August 2024

Evaluation of the Greater Cambridge Investment Fund

Progress Evaluation Evidence Paper

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1. Introduction

1.1 This Evidence Paper sets out the method and findings of the progress evaluation of the Greater Cambridge Investment Fund, delivered as part of the evaluation of the Fund to inform the second Gateway Review (GR#2)[1]. This evidence paper was produced on behalf of the Greater Cambridge Partnership (GCP) by SQW's GCP Evaluation team between May and July 2023 using approved financial data from Q4 2023-24 consistent with the National Evaluation Framework guidance.

1.2 This Paper focuses specifically on the evidence of the progress of interventions supported by the Greater Cambridge Investment Fund. Evidence on impacts is considered in separate Impact and Progress Plus Evaluation Evidence Papers.

Progress evaluation questions

1.3 The progress evaluation to inform the Gateway Review focuses on five research questions:

- Is expenditure on budget?
- Have agreed delivery milestones been met?
- Have anticipated outputs been delivered, and (where relevant) how does this compare to planned outputs at this stage in terms of scale/nature?
- Have intermediate outcomes been delivered, and (where relevant) how does this compare to planned outcomes at this stage in terms of scale/nature?
- Does the intervention remain on course to deliver against its original objectives?

1.4 The contents of this evidence paper are expected to be particularly useful for the Performance Indicators shown in Table 1-1.

Table 1-1: Performance Indicators for the second Gateway Review

#	Performance Indicator
	Intervention progress and process
A2	Explanation of the delivery process to date, including: • (a) intervention milestones agreed at Board level that are likely to result in successful delivery of the intervention • (b) delivery of the intervention against agreed intervention milestones with evidence of adjusting project/programme plans to mitigate the impact and to ensure value for money and successful delivery • (c) an agreed spending profile for the intervention • (d) evidence of keeping to the spending profile, mitigating overspend or delays and the effective reallocation of underspends; including evidence of adjusting spending and

[1] We abbreviate reference to the first Gateway Review as GR#1, and the second as GR#2.

#	Performance Indicator
	project/programme plans to mitigate the impact and to ensure value for money and successful delivery • (e) outputs generated to date by intervention activities • (f) evidence of how areas have adapted to changing circumstances and managed any necessary change – including in response to Covid-19.

Source: DLUHC (2023) National Evaluation Framework for Investment Funds

Sources of evidence

1.5 This evidence paper draws on:

- monitoring data on expenditure and outputs collected by the GCP, covering the period to the end of Q4 2023-24
- a consultation with central representatives from the Greater Cambridge Partnership
- 15 consultations with project managers of all interventions covered by the evaluation.

Structure

1.6 The remainder of this evidence paper is structured as follows:

- Section 2: Overview of Investment Fund expenditure
- Section 3: Overview of Investment Fund outputs
- Section 4: Out-turns of completed interventions
- Section 5: Progress of on-going interventions.

1.7 A list of consultees is provided in Annex A (supplied separately to ensure anonymity).

2. Overview of Investment Fund Expenditure

2.1 This section presents evidence on aggregate expenditure across all interventions supported by the Investment Fund. The majority of focus is on interventions that have incurred expenditure in the current Gateway Review period. Data used throughout this report relates to out-turns at the end of Q4 2023-24 (i.e. by the end of March 2024).

Context and coverage

2.2 The 20 interventions identified in the LEF as in-scope for evaluation at the GR#2 stage have not changed since the LEF. The interventions are listed in Figure 2-1 below (with descriptions of activity in Section 3 and 4). There are 20 separate interventions, and therefore 20 separate progress evaluation assessments set out in the subsequent sections.

2.3 However, it is noted that the 20 interventions are represented by 18 separate financial budget lines in this section, with data for Cambridge South East Transport (CSET) Phase 1 and Phase 2, and Cambridge South West Travel Hub (CSWTH) and Foxton Travel Hub combined respectively:

- In the LEF, the two phases of the Cambridge South East Transport (CSET) intervention were combined (as 'CSETs 1 and 2'). For the purposes of project monitoring, they have been managed as separate interventions, and they have therefore been considered separately in the progress evaluation in this Evidence Paper. However, financial data are combined as the planned lifetime expenditure from the LEF covers both phases.
- Similarly, in the LEF the Foxton Travel Hub and the Cambridge South West Travel Hub (CSWTH) were combined as they share a budget line in GCP monitoring. They have been considered separately in the progress evaluation in this Evidence Paper. However, financial data are combined as the planned lifetime expenditure from the LEF covers both interventions.

2.4 Of the 20 interventions set out in Figure 2-1, three are completed (Chisholm Trail Phase 1, Skills Phase 1, and Histon Road) and 17 are on-going.

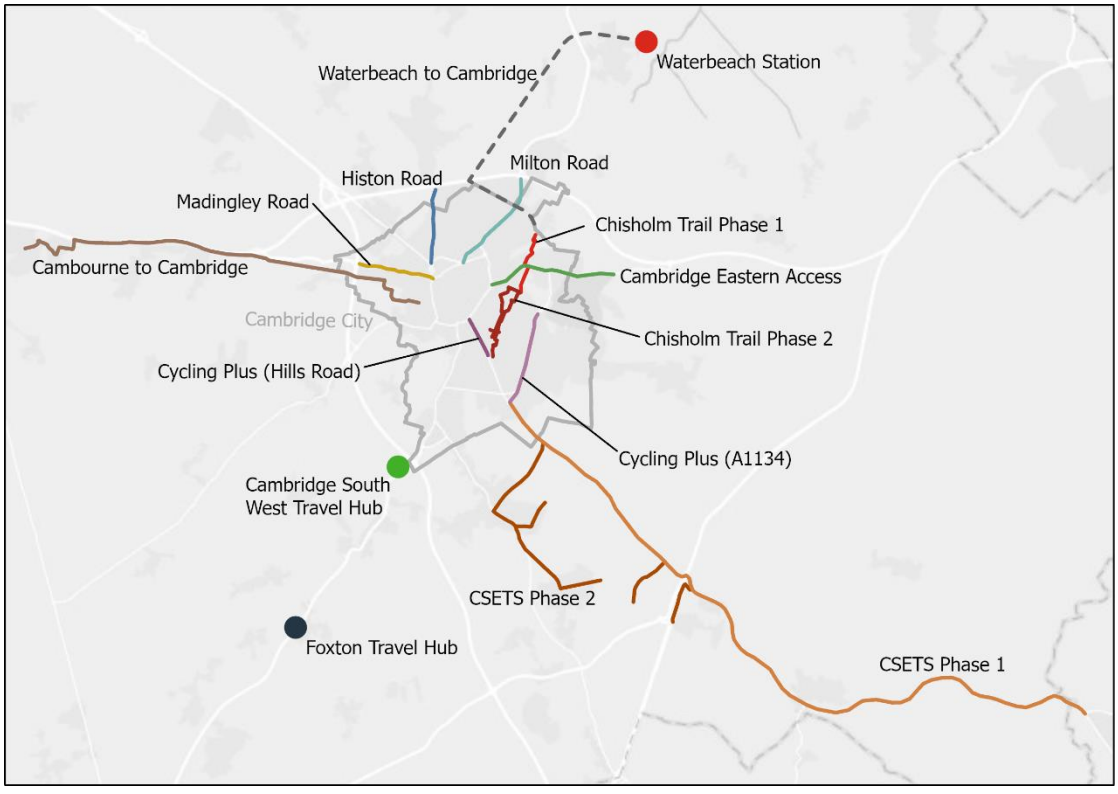
Figure 2-1: Individual interventions covered by the progress evaluation

Interventions covered by the progress evaluation			
Cambourne to Cambridge	CSETS Phase 1*	Foxton Travel Hub**	Skills Phase 1
Cambridge Eastern Access (CEA)	CSETS Phase 2*	Greenways	Skills Phase 2
Chisholm Trail Phase 1	CSWTH**	Histon Road	SMART
Chisholm Trail Phase 2	Cycling Plus A1134 and Hills Road	Madingley Road	Waterbeach Station
City Access (including Making Connections)	Energy Grid Substations	Milton Road	Waterbeach to Cambridge
** Combined in financial reporting*	*** Combined in financial reporting*		

