the real time bus data system.
Improved public and sustainable travel offer - Autonomous Vehicle Study – Eastern Corridor	2023	A report setting out the opportunities for segregated autonomous mass rapid transit to the east of Cambridge		Part of the evidence base for future work.
Improved public and sustainable travel offer - MaaS Options Appraisal	2023	A report setting out the options for developing a MaaS platform	MaaS business case	Findings feed into and informed the MaaS business case
Improved public and sustainable travel offer - MaaS Business Case	2024	A business case report for the deployment of a MaaS platform.	Working with the CPCA on the next steps of the MaaS deployment to align with franchising	A recommended route to delivery of MaaS.

Better Operation of the Highway - Smart Signal Trial	2024	A report on the trialling of new signals technologies at 4 junctions	Working with signals colleagues to understand opportunities and next steps.	A better understanding of how new signals technologies could support transport objectives
Innovation Prospectus Launched	2023	A document that invites business/academics	Continue to promote the prospectus	A number of organisations have approached the GCP to collaborate on trial deployments.
<b>Housing projects</b>				
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: 13 March 2025	Reports for each item to be published: 3 March 2025	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	No	N/A
Madingley Road	Consider the outcome of the consultation and agree next steps	Peter Blake	Yes	CA LTP Passenger Transport / Interchange Strategy

Greenways Programme	Overall update on the Greenways Programme including next steps by Greenway	Peter Blake	No	CA LTP Passenger Transport / Interchange Strategy
Greenways: Fulbourn Phase 3	To consider the routing of the Fulbourn Greenway Phase 3	Peter Blake	Yes	CA LTP Passenger Transport / Interchange Strategy
Skills Programme Update	Overall update on the Skills Programme including next steps	Niamh Matthews	No	N/A
Smart Programme Update	Overall update on the Smart Programme including next steps	Dan Clarke	No	N/A
<b>Executive Board: 10 July 2025</b>	<b>Reports for each item to be published: 30 June 2025</b>	<b>Report Author</b>	<b>Key Decision</b>	<b>Alignment with Combined Authority</b>
GCP Quarterly Progress Report	To monitor progress across the GCP work streams, including financial monitoring information	Niamh Matthews	No	N/A
Greenways: Oakington to Cottenham	To consider the Full Business Case	Peter Blake	Yes	CA LTP Passenger Transport / Interchange Strategy
Greenways: Comberton	To consider the Full Business Case	Peter Blake	Yes	CA LTP Passenger Transport / Interchange Strategy



Greenways: Swaffhams and Bottisham	To consider the Full Business Case	Peter Blake	Yes	CA LTP Passenger Transport / Interchange Strategy
Greenways: Waterbeach	To consider the next steps for the Waterbeach Greenway	Peter Blake	No	CA LTP Passenger Transport / Interchange Strategy
Greenways: Horningsea	Closure Report	Peter Blake	No	CA LTP Passenger Transport / Interchange Strategy
Milton Road	Closure Report	Peter Blake	No	CA LTP Passenger Transport / Interchange Strategy
Cambridge South West Travel Hub	To consider the Full Business Case	Peter Blake	Yes	CA LTP Passenger Transport / Interchange Strategy
Waterbeach Railway Station	To consider the Full Business Case	Peter Blake	Yes	CA LTP Passenger Transport / Interchange Strategy

Executive Board: 6 November 2025	Reports for each item to be published: 27 October 2025	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	No	N/A
Hills Road Cycling Plus - sub-option for the Hills Road/Lensfield Road junction	To consider the outcome of the consultation and agree the final preliminary designs	Peter Blake	No	CPCA LTP Passenger Transport / Interchange Strategy
Greenways: Barton and Haslingfield	To consider the Full Business Case	Peter Blake	Yes	CA LTP Passenger Transport / Interchange Strategy
Greenways: Fulbourn	To consider the next steps following consultation.	Peter Blake	No	CA LTP Passenger Transport / Interchange Strategy
Greenways: Melbourn	To consider the Full Business Case	Peter Blake	Yes	CA LTP Passenger Transport / Interchange Strategy

<b>Executive Board meeting</b>	<b>Reports for each item published</b>	<b>Joint Assembly meeting</b>	<b>Reports for each item published</b>
13 March 2025	3 March 2025	20 February 2025	10 February 2025
10 July 2025	30 June 2025	19 June 2025	9 June 2025
6 November 2025	27 October 2025	16 October 2025	6 October 2025