Source: GCP

2.5 Locations for all interventions (where relevant and excluding the Greenways) are mapped in Figure 2-2[2].

Figure 2-2: The location of key GCP transport interventions

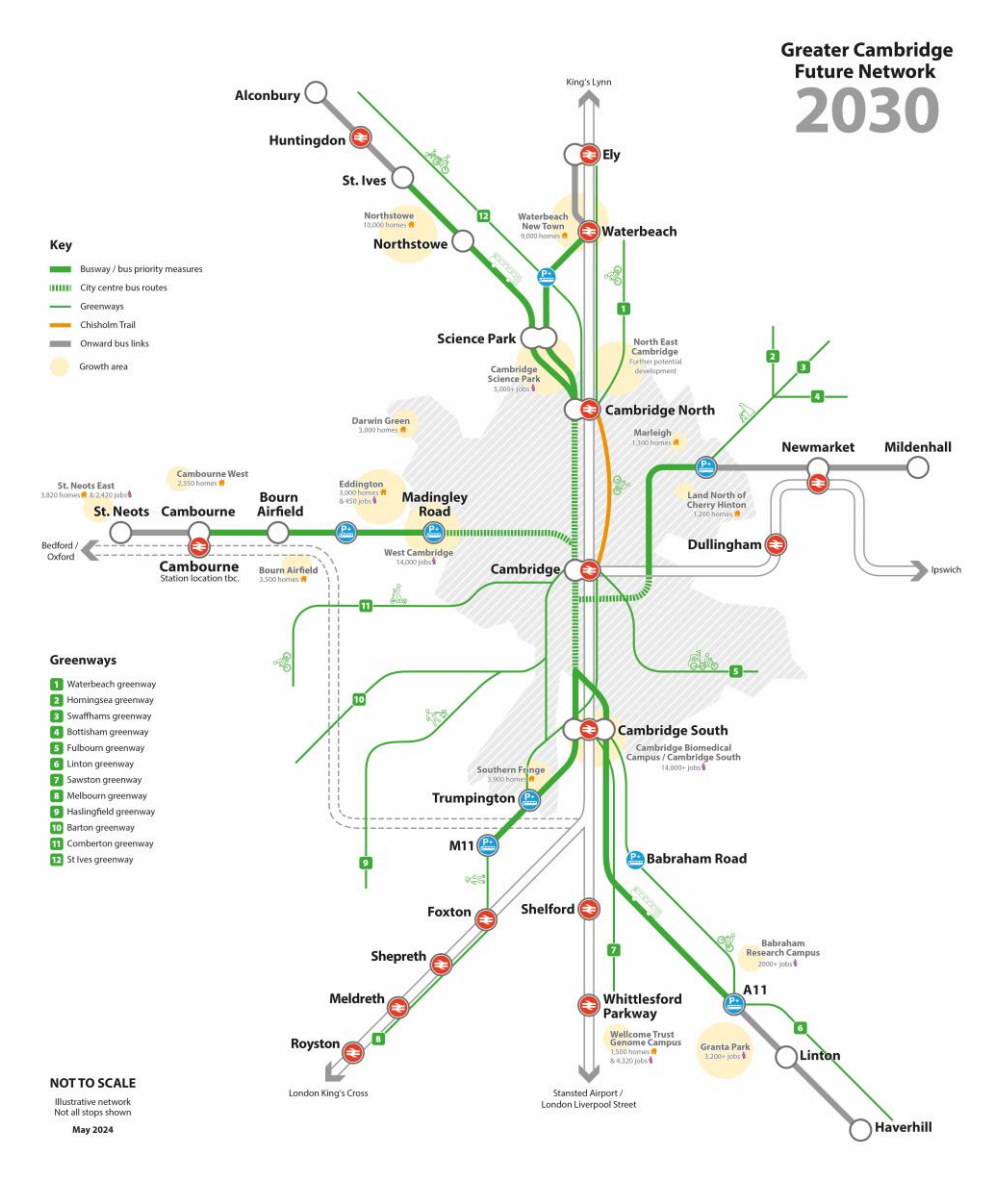


Source: Produced by SQW 2023. Licence 100030994 Data sources: OS data © Crown copyright 2023, Esri, Esri UK, GCP

[2] For clarity, the Figure 2-2 does not plot the 12 locally significant improvements to cycle infrastructure in the city collectively managed as the 'Greenways' project. Details of the Greenways locations can be found here Greenways (greatercambridge.org.uk).

2.6 All GCP transport interventions (including the Greenways) are provided schematically in Figure 2-3 which shows their fit within the wider regional transport networks.

Figure 2-3: The location of key GCP transport interventions



Source: GCP

2.7 Three points are noted for context:

- At the mid-term stage, using data at the end of March 2023, total expenditure on the in-scope interventions from all sources (both the Investment Fund and match), was £135m, of which £126m was Investment Fund expenditure. This equated to approaching half (46%) of the total Investment Fund expenditure expected by the end of the GR#2 period.

- In the period between the mid-term stage and this final stage, inflationary pressures have continued to be a challenge for the delivery of the capital schemes, with inflation for construction materials impacting costs.
- Linked to this, since the mid-term stage, the GCP has reviewed each Investment Fund project to assess the budget implications of inflationary measures, both for the immediate period and throughout their lifetime. This informed an updated Future Investment Strategy (FIS), referred to as FIS3, which is discussed in more detail (with revised budgets) in the sections covering expected *future* Investment Fund expenditure. Summaries of expenditure to date are measured for progress against expectations set out in the LEF (which were agreed prior to the FIS3 review) in order to be consistent with other areas and transparent about original budgets.

Interventions in scope at GR#2

2.8 Table 2-1 summarises the progress of Investment Fund interventions approved, launched and completed during the first and second Gateway Review periods. It shows 24 interventions were approved by GR#1 and a further six approved between GR#1 and GR#2. Of these 30, six are not in scope for the evaluation because they completed before GR#1. Of the remained, two are excluded because they are not led by GCP. It should also be noted that several interventions incorporate a number of different components, for example Greenways has 12 different elements. These are described in more detail in Sections 3 and 4.

Table 2-1: Investment Fund deployment on interventions at March 2024

Total number of interventions approved since Fund launch	**30**	
…of which total number of interventions completed	9	
Number of interventions approved at Gateway Review 1 report	**24**	Projects include: Chisholm Trail Phase 1, Histon Road, Skills Phase 1, A10 Shepreth-Meldreth cycle link, Cambridge South East Transport (CSETS) Phase 1 & 2, Cambridge South West Travel Hub (CSWTH), Cambourne to Cambridge, Chisholm Trail Phase 2, City Access, Cross-city cycling (x5), Foxton Travel Hub, Greenways, Madingley Road, Milton Road, SMART, Waterbeach to Cambridge and Whittlesford Station.[3]
…of which number of interventions completed at Gateway Review 1	6 3	Five cross-city cycling projects, the A10 Shepreth-Meldreth cycle link.

[3] Note that two schemes reported in the Mid-Term report; Cambridge South and Housing have been removed from the list as they were contributions to schemes led by other bodies. Consequently 22 interventions are listed.

Total number of interventions approved since Fund launch	**30**	
…of which number of interventions completed at Gateway Review 2		Chisholm Trail Phase 1, Histon Road and Skills Phase 1.
Number of interventions approved between Gateway Review 1 report and LEF for Gateway Review 2	6	Cambridge Eastern Access, City Access (inc. Making Connections), Cycling Plus Hills Road and A1134, Energy Grid substations, Skills Phase 2, Waterbeach station.
…of which number of interventions completed	0	
Number of interventions approved since LEF for Gateway Review 2	**0**	
…of which number of interventions completed	0	

Source: Greater Cambridge Partnership

Expenditure summary

Fund level expenditure summary

2.9 Table 2-2 summarises total Investment Fund expenditure to date and the expenditure committed in future (both up to GR#2 and beyond) for interventions in scope of the evaluation. This includes all expenditure on these interventions, including expenditure on business case development and capacity funding etc. A total of £156.9m of Investment Fund had been spent by Q4 2023-24 on these interventions. Total GCP spend over this period is £180.2m. Please note that in the Table 2-2:

- Column A refers to Investment Fund expenditure committed over the lifetime of the Fund, i.e. including the period after GR#2 and until 2030 as indicated in the LEF.
- Columns B and C refer to achieved Investment Fund expenditure at March 2019 (GR#1) and March 2024 respectively
- Column D refers to actual Investment Fund and Match expenditure at March 2024
- Column E provides total expected spend at March 2025 (combining Fund and Match).

Table 2-2: Achieved and expected expenditure for 'in scope' interventions

A: Fund planned lifetime expenditure at LEF stage	B. Fund actual spend achieved at GR#1	C. Fund actual expenditure at Q4 2023-24	D. Total actual expenditure by Q4 2023-24	E. Total planned expenditure by GR#2 Q4 2024-25
£580,693,172	£23,791,478	£156,924,375	£168,033,365	£280,439,346

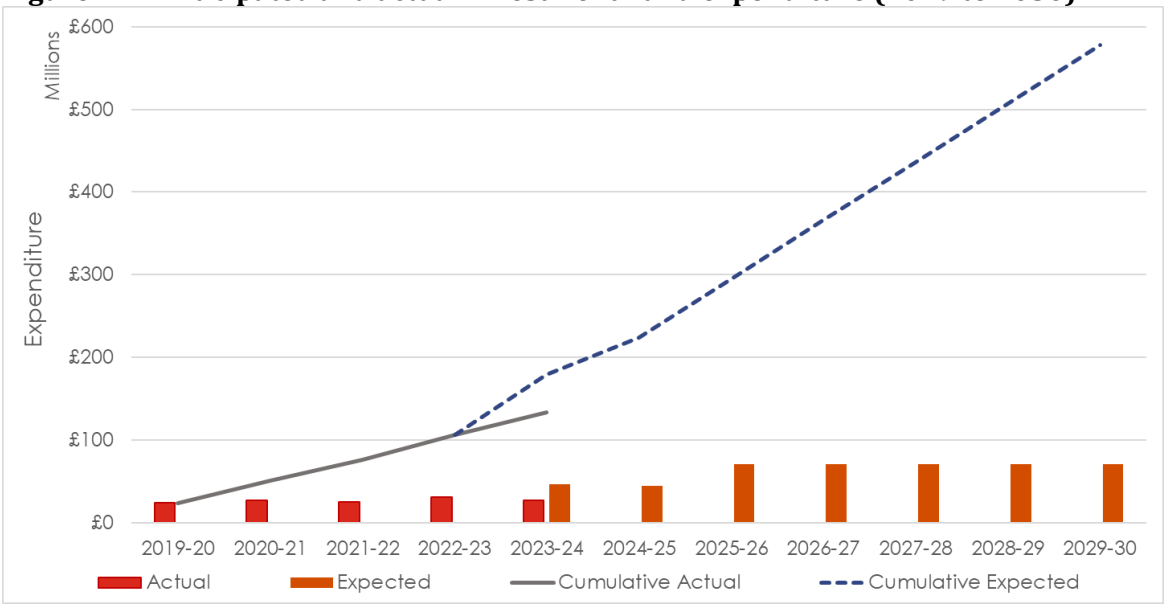
Source: Greater Cambridge Partnership

Progress with Fund level expenditure on interventions in scope

2.10 This and the following sub-section focus on expenditure on those interventions in scope at GR#2 (i.e. those 20 interventions listed in Figure 2-1). References to 'expected expenditure' refer to what was expected and agreed by the Board in March 2023[4].

2.11 For those projects in scope of the evaluation, by Q4 2023-24 the City Deal Investment Fund was 27% spent. The cumulative anticipated and actual expenditure on interventions in-scope during the lifetime of the City Deal Investment Fund is set out in Figure 2-4. This shows that significant spend is expected in the final years of the City Deal Investment Fund as projects move into their construction phase.

Figure 2-4: Anticipated and actual Investment Fund expenditure (2019 to 2030)



Source: Greater Cambridge Partnership

2.12 Table 2-4 shows that there is some underspend at this point compared to plan. Total planned expenditure by Q4 2023-24 was £187.7m, compared with actual expenditure of £168m (90%). Section 2.19 details the reasons and mitigating factors for this, which are largely beyond the GCPs control that explain this underspend. By the end of the GR#2 period total planned expenditure is £280m (Table 2-3 column C).

2.13 It is also noted that the GCP has taken a strategic decision to 'over programme', with planned lifetime expenditure higher than the £500m City Deal Investment Fund allocation. Maintaining a level of overprogramming is required for two reasons[5]:

- Risk still remains across the programme within schemes. This could mean that schemes come in under budget. Alternatively, it could mean some elements of

[4] Greater Cambridge Partnership Executive Board March 2023
[5] Greater Cambridge Partnership Executive Board September 2023

schemes, or whole schemes need to be reviewed due to not being able to pass through statutory processes (planning, TWAO etc.).

- As S106 funding continues to grow, this could mean that the level of overprogramming reduces as further funding becomes available. Officers have taken a conservative approach to this assumption. Therefore, the expectation is that the income should increase in future years.

2.14 GCP are taking a range of measures to manage the over programming position, including close liaison with the County Council's Development Management team to generate timely knowledge of potential income into the programme, alongside using principles of continued value engineering and value management will be applied to each project to ensure delivery and identify potential savings. Opportunities can be realised including the bulk buying of materials and opportunities to remove excavated materials from one scheme to another. This will reduce costs in import/ export of materials.

Match funding

2.15 Match funding for the Greater Cambridge Investment Fund is provided through public sector match and private funding, notably Section 106 receipts. The estimate for developer contributions is assessed regularly across the GCP Investment Fund Programme with Cambridgeshire County Council. These are received through the County Council from developers after spend has been incurred. The exact amount and timing of receipt is not known in advance, and consequently estimates are made by officers in both organisations based on reasoned and cautious assumptions.

2.16 The figures in this report show:

- When the LEF was prepared (2023) anticipated match for all in-scope interventions was £88.6m (Table 2-3). This would be used to achieve £669m expenditure on projects in scope of the evaluation alongside the City Deal Investment Fund.
- The total amount of S106 income received to the end of 2023-24 was £16.6m but at the time of preparing this report reconciliation of accounts was not fully complete and therefore the figures used include only the project breakdown for £11.1m that can be linked to named interventions. (Table 2-4)

2.17 As part of FIS 3 a full assessment was completed and the conservative estimate of S106 contributions to the programme increased. The precise nature of these cannot be reported as they are the subject of commercial negotiation. Major developments are now coming forward at scale and pace and will attract increased match from Section 106 which are included in the FIS alongside other sources such as New Homes Bonus and SMART funding in the FIS (Table 2-6).

Progress with intervention-level expenditure to date

2.18 The data at an intervention level on anticipated and actual expenditure is set out in Table 2-4 with a summary in Table 2-5. It shows that spend of Investment Fund at Q4 2023-24 was £156.9m. Total expenditure of projects was planned to be £187.7m (i.e. Fund plus Match), whereas actual was £168m by Q4 2023-24. This represents a shortfall of £19.6m.

2.19 Overall, 90% of total spend that was projected at this point has been achieved. Thirteen projects have not all spent against their profile (i.e. with +/-5%). Ten of these have underspent as a result of external factors outside of GCPs control (such as Cambourne to Cambridge or Greenways). Two projects are reported to have spent more Investment Fund than was originally anticipated (Madingley Road and Milton Road) although it is anticipated that third party contributions will be receipted against these projects in the future. In summary, the variance between planned and actual spend are primarily as a result of three factors:

- **Timing**: most interventions have a period of planning approval, land acquisition and design prior to implementation. Relative to the costs of implementation, the planning and design stages require limited resources (often c. 10% of total project spend). Once

land assembly and construction starts, the spending profile accelerates and increases rapidly. Consequently, delays with planning and design phases can affect the timing and pace of when spend occurs.

- **Construction cost**: many of the interventions in the list include several different components. The profile of spend can be affected if they all go ahead (and are therefore subject to inflationary pressures), if one or two sub-components are delayed (for example due to planning decisions), or are paused (as a result of a Board decision).
- **Match funding receipts**: the scale and timing of receipts are difficult both to predict and account for. Section 106 can be received and accounted against projects that have finished, or distributed between projects and this can affect retrospective allocation of funding.

2.20 The detailed reasons for changes of spend against profile are provided in the pro-formas in Sections 4 and 5.

Table 2-3: Total expenditure on interventions in scope for Gateway Review 2 at Q4 2023-24

	A: Fund planned lifetime expenditure	B: Match planned lifetime expenditure	C: Total planned expenditure by GR#2[1] Q4 2024-25	D: Actual Fund expenditure by Q4 2023-24	E: Actual match expenditure by Q4 2023-24	F: % of lifetime Fund expenditure realised (D/A)	G. % of planned expenditure realised by Q4 2023/24
All interventions approved at LEF stage	£580,693,172	£88,164,900	£280,439,346	£156,924,375	£11,108,990	27%	90%

Source: Greater Cambridge Partnership

Note 1: Column C presents Total planned expenditure and not Fund planned expenditure as it was labelled in the Mid-term report

Table 2-4: Expenditure at intervention level for interventions in scope for Gateway Review 2 at Q4 2023-24

	A: Fund planned lifetime expenditure	B: Match planned lifetime expenditure	C. Total planned expenditure by Gateway Review 2 Q4 2024-25	D. Total planned expenditure by Q4 2023/24	E. Actual Fund expenditure by Q4 2023/24	F: Actual match expenditure by Q4 2023-24	G. Total actual expenditure by Q4 2023-24 (E+F)	H. % of lifetime Fund expenditure realised by Q4 2023/24 (E/A)
Total	**£580,693,172**	**£88,164,900**	**£280,439,346**	**£187,700,970**	**£156,924,375**	**£11,108,990**	**£168,033,365**	**27%**
Chisholm Trail Phase 1	£11,590,000	£6,320,000	£16,227,000	£19,014,000	£10,952,638	£6,973,362	£17,926,000[2]	95%
Skills Phase 1	£533,365	£0	£533,365	£533,365	£533,365	£0	£533,365	100%
Histon Road	£10,360,000	£240,000	£11,834,775	£12,147,000	£11,482,917	£454,083	£11,937,000[3]	111%
SMART	£4,820,000	£250,000	£4,530,000	£4,221,000	£3,878,000	£0	£3,878,000	80%
Waterbeach Station	£20,000,000	£17,000,000	£12,210,430	£2,500,000	£2,018,000	£0	£2,018,000	10%
Cambridge Eastern Access	£47,920,000	£2,580,000	£13,994,863	£4,025,000	£2,221,726	£60,274	£2,282,000	5%
Cambourne to Cambridge	£119,010,000	£37,990,000	£40,060,000	£15,660,000	£13,750,000	£0	£13,750,000	12%
Chisholm Trail Phase 2	£5,000,000	£0	£4,000,000	£2,859,000	£1,185,000	£0	£1,185,000	24%

Skills Phase 2	£2,538,807	£0	£2,538,807	£1,976,605	£1,978,000	£0	£1,978,000	78%
Milton Road	£22,130,000	£1,870,000	£22,062,906	£19,757,000	£20,563,773	£1,124,227	£21,688,000	93%
Greenways	£73,750,000	£5,900,000	£43,251,000	£19,347,000	£15,243,033	£1,428,967	£16,672,000	21%
City Access	£19,171,000	£1,114,900	£20,320,000	£20,320,000	£19,031,000	£0	£19,031,000	99%
Waterbeach to Cambridge	£44,050,000	£8,550,000	£5,006,000	£3,006,000	£3,142,000	£0	£3,142,000	7%
Cycling Plus A1134 and Hills Road	£9,700,000	£500,000	£3,400,000	£900,000	£728,034	£100,966	£829,000	8%
Madingley Road	£990,000	£2,880,000	£452,000	£993,000	£549,636	£549,364	£1,099,000	56%
Energy Grid Substations	£860,000	£0	£796,200	£781,000	£472,000	£0	£472,000	55%
CSETS Phase 1 and Phase 2	£146,270,000	£2,970,000	£48,795,000	£39,650,000	£30,047,253	£417,747	£30,465,000	21%
CSWTH & Foxton Travel Hub	£42,000,000	£0	£30,427,000[4]	£20,011,000	£19,148,000	£0	£19,148,000	46%

Source: Greater Cambridge Partnership

Note 2: The equivalent figure in the mid-term report was £19,494.949. The final account has now been agreed with the contractor which has resulted in a gain-share and income back into the scheme.

Note 3: The equivalent figure in the mid-term report was £11,958,000. Subsequent additional income for utilities work account for the difference.

Note 4: The figure of £21,775,431 in the mid-term report should have been recorded as £30,427,000

Table 2-5: Project Expenditure at Q4 2023-24 (Fund plus Match)

	A: Project planned expenditure by Q4 2023-24	B: Project actual expenditure by Q4 2023-24	C: Difference between planned & actual expenditure (£)	D. Difference between planned and actual (%)	Projects identified as being 'on budget'(+/- 5%)
Total	**£187,700,970**	**£168,033,365**	**-£19,667,605**	**90%**	
Chisholm Trail Phase 1	£19,014,000	£17,926,000	-£1,088,000	94%	No
Skills Phase 1	£533,365	£533,365	£0	100%	Yes
Histon Road	£12,147,000	£11,937,000	-£210,000	98%	Yes
SMART	£4,221,000	£3,878,000	-£343,000	92%	No
Waterbeach Station	£2,500,000	£2,018,000	-£482,000	81%	No
Cambridge Eastern Access	£4,025,000	£2,282,000	-£1,743,000	57%	No
Cambourne to Cambridge	£15,660,000	£13,750,000	-£1,910,000	88%	No
Chisholm Trail Phase 2	£2,859,000	£1,185,000	-£1,674,000	41%	No
Skills Phase 2	£1,976,605	£1,978,000	£1,395	100%	Yes
Milton Road	£19,757,000	£21,688,000	£1,931,000	110%	No
Greenways	£19,347,000	£16,672,000	-£2,675,000	86%	No
City Access	£20,320,000	£19,031,000	-£1,289,000	94%	No
Waterbeach to Cambridge	£3,006,000	£3,142,000	£136,000	105%	Yes
Cycling Plus A1134 and Hills Road	£900,000	£829,000	-£71,000	92%	No
Madingley Road	£993,000	£1,099,000	£106,000	111%	No
Energy Grid Substations	£781,000	£472,000	-£309,000	60%	No
CSETS Phase 1 and Phase 2	£39,650,000	£30,465,000	-£9,185,000	77%	No
CSWTH & Foxton Travel Hub	£20,011,000	£19,148,000	-£863,000	96%	Yes

Expected future Investment Fund expenditure

2.21 During this last year GCP revised planned expenditure across their entire portfolio of interventions in response to significant inflation and cost pressures that have been particularly acute for the construction sector. [6] Since the period when the mid-term review was reported, GCP have reviewed each Investment Funded project to assess the budget implications of inflationary measures, both for the immediate period and throughout their lifetime. This has been done for each of the projects in scope of the evaluation. All projects were assessed against their contribution to achieving anticipated outcomes with a priority attached to those projects that are contributing to the economic objectives of housing and jobs.

2.22 A review paper was presented at the GCP Executive Board in September 2023[7] which provided updated forecast costs for the projects in the programme. The Board noted recommendations and then in March 2024 they agreed revised budgets across the Investment Fund project portfolio[8]. The Board noted that the Fund could no longer cover the costs of all interventions. Rather than seek to cut costs and compromise quality it was necessary to identify schemes that could be paused. The decision was taken to pause two schemes:

- Cambridge South East Transport (CSET) Phase 2 because it was the only major scheme whose delivery did not have implications for the local plan. It is noted that since this decision was made, further government investment has been secured to progress the scheme through its planning phase. More details on this are provided in its project proforma (Section 5).
- Foxton Travel Hub due to rising construction costs, together with restrictions placed on the scheme by National Rail. Together, these negatively impacted the cost-benefit-ratio for the scheme. More details on this are provided in its project proforma in Section 5).

2.23 This paper takes Q4 2023/24 as its assessment date (based on the most recent availability of data) for progress against expenditure. However, lifetime project budgets for many schemes have risen, reflecting construction cost inflation. This evidence paper provides an assessment of progress *to date* following NEF guidance. It is acknowledged that budgets have already been affected by inflationary pressures, and that the anticipation of future outputs and outcomes for some projects may be affected by FIS3.

2.24 The FIS has changed the overall plans for the Investment Fund. Table 2-5 shows that lifetime spend on contracted interventions is expected to increase from £668m to £759m while the amount of Investment Fund remains broadly similar. The difference will be accrued from third party contributions. GCP are committed to finding more match funding in line with initial City Deal requirements.

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[6] Office for National Statistics (2023) Monthly Statistics of Building Materials and Components
[7] GCP Executive Board papers September 2023: Document. ashx (cmis. uk. com)
[8] GCP Executive Board papers March 2024: Document. ashx (cmis. uk. com)

2.25 The final five years of the Investment Fund after GR#2 will see the whole scheme move into its final delivery phase as the careful work of consultation, planning consent and design over the first two Review periods will see on-the-ground activity.

Table 2-6: Planned lifetime expenditure pre- and post-FIS3 (n.b. Table to be provided separately to IEP)

	Planned lifetime expenditure pre-FIS3 (i.e. at 1 April 2023)			Planned lifetime expenditure post-FIS3 (i.e. at 1 April 2024)
	Fund	Match	Total	Total (Fund +current Match)
Total	**£580,693,172**	**£88,164,900**	**£668,858,072**	**£759,206,172**
Chisholm Trail Phase 1	£11,590,000	£6,320,000	£17,910,000	£17,910,000
Skills Phase 1	£533,365	£0	£533,365	£533,365
Histon Road	£10,360,000	£240,000	£10,600,000	£12,000,000
SMART	£4,820,000	£250,000	£5,070,000	£5,070,000
Waterbeach Station	£20,000,000	£17,000,000	£37,000,000	£37,000,000
Cambridge Eastern Access	£47,920,000	£2,580,000	£50,500,000	£58,472,000
Cambourne to Cambridge	£119,010,000	£37,990,000	£157,000,000	£181,349,000
Chisholm Trail Phase 2	£5,000,000	£0	£5,000,000	£5,000,000
Skills Phase 2	£2,538,807	£0	£2,538,807	£2,648,807
Milton Road	£22,130,000	£1,870,000	£24,000,000	£31,945,000
Greenways	£73,750,000	£5,900,000	£79,650,000	£111,649,000
City Access	£19,171,000	£1,114,900	£20,285,900	£35,320,000
Waterbeach to Cambridge	£44,050,000	£8,550,000	£52,600,000	£109,400,000
Cycling Plus A1134 & Hills Road	£9,700,000	£500,000	£10,200,000	£19,705,000
Madingley Road	£990,000	£2,880,000	£3,870,000	£14,548,000
Energy Grid Substations	£860,000	£0	£860,000	£560,000
CSETS Phase 1 and Phase 2	£146,270,000	£2,970,000	£149,240,000	£44,093,000
CSWTH & Foxton Travel Hub	£42,000,000	£0	£42,000,000	£72,003,000

3. Overview of Investment Fund outputs

3.1 This section presents evidence on aggregate outputs across all interventions supported by the Investment Fund since it was launched. The information has been collated by GCP from project managers and provided to SQW. Project managers were asked to update or create new logic models for each project as part of the development of the LEF. Outputs, outcomes and impacts are being collected and reported by project managers. Following feedback from the IEP at mid-term that similar outputs and outcomes across projects were worded differently, project managers have reviewed outputs and outcomes and, where relevant, updated wording to ensure consistency across the programme. Each project also has a monitoring and evaluation plan.

3.2 The output data is reported where achieved for projects up to Q4 2023-24.

Fund level outputs to date

3.3 Most of the Investment Fund interventions are designed to improve people's ability to move into, through and around Greater Cambridge. This includes interventions focused on improved public transport infrastructure (such as dedicated bus lanes, bus ways and measures to improve accessibility of railway stations) and associated active travel infrastructure including dedicated routes for wheeled transport (bicycles, scooters and wheelchairs) and better pedestrian routes. Outputs are therefore primarily associated with improved transport junctions, km of routes completed, and environment improved. The achievement of output delivery is therefore mostly associated with construction projects completed. In addition to the transport infrastructure some Investment Fund has been used to support skills, energy and innovative 'smart' technology initiatives.

3.4 Outputs are important and helpful as indicators of deliverables of largely capital schemes. Those listed in the Table 3-1 reflect the transport focus of investment which is expected. That said the outputs are often binary and delivered on completion, so in some cases they may not reflect fully the progress that has been made. Finally, it should be recognised that the outputs (and outcomes) will be amplified over time as the individual Investment Fund schemes come together to create enhanced connectivity around Greater Cambridge.

3.5 Outputs achieved (summarised in Table 3-1) show delivery of improvements across the area including both physical infrastructure, skills and businesses. In the future, the way that these interventions connect with each other and with wider transport networks has the potential to generate significant connectivity effects and impacts.

3.6 The outputs that we report in Table 3-1 have been selected from a list of 64 different metrics. The table selects outputs that relate to more than one intervention and/or are substantial and notable outputs, along with the intervention(s) each output relates to.

3.7 The output metrics presented in Table 3-1 have been aggregated. The table provides retrospective data to enable progress since mid-term to be reviewed. Projects were not assigned output targets as they are construction projects whose performance is measured in terms of completions. This means that many of the outputs listed are binary and realised on completion only, consequently progress towards output target is not meaningful. The proformas provided in Sections 3 and 4 provide an accompanying narrative of progress towards completion and the extent to which interventions are achieving key milestones.

Table 3-1: Fund level outputs at Q4 2023-24 (in-scope interventions only)

Output metric	Achieved to Q4 2023-24	Achieved at mid-term review	Comment
Active travel and transport			
New cycle routes opened	1	1	Chisholm Trail Phase 1
km of new or improved cycle routes	9. 4	6. 7	Chisholm Trail Phase 1, Histon Road, Milton Road
km of new of improved pedestrian routes	8. 1	5. 4	Histon Road, Milton Road
km of new or improved shared use routes	14. 2	7. 3	CSETS Phase 1, Greenways
Number of junctions improved	20	18	Histon Road, CSETS Phase 1
Improved Carriageway crossing points	8	Not reported in mid-term	Greenways – Comberton
Number of speed reduction measures	3	Not reported in mid-term	Greenways – Horningsea, Greenways - Comberton
Public transport			
km of public transport infrastructure delivered	14. 1	12. 5	Histon Road, Milton Road, CSETS
Number of fully electric busses match funded	30	Not reported in mid-term	City Access
Number of improved bus stops	11	11	Histon Road
Skills and Employment			
Apprenticeships started	549	549	Skills Phase 1, Skills Phase 2
Apprenticeships completed	138	Not reported	Skills Phase 1

Output metric	Achieved to Q4 2023-24	Achieved at mid-term review	Comment
Construction job years of employment (FTE)	8442	8442	Waterbeach station, Cambourne to Cambridge, Chisholm Trail Phase 2, Milton Road, CSETS Phase 1, CSWTH, Greenways, City Access, Waterbeach to Cambridge, Madingley Road, Cycling Plus A1134 and Hills Road
Number of funding bids submitted	27	Not reported in mid-term	SMART
Business Engagement			
New employers supporting an apprenticeship	425	Not reported in mid-term	Skills Phase 1
Businesses Engaged in collaborative innovation projects	24	10	SMART
Environment			
m^2 of improved public realm	600	600	Histon Road

Source: Source: GCP Monitoring information - June 2024 and Mid-term progress evidence paper

4. Out-turns of completed interventions

4.1 This section presents evidence on the following 3 interventions:

- Chisholm Trail Phase 1
- Histon Road
- Skills Phase 1

4.2 In considering the assessments for each intervention, three following points are noted:

- First, the guidance from the National Evaluation Framework is that expenditure should be assessed as 'on budget' if it was at 95-105% of the expected level at the point of the final assessment. Based on the available data, the assessments set out below are based on total planned expenditure by March 2024 (i.e. including both Investment Fund and other sources). The assessments have also drawn on feedback provided by project managers in relation to expenditure, and a review of the overall profile of expenditure relative to the total planned lifetime. For the three interventions in this section, which are completed, the focus is therefore on total expenditure (planned vs actual) by the close of the intervention. It is worth noting that technically this approach would show that Chisholm Trail Phase 1 has not been delivered on budget, however, because it was in fact delivered to specification but under-budget with savings re-allocated back to the programme we consider this can be assessed as having been delivered to budget.

- Second, assessments related to delivery milestones, outputs, outcomes etc. are, to an extent, subjective given there are often multiple milestones/metrics for each intervention, and the timescales to outputs and outcomes may vary. The 'yes/no' ratings are based on how far the range of metrics are considered to have been met, and whether the most important metric(s) (relative to the logic model) in each category have been met. In these cases, the text in the table is used to provide a brief explanation and justification for the assessments. Evidence on outcomes has been drawn from impact evaluations of the three interventions and used to make the 'yes/no' assessment. In all cases, impact assessment has confirmed that the completed interventions have achieved their intermediate outcomes. Full details can be found in the Impact evidence papers submitted as part of the GR#2 evidence collection.

- Third, the timescales of interventions were impacted by the COVID-19 pandemic, with revised delivery plans put in place. Where relevant, this has been noted in the assessment related to performance against delivery milestones.

Chisholm Trail Phase 1

The Chisholm Trail will be a new 3.5 km cycling and walking link, within a 26 km walking and cycling route from St Ives to Trumpington and Addenbrooke's hospital. The project is designed to increase cycling and walking/wheeling in Cambridge, representing a modal shift away from using cars. This will result in reduced congestion in/around Cambridge, thus limiting CO2 emissions. The segregated route will also make cycling safer, reducing the number of road traffic collisions involving cyclists. Phase 1 of the Chisholm Trail is complete. The 2km completed route links Cambridge North Station (in close proximity to several business and science parks) to Coldham's Lane (to the east of the city-centre). This provides a dedicated new cycling and walking route, including over the new Abbey-Chesterton Bridge which forms part of the intervention, better linking Cambridge North Station to employment sites in the city.

Was expenditure on budget?	*Yes*

Actual total expenditure on the Chisholm Trail Phase 1 at March 2024 was £17.9m, which was 94% of total planned expenditure by the same point (£19.0m). In practice, the proportion of this spend that was Investment Fund expenditure was lower than expected (at £10.9m compared to £11.6m), because this reflected receipts from a refund settlement from one of the contractors plus S106 monies additional to those originally expected.

Were agreed delivery milestones met?	*Yes*

At planning stage, the intervention was originally due to complete in 2019-20. However, the construction works were delayed owing principally to the COVID-19 pandemic and associated restrictions. Challenges associated with agreements from landowners to temporarily allow land take during construction also caused delays. Therefore, the end date of the intervention was revised to 2021. The revised delivery timetable was met, with Phase 1 of the Trail officially opening in December 2021.

Were anticipated outputs delivered as anticipated?	*Yes*

Yes, all outputs were delivered as planned by the completion of the intervention:

- new cycle and pedestrian route is fully operational
- 2km of new cycling/pedestrian paths
- Associated infrastructure completed, including a new underpass below Newmarket Road and the new Abbey-Chesterton Bridge over the River Cam.

Were intermediate outcomes delivered as anticipated?	*Yes*

A full impact evaluation evidence paper has been prepared for this intervention as part of the GR#2 evidence collection. Key evidence reported in the impact evaluation is summarised as follows:.
Data from on-trail sensors indicates that the Chisholm Trail is used regularly by cyclists, and survey evidence provides strong evidence that the Trail has both led to more cycling and change in cycling behaviours, with the effect more pronounced on less regular cyclists. Secondary data also points to an increase in cycling levels associated with the Trail. There may be some displacement from other routes across the city, but this may often be desirable given the wider benefits of the Trail (e.g. enhanced safety and time savings).

The evidence from users of the Trail suggest that it has led to modal shift, primarily realised through individuals cycling, rather than driving. We estimate there may be around 290 journeys per weekday diverted from car to cycle, which can help to alleviate congestion in the city.

Data from the on-trail sensors indicates that the Chisholm Trail is used regularly by pedestrians, although the number of pedestrian journeys is lower than cyclists. Survey evidence suggests that the Trail has encouraged increased levels of walking.

The evidence suggests that Chisholm Trail Phase 1 has delivered a range of wider outcomes, including improved safety, enhanced access to green spaces and the local environment, and improved independence and wellbeing amongst its users.

Does the intervention remain on course to deliver against its original objectives?	*Yes*

A full impact evaluation paper has been prepared for this intervention as part of the GR#2 evidence collection. It shows that Chisholm Trail Phase 1 has achieved its original objectives (increased cycling, modal shift and increased walking) and a range of wider outcomes. Assuming usage of the trail persists/increases it is reasonable to expect it will continue to support increased walking and cycling and associated modal shift, thereby helping to ease congestion in/around Cambridge.

In turn, it is reasonable to expect that the Trail has the potential to contribute to longer-term positive effects on socio-economic conditions, including improved public health and business productivity (although evidence of progress towards the latter is limited to date).

Longer-term outcomes may be influenced by maintenance or issues with design (such as lighting and wayfinding). Phase 1 is also part of a wider network, therefore completion of Phase 2 will be critical to fully realise intended benefits. It is also acknowledged that a wide range of other factors can influence cycling and pedestrian behaviours, however survey evidence from this evaluation suggests that, in most cases, the Trail itself is seen as the key or decisive factor in influencing cycling and walking behaviours associated with the Trail.

Histon Road

Histon Road is a key radial route into Cambridge and an important public transport corridor. However, it suffers from congestion at peak times, poor bus reliability and safety issues (including an increased trend in cycle accidents). There is an anticipated increase in travel demand on the route in the next decade (due to new housing and business developments) which would have increased these problems without intervention. The scheme delivered improvements to road infrastructure, created enhanced priority and facilities for buses, created new and improved cycling and walking routes, and provided greening and landscaping improvements. The scheme is complete and has been open since late 2021.

Is expenditure on budget?	*Yes*

Actual total expenditure on Histon Road at March 2024 was £11.9m, which was 98% of total planned expenditure by the same point (£12.14m). The total project budget was more than the original budget (of £10.6m) as additional resurfacing works were subsequently included in the cost.

Investment Fund expenditure was lower than expected against the revised budget because of S106 monies additional to those originally expected.

Have agreed delivery milestones been met?	**Yes**

Initial construction through the pandemic was challenging and at GR#1, the intervention was expected to be complete by Q3 2020-21. However, while some elements of construction were delayed by the effects of the pandemic, other elements benefited from a quieter road network. Construction was delivered to schedule (revised since GR#1) and is operational, with main construction completed in late-2021 and minor works in early-2022. The contractors scheduled their work with planned cabling work which created an additional benefit for the intervention (installation of fibre cabling at the same time as scheme improvements) and reduced disruption for residents from streetworks.

Have anticipated outputs been delivered as anticipated?	**Yes**

All outputs were delivered as planned by the completion of the intervention. These were:

- 4. 4 km of new or improved cycling infrastructure
- 0. 5 km of dedicated bus / public transport infrastructure
- 5. 1 km of new or improved footways
- 12 Junctions improved
- 600 m2 of improved public realm
- 11 Cycling / bus infrastructure improvements delivered (Improved bus stops)
- 21 New or improved green infrastructure delivered (trees planted)
- 160 New or improved green infrastructure delivered (green fencing)

An additional output was delivered:

4400 Metres data cabling installed (Citi Fibre and GBN)

Have intermediate outcomes been delivered as anticipated?	**Yes**

A full impact evaluation evidence paper has been prepared for this intervention as part of the GR#2 evidence collection. Key evidence reported in the impact evaluation is summarised as follows:.

There is good evidence to suggest that bus journey times post-Scheme implementation have reduced, with indications that the Scheme has contributed to this alongside other factors, including a post-Covid reduction in bus patronage impacting on bus stop dwell times. Bus patronage on the Service 8 on Histon Road, which had already declined prior to Scheme completion, has recovered modestly post-Scheme, but with passenger numbers remaining below pre-Covid levels.

A combination of cycle count data and primary survey evidence suggest that the upgraded cycling infrastructure on Histon Road has contributed both to more cycling, and a change in cycling behaviours, although there is also evidence of some displacement from cycling in other locations.
The residents survey provides some encouraging evidence of the Scheme contributing to increased walking/wheeling on Histon Road for some local residents. Given the scale of housing growth anticipated, the Scheme also has the potential to contribute to positive walking/wheeling outcomes in the future.

There is evidence of modal shift from car to bus, and also some evidence of a limited modal shift from car to active travel modes. Interestingly there is also evidence of modal shift from bus to active

travel modes, which may suggest that the improved priority and facilities for buses on Histon Road offers more choice for users of non-car based modes of transport.

Road traffic collision data is inconclusive in assessing the anticipated safety outcomes of the Project. However, the quantitative and qualitative evidence from the cycling intercept survey aligns with stakeholder feedback in suggesting that the Scheme has contributed to enhanced perceptions of cycle safety.

The evidence also suggests that the Scheme has delivered a range of wider outcomes, including environmental and streetscape improvements, and enhancing the wellbeing of active travellers.

Does the intervention remain on course to deliver against its original objectives?	**Yes**

A full impact evaluation evidence paper has been prepared for this intervention as part of the GR#2 evidence collection. It shows that the Scheme has delivered against many of its original objectives including contributing to reduced bus journey times, increased levels of cycling on Histon Road, and wider outcomes including related to enhancing the local environment and streetscape, and improved wellbeing and physical health for users (according to survey residents). Significant development is on-going on and around Histon Road, including the new community at Darwin Green, for which Histon Road will be a key route for active travel, public transport access and other transport movements. It is reasonable to expect that the Scheme will lead to positive economic outcomes in the future, and the full contribution of the Scheme including to objectives on increased bus patronage, modal shift and increased walking/wheeling may therefore not yet have emerged.

Skills Phase 1

The Greater Cambridge City Deal committed to creating a *'locally responsive skills system that will maximise the impact of public investment, forging stronger links between employers and the education system and driving growth across Greater Cambridge'*. It described three aspects of an integrated programme to support growth sectors that included a.) support for employers to increase training, b.) enhancing information, advice and guidance, and c.) increasing the uptake of apprenticeships in growing sectors. The Greater Cambridge Apprenticeship Service (GCAS) was intended to support young people to access apprenticeship opportunities with local businesses, while supporting local businesses to address their skills shortages by developing young people to acquire the skills needed for business growth. The intervention was delivered between February 2019 and February 2021, primarily by Form the Future (FTF) and Cambridge Regional College (CRC).

Was expenditure on budget?	Yes

Total expenditure at March 2020/21 (intervention end) equated to 100% of planned expenditure. This is Investment Fund spend only, there was no match funding for this scheme.

The total budget allocated from the Investment Fund to Skills Phase 1 was £533k split over two years of delivery between Q1 2019/20 and Q4 2020/21. The intervention was delivered on budget.

Were agreed delivery milestones met?	Yes

The intervention launched in February 2019 and Phase 1 completed in February 2021 as planned.

The intervention delivered its KPIs despite challenges, including limited marketing resources, engaging other training providers, and ensuring capacity within the training sector to teach and assess apprentices in some key sectors. The major challenge was the removal of all in-person engagement throughout the Covid-19 lockdown period in 2020. The intervention pivoted its activities into virtual delivery where possible during this period and continued to progress and meet demand.

Were anticipated outputs delivered as anticipated?	Yes

Yes, all outputs were delivered as planned by the completion of the intervention, and the intervention exceeded its anticipated KPIs:

- 436 people started an apprenticeship as a result of the service (104% of target)
- 327 employers created 425 new opportunities (133% of target)
- 27 schools agreed and delivered enhanced apprenticeship support activity (150% of target)
- 13,358 students were connected with employer apprenticeships (178% of target).

In addition, 301 new apprenticeship opportunities were provided at Level 2 and 3, and 251 were STEM apprenticeships.

Were intermediate outcomes delivered as anticipated?	Yes

A full impact evaluation evidence paper has been prepared for this intervention as part of the GR#2 evidence collection. Key evidence reported in the impact evaluation is summarised as follows:

Evidence shows that following GCAS delivery in schools to students and to careers leaders and teachers:

- students were more aware of apprenticeships, the benefits of work experience, and how to find and apply for an apprenticeship.
- a growing proportion of parents had better knowledge about apprenticeships
- careers leaders in some schools changed the way they discussed apprenticeships.

Employer survey responses showed that more than half were satisfied with the clear and relevant information and timely support they received through GCAS. Apprentices reported satisfaction, they valued the information, its utility and personal guidance.

Some employers and apprentices said they would not have created or applied for the apprenticeship were it not for GCAS. A few reported that it was one of a number of factors that shaped their decision to take on an apprentice.

Most employers reported multiple business benefits from having apprentices in their teams. They said that they filled a skills gap in their business, provided additional team capacity, or a different perspective in their business. Surveyed apprentices also reported that they had better career prospects, and had received a promotion after their apprenticeship with their employer.

The evidence shows that there are intermediate effects of the intervention on its participants.

Does the intervention remain on course to deliver against its original objectives?	***Yes***

A full impact evaluation evidence paper has been prepared for this intervention as part of the GR#2 evidence collection. It shows that the longer term achievements and longevity of impact are subject to some external factors. For example, as with a national trend, apprenticeships are not always completed and achievement rates are low. When apprentices completed their apprenticeship and achieved their qualification, they remained employed, and mostly achieved career progression, either with the same or a different employer. Alternatively, they went on to further study.

There is also limited information about wage uplift. The apprentice survey found that half had benefited from a pay rise. The employer survey showed 15 of the 22 employers whose apprentice(s) had completed had awarded them a pay rise. In terms of the overall economic effects of GCAS any estimate of the financial benefits would be unreliable, as advised by the Technical Panel.

Nevertheless, evidence shows that GCAS employers continue to recruit apprentices. Of 40 employers surveyed, 17 employers had subsequently employed other apprentices, and most of them (13) were planning to continue recruitment of apprentices in future.

The scale of these effects, including consideration of deadweight and added value, are not possible to calculate due to gaps in evidence that would require disproportional investment to fill. The evidence, nevertheless, confirms the plausibility of the logic model and theory of change that GCAS has made an important contribution to providing apprenticeships in Greater Cambridge that have generated positive economic effects.

5. Progress of on-going interventions

5.1 This section presents evidence on the following 17 interventions:[9]

Ongoing transport interventions:

- Cambridge Eastern Access (CEA)
- Cambridge South East Transport (CSETs) Phase 1
- Cambridge South East Transport (CSETs) Phase 2
- Cambridge South West Travel Hub (CSWTH)
- Cambourne to Cambridge
- Chisholm Trail Phase 2
- City Access (including Making Connections)
- Cycling Plus A1134 and Hills Road
- Foxton Travel Hub
- Greenways
- Madingley Road
- Milton Road
- Waterbeach Station
- Waterbeach to Cambridge

Ongoing other interventions:

- Skills Phase 2
- SMART

[9] Sections 4 and 5 provide an update on a total of 20 interventions (3 completed, 17 in progress). Please note that this figure differs from the interventions listed in the financial table in Section 2. This is because CSWTH and Foxton Travel Hub share a budget line, and because CSETS Phase 1 & 2 are grouped together in the Local Evaluation Framework.

- Energy Grid Substations

A note on assessment criteria

5.2 The points set out in Section 4 related to the assessment criteria also apply for these interventions (as appropriate, reflecting their on-going status). Four further points are noted in relation to the on-going interventions:

- As noted in Section 2, construction cost inflation led to a programme-wide review and a new FIS, agreed by the executive board in March 2024. The majority of projects will be working from reprofiled budgets from April 2024, however, assessment of progress against expenditure is made against expectations at the time of the LEF.[10] These are total project expenditure figures, i.e. Investment Fund and match spend. Details of reprofiled project budgets (following FIS3) have been included in each proforma to allow comparison. Two schemes have been paused following the review: CSETS Phase 2 and Foxton Travel Hub.
- Several projects are in planning or design stages, and therefore no outputs or intermediate outcomes are anticipated at this point, which is to be expected. Where relevant, the assessments against outputs and outcomes are marked as Not Applicable (N/A).
- In cases where there are multiple delivery milestones to be achieved, the assessment is made on a majority basis. This is particularly relevant for CSETS Phase 1 and Greenways.
- The research question '*Does the intervention remain on course to deliver against its original objectives?*' is challenging where interventions are at an early stage; they may be subject to change (including as planning and design processes proceed), and the realisation of objectives is not expected for many years in some cases. The assessment has drawn on the feedback from project managers in relation to the overall progress of the intervention and the extent to which, in principle, the interventions remain on course to deliver against their objectives. However, these assessments should be regarded as indicative only at this stage.

[10] Estimates of planned total spend by Q4 2023/24 are those agreed by GCP Executive Board in March 2023.

Cambridge Eastern Access

Cambridge Eastern Access is designed to enhance sustainable transport into and around the east of Cambridge. The area around Newmarket Road already experiences significant congestion during peak times and its transport infrastructure cannot support planned future growth in east Cambridge. The project will be delivered in two phases:
Phase A will deliver footways, crossings, segregated cycle tracks, bus lanes and junction improvements (due to complete in 2025), alongside the relocation and expansion of the existing Newmarket Road Park & Ride (due to complete in 2027). Phase B (due to complete in 2030) will deliver the creation of a new continuous busway (with associated active travel provision) from the new Park & Ride to Coldham's Lane via the Cambridge Airport development site. Phase B will enable development of the existing Cambridge Airport sites (with 7,000 houses and 9,000 jobs) as indicated in the draft Local Plan.

Was expenditure on budget?	*No*

Actual total expenditure on Cambridge Eastern Access at March 2024 was £2.3m, which was 57% of total planned expenditure by the same point (£4.0m). Expenditure has been affected by delays associated with high levels of public scrutiny of the development proposals, and changed timeframes due to required governance approvals.

The scheme has been re-profiled in the new FIS to have a planned lifetime total expenditure (IF and match funding) of £58.47m across both phases compared to £50.5m previously. The increase in funding is due to an anticipated increase in construction costs identified during the design phase. The final Investment Fund expenditure may be affected by third party contributions which will be accrued in the future. Profiling the exact timing of spend for Phase B is contingent upon planning processes.

Were agreed delivery milestones met?	*No*

CEA did not achieve early milestones in the planning and approval processes by Q4 2023/24 and the first phase of the scheme is now running behind schedule. Progress has been affected by delays associated with high levels of public scrutiny of the development proposals and changed timeframes due to required governance approvals. However, the scheme is progressing, and detailed designs have been completed for CEA Phase 1A, the Newmarket Road improvements, with construction/delivery expected in 2025. A plan for the Park & Ride relocation has been shared with the Joint Assembly and Executive Board and is awaiting approval. The targeted completion for this is now 2027. CEA Phase B (the busway), if progressed, is expected to be completed by 2030.

Were anticipated outputs delivered as anticipated?	*N/A*

No outputs anticipated by Q4 2023-24.

Were intermediate outcomes delivered as anticipated?	*N/A*

No intermediate outcomes anticipated by Q4 2023-24.

Does the intervention remain on course to deliver against its original objectives?	Yes
Delivery of CEA is considered essential in facilitating the significant growth (an anticipated 7,000 houses and 9,000 jobs) associated with the Cambridge Airport redevelopment and easing wider transport connectivity issues to the east of the city. Despite the delays in progress of Phase A, the project has been progressing through the design phase and is expected to be delivered in 2025-2027. Phase B will be reliant on the progress of the Cambridge Airport development. Consequently, the first phase of the intervention can be considered on-course to deliver against its original objectives.	

Cambridge South East Transport (CSETS) Phase 1

CSETS Phase one incorporates multiple individual transport improvement schemes along the A1307 between Haverhill and Cambridge, including junction improvements, new active travel route and facilities, new dedicated bus lanes, and new traffic calming and reduction measures. Collectively these will provide a whole corridor treatment that improves travel between Haverhill and Cambridge. The active travel route has since been named the Linton Greenway and is now considered part of a strategic network of active travel routes into the city (the Greenways). From April 2024 onwards, the remainder of the Linton Greenway will be formally delivered under the wider Greenways scheme. A separate scheme (CSETS Phase 2) was planned to provide a segregated busway and active travel path in the same corridor, however this scheme was recently paused due to construction costs (see CSETS Phase 2 proforma).	
Is expenditure on budget?	No
Note, the budget for CSETS Phases 1 and 2 is combined in reporting. The combined budget for CSETS (both phases) shows an underspend, with total expenditure at March 2024 at £30.5m, which is 77% of planned expenditure to the same point (£39.65m). However, it should be noted that CSETS Phase 2 has been paused from September 2023 (see CSETS Phase 2 proforma for more details) with implications for both spend achieved and planned. The lifetime total spend (IF and match funding) of the combined CSETS 1 and 2 budget was reprofiled in the new FIS to £44.09m, a decrease from the £149.24m previously. However, additional data from GCP shows that the individual lifetime budget for CSETS 1 (apart from CSETS 2) has increased from £16.95m to £20.77m post-FIS. This is due to construction cost inflation and the addition of the A11 scheme to the programme. From April 2024, the Linton Greenway scheme has now been separated to have its own budget of £9.48m and in the future will be delivered through the Greenways programme.	
Have agreed delivery milestones been met?	Yes
Originally 19 schemes were planned for delivery within CSETS Phase 1. Three schemes were removed after public consultation feedback. One scheme was transferred to CSETS Phase 2 (which has now been paused in line with CSETS Phase 2 overall – see proforma for more detail), while another was brought forward from CSETS Phase 2 into Phase 1. Therefore, there are 16 schemes in total in phase 1. Of these:	

- Delivery milestones have been met for 14 schemes, which are completed or under construction.
- One scheme, County Park Junction (a combination of scheme 4 and 18), remains in the planning phase. It has been delayed pending further ecology reports.
- Linton Greenway (two sections) are also yet to be completed due to difficulties with the interface with national highways. However, the majority of the route is complete and open to users.
- Originally completion of the full programme of CSETS schemes was targeted for 2021/22, however it is important to note that this is a portfolio of schemes and the majority of these have been achieved.

Assuming planning is approved for County Park Junction, CSETS Phase 1 will be delivered by summer 2025.

Have anticipated outputs been delivered as anticipated?	**Yes**

Delivery against four outputs was anticipated by Q4 2023/24. In all four cases the scale of planned outputs has been fully/nearly met by this point, or exceeded:

- 8 out of 9 planned junctions achieved
- 9 out of 9 planned new active travel facilities delivered
- 13km of new dedicated public transport infrastructure, which is above the planned target of 11. 5km
- 8 new traffic calming and traffic reduction measures implemented, which is above the planned target of 5.
- 229 FTE construction jobs created compared with the anticipated estimate of 282.

Additionally, 8. 7km of Linton Greenway has been delivered.

Have intermediate outcomes been delivered as anticipated?	**N/A**

Outcomes relating to transport user benefits such as congestion, public transport usage, cycling and pedestrian safety, and journey time and reliability will be monitored. However, data is not yet available as most schemes have only recently been completed.

Baseline data was collected in August and November 2023. A plan for data collection and reporting to provide annual data at the same period each year is currently being developed by GCP. Monitoring outcomes will focus on the use of specific types of data including: road accident data, traffic count data, employer and school surveys and bus ridership statistics.

Does the intervention remain on course to deliver against its original objectives?	**Yes**

The rationale for the project has not changed and despite small changes to the overall intervention design, its completion will provide (in principle) improved transport infrastructure between Haverhill and Cambridge, delivering against its original objectives. More specifically, the intervention will improve access to employment and educational sites within Southeast Cambridge, Central Cambridge and Cambridge Biomedical Campus (CBC), providing the opportunity to unlock further growth in Cambridge's key employment sectors. These objectives will be aided by the combined effect of improvements to active transport that link the Linton Greenway with other active travel routes throughout the city.

Cambridge South East Transport (CSETS) Phase 2

Cambridge South East Transport(CSETS) Phase 2 is designed to address high levels of congestion and limited public transport access into Cambridge from the South East, which is expected to see increased employment growth arising from key employment sites, including the Biomedical Campus. CSETS Phase 2 covers the same transport corridor as Phase 1, but will deliver larger interventions to a longer-term delivery timeline. It will provide a new 9km off-road public transport route and associated active travel path, and a new Travel Hub near the A11/A1307 junction with 1,250 new car parking spaces and active travel facilities.

Is expenditure on budget?	No
See summary above in the CSETs Phase 1 Proforma. Additional data from GCP shows that the individual lifetime budget for CSETS 2 (apart from CSETS 1) has decreased from £132.29m to £16.12m post-FIS. Although the project was paused in September2023, it has since received £7.2m in central government funding as part of the Governments 'Cambridge Vision' to submit the scheme's Transport and Works Act Order and progress works on part of the route, at Francis Crick Avenue.	
Have agreed delivery milestones been met?	No
Discussions about pausing the project as part of FIS began in late 2023. There was significant stakeholder reaction to this prospect, most notably from various stakeholders within the Biomedical Campus, who came together to write an open letter to the UK Government emphasising the importance of the project to their growth plans. They made the case that the project should receive funding as part of the 'Cambridge 2040' plans announced by MHCLG (then DLUHC) in December 2023. In the March 2024 Spring Statement, the Government announced £7.2m in funding towards the scheme. As a result, it is estimated that works on Francis Crick Avenue will begin in early 2025 and take nine months to deliver (funding for this is in place). The Transport and Works Act submission for the whole scheme is now expected to be submitted in Autumn and the process is estimated to take 18 months after submission.	
Have anticipated outputs been delivered as anticipated?	N/A
No outputs achieved or expected by Q4 2023-24.	
Have intermediate outcomes been delivered as anticipated?	N/A
No intermediate outcomes achieved or expected by Q4 2023-24.	
Does the intervention remain on course to deliver against its original objectives?	No
The project aims to improve access to the Biomedical Campus and support its growth. As of March 2024, the project is only partially funded, but is still being progressed through the development process. One element of the original scheme (works on Francis Crick Avenue) will be constructed from 2025. It is unclear when or if further funding from central government will be announced. The Francis Crick Avenue works are on course to deliver against the scheme's original objectives. The works are of strategic importance due to their proximity to Cambridge South Station and they are scheduled to complete prior to the opening of the station.	

Cambridge South West Travel Hub (CSWTH)

Cambridge South West Travel Hub (CSWTH) is intended to address congestion into Cambridge from the South West. The new travel hub will be located off Junction 11 on the M11. It will offer increased car parking capacity for the Park & Ride services, and will connect to improved cycle routes and footpaths. Junction improvements and upgrades to the A10 are also included. The CSWTH budget is combined with Foxton Travel Hub, which is linked to the Foxton railway station that is also in close proximity to the A10.

Is expenditure on budget?	Yes
The budget for CSWTH is combined with the budget for Foxton Travel Hub. Expenditure figures therefore refer to this combined budget, however it is important to note that Foxton Travel hub has been paused (see Foxton Travel Hub proforma). The project was on budget at March 2024, with total expenditure of £19.15m, which is 96% of planned expenditure to the same point (£20m). In consultation, the project manager for the project reported that CSWTH specifically was also on budget (separate to the Foxton Travel Hub budget). The budget has been affected by construction cost inflation. Anticipated lifetime total expenditure (IF and match funding) was re-profiled in the new FIS to £72m, compared to £42m previously. Since Foxton Travel Hub has been paused, the reprofiled budget refers to CSWTH alone.	
Have agreed delivery milestones been met?	Yes
Despite some delays, construction on this project remains on track to begin in early 2025. The project was delayed due to issues achieving planning consent, which was granted in July 2022. It then faced further delays due to procurement, with knock on effects on the design stage. To minimise the impact of these delays on the start of construction, the project has split works into two phases. Phase 1 will include 'early works', covering utility works and diversions that will de-risk the project. As stated in the Milton Road proforma, difficulties in scheduling required utility diversions with utilities companies can cause construction delays as these are necessary for work to proceed. Scheduling these utility works as early works is intended to speed up and de-risk the construction phase. Once these early works have been completed, Phase 2, 'main works', will begin. This will mean there will be no delay to the start date on construction.	
Have anticipated outputs been delivered as anticipated?	N/A
No outputs were achieved or expected by Q4 2023-24.	
Have intermediate outcomes been delivered as anticipated?	N/A
No intermediate outcomes were achieved or expected by Q4 2023-24.	
Does the intervention remain on course to deliver against its original objectives?	Yes
Overall, the project can be considered to be on-course to deliver against its original objectives, With construction set to begin in early 2025, the project should support increased levels of demand on the Trumpington Park & Ride, which is unable to support anticipated travel demand from the Biomedical Campus.	

Cambourne to Cambridge

Cambourne to Cambridge seeks to improve public transport and active travel within the A428/A1303 corridor between Cambourne and Cambridge. It will deliver bus priority measures (including dedicated facilities) along the corridor, a new Park & Ride site and new cycling and walking links. The scheme is identified as enabling infrastructure that will unlock key housing and employment sites at Cambourne West and Bourn Airfield, as well as serving the proposed large development at the West Cambridge Campus. In the first GR#1 period it was anticipated that the scheme would be operational by 2023. As stated at Mid-Term Report stage, this was overly ambitious as the scheme has been subject to high levels of scrutiny through the public planning process.

Was expenditure on budget?	*No*
Actual total expenditure on Cambourne to Cambridge at March 2024 was £13.8m, which was 88% of total planned expenditure by the same point (£15.7m). Expenditure has been affected by delays associated with high levels of public scrutiny of development proposals, alongside objections based on water supply issues in the case of the Bourn Airfield development site. The scheme has been re-profiled in the new FIS to have a planned lifetime total expenditure (IF and match funding) of £181.4m, compared to £157m previously. The increase in planned expenditure post-FIS is attributed to inflation in construction costs. Final outturn may be affected by S106 receipts which will be accrued in the future.	
Were agreed delivery milestones met?	*No*
The scheme was planned to have reached public inquiry and made progress with land purchases by Q4 23/24 but had not, resulting in underspend and an associated delay in delivery. Progress has been affected by the delays outlined in the budget section above. By March 2024, the project had undergone significant design and a Transport & Works Act Order (TWAO) was being developed, following approval from Cambridgeshire County Council in March 2023 for the application to be submitted. As part of the TWAO submission, an Addendum to the Cambourne to Cambridge Outline Business Case is being developed, with a particular focus on the Strategic Case and the Economic Case. It is expected that a full business case will be developed in 2024/25, construction will start 2025/26 and that the scheme will open in 2028.	
Were anticipated outputs delivered as anticipated?	*N/A*
No outputs achieved or expected by Q4 2023-24.	
Were intermediate outcomes delivered as anticipated?	*N/A*
No intermediate outcomes achieved or expected by Q4 2023-24.	
Does the intervention remain on course to deliver against its original objectives?	*Yes*
The intervention is expected to deliver against its original objectives, through providing enhanced transport infrastructure to help unlock growth in employment and housing. Overall, in line with	

the feedback at the Mid-Term stage, and taking into account the project's early stage, the intervention can be considered to be on-course to deliver against its original objectives. The planning concerns regarding water supply now have a resolution. However, it is important to acknowledge that the plans are subject to a public inquiry which provides a level of uncertainty on both the scope and timing of the intervention, with implications for delivery against objectives.

Chisholm Trail Phase 2

The Chisholm Trail will be a new 3. 5 km cycling and walking link in a 26 km walking and cycling route from St Ives to Trumpington and Addenbrooke's. The project is designed to increase cycling and walking in Cambridge, representing a modal shift away from using cars, resulting in reduced congestion in/around Cambridge and consequently also reductions in CO2 emissions. The segregated route will also make cycling safer, reducing the number of road traffic collisions involving cyclists. Extending Phase 1, Phase 2 will create a link to Cambridge Station.
Is expenditure on budget? **No**
Actual total expenditure on Chisholm Trail Phase 2 at March 2024 was £1.19m, which was 41% of total planned expenditure by the same point (£2.86m). This underspend is because of ongoing delays associated with the Network Rail owned land (see below). Additional spend of £2.8m Investment Fund monies is planned by GR#2.
Have agreed delivery milestones been met? **No**
The project commenced as planned in 2017 and was due to complete in 2024-25. However, completion is now expected to be in 2025-26 due to delays associated with the Network Rail owned land (the Trail design has to be approved by Network Rail management and the franchisee Greater Anglia before permission to complete the design and progress with the construction is granted). Network Rail and Greater Anglia raised concerns that the initial designs would compromise the operational integrity of rail sidings in the area, therefore a redesign was completed; this redesign is awaiting approval from Network Rail/Greater Anglia. The delivery of the project is sequential, therefore, the GCP cannot commit Fund monies to progress other phases before the design of the route along the Network Rail owned land has been signed-off. The plan is to commence construction in late 2025 and open the route in early 2026. The delivery of Phase 2 will be phased, due to the multiple landowners and stakeholders along the proposed route.
Have anticipated outputs been delivered as anticipated? **No**
No outputs were delivered by Q4 2023-2024. By that point, it was anticipated that 1km of new or improved cycle paths would have been delivered. However, due to the delays set out above, planned outputs are not expected to be delivered until late 2025 / early 2026.
Have intermediate outcomes been delivered as anticipated? **N/A**
No intermediate outcomes were expected to be delivered by Q4 2023-2024.
Does the intervention remain on course to deliver against its original objectives? **Yes**
Yes, the project remains on track in principle, to deliver its original objectives, although the expectation is that this will be later than originally anticipated.

City Access (including Making Connections)

The City Access scheme is a series of interventions to reduce traffic levels and congestion and deliver mode shift in Cambridge city centre through changes in incentives and disincentives relating to different modes of transport. The interventions include: experimental road closures, resident parking schemes and the King's Parade Security barrier to discourage and reduce car-based access; encouraging bus and taxi use through a Park & Ride subsidy, EV charging infrastructure, low and zero emission buses, and wayfinding measures; traffic signals improvements to reduce congestion; and improved cycling infrastructure and facilities The City Access programme also includes a review of Cambridge's road network classification, the development of an integrated parking strategy and a freight strategy and action planplan which will feed into the forthcoming Greater Cambridge Transport Strategy (to support the emerging Joint Local Plan). City Access also included the 'Making Connections' scheme, which was a potential Sustainable Travel Zone (STZ) with an associated congestion charge to generate income ringfenced for sustainable transport investment.

Is expenditure on budget?	**No**

Actual total expenditure on City Access at March 2024 was £19,0m, which was 94% of total planned expenditure by the same point (£20.3m). The slight underspend is due to the decision not to proceed with Making Connections, where some front-funding of improvements to buses was set aside in case of a decision to proceed with the STZ (to be recouped at a later date by the proceeds from a congestion charge and released for investment elsewhere in the programme).

The scheme's lifetime total spend (IF and match funding) was re-profiled in the new FIS to £35.32m, an increase on £20.29m previously. The additional £15m will deliver interventions recommended through the road network review, freight and parking strategies, and to fund ongoing committed costs. It should be noted, that whilst it was not reflected in the LEF budget, a further £65m of funding had been provisionally set aside for bus interventions related to Making Connections. Without Making Connections, £50m has been allocated back into the wider GCP programme, with the remaining £15m continuing to be used in City Access as described above.

Have agreed delivery milestones been met?	**Yes**

The overall scheme has a delivery timeline from 2017-2027. The programme has delivered its modal shift 'quick wins' (see outputs below), and whilst a series of further 'quick wins' are planned, the programme at this stage will now focus on delivery of the three strategies (road network review, integrated parking, freight and delivery).

The only element of the scheme not to proceed to plan is Making Connections (a Sustainable Travel Zone with associated road user charge). In September 2023, after an extensive public consultation process, the GCP Executive Board took the decision that the Making Connections scheme would not go ahead.

Have anticipated outputs been delivered as anticipated?	**Yes**

Delivery against eight outputs was anticipated by Q4 2023/2024. In all eight cases the scale of planned outputs had been met by this point:

- 1 of 1 security barrier installed and operational
- 8 of 8 resident parking schemes operational providing over 3,100 controlled parking spaces and raising over £200,000 revenue per annum
- 240 of 240 additional on and off street cycling parking spaces provided, with security improvements at a further 370 spaces
- 2 of 2 fully electric buses operational
- 30 of 30 additional fully electric buses purchased, and operational (GCP provided match funding contribution to CPCA's Zero Emission Bus purchase scheme bid to achieve this output)
- 1 of 1 wayfinding information totem installed and operational
- 16 of 16 rapid and 1 of 1 fast EV charger installed and operational
- COVID-19 Experimental Road Closures – 8 experimental modal filters introduced on an experimental basis and made permanent in 2023
- Improved access for active travel in Downing Street had been achieved (this is not quantified)

A further three outputs have been achieved by March 2024. These outputs were outlined in the LEF to be achieved between 2017-2027:

- Free parking at Park & Ride sites funded since 2018
- Civil parking enforcement in South Cambridgeshire delivered in 2024
- Traffic signals improvements and smart signalling pilot delivered

In addition, there are four new resident parking schemes in development, to be delivered over 2024-5.

Have intermediate outcomes been delivered as anticipated?	**N/A**

While 'quick win' interventions will make a contribution to the project's overall objectives of traffic reduction and modal shift, most of the schemes are/will be too small to determine their individual impact. Outcomes that were expected to have arisen after the introduction the introduction of Making Connections' Sustainable Travel Zone, which were expected to lead to significant levels of modal shift, will not now be delivered due to the decision not to move forward with the scheme. However, these benefits were designed to go further than the original intention. Consequently, intermediate outcomes have been delivered as anticipated when the City Access interventions were agreed. The programme is considering how it can make progress towards those additional and ambitious objectives via other means through its strategic work on the road network, on parking strategy and on freight consolidation. It is also supporting the Combined Authority in its work on the next Greater Cambridge Transport Strategy, drawing on evidence base gathered for Making Connections.

Does the intervention remain on course to deliver against its original objectives?	**Yes**

The range of physical interventions have been implemented and continue to be delivered to improve access to the city and reduce traffic congestion. The decision to no longer progress the Sustainable Travel Zone has not affected that original intention, although it may impact on how or to what extent these objectives are realised.

Cycling Plus A1134 and Hills Road

The Cycling Plus project consists of two schemes to improve walking and cycling infrastructure on the A1134 (Mowbray Road & Perne Road) and Hills Road. The two roads were identified in the March 2021 Active Travel Investment Study as the two highest priority radial cycle routes in Cambridge and South Cambridgeshire for infrastructure investment. The A1134 investment builds on prior investment to the corridor with the construction of the 'Dutch Roundabout' and its strategic connection to the Biomedical/ Addenbrookes campus, which is expecting significant future growth. The Hills Road investment recognises that the route forms part of a strategic cross-city cycle route, providing direct access to existing and future trip attractors, including Cambridge Station, CB1 and the city centre.
Is expenditure on budget? **No**
Actual total expenditure on Cycling Plus AII34 and Hills Road at March 2024 was £829k, which was 92% of total planned expenditure by the same point (£900k). Total lifetime expenditure (IF and match funding) was re-profiled in the new FIS to £19.71m, compared to £10.20m previously. This increase is informed by the progress that has been made through to the detailed design stage, which has given a more accurate understanding of the likely scheme costs.
Have agreed delivery milestones been met? **Yes**
The project is currently in the consultation phase for the Hills Road scheme. An outline business case for the A1134 scheme is being developed. Progression on this scheme will be dependent on the progress of Hills Road because construction cannot happen on both roads at the same time. It is expected construction on Hills Road will be completed by 2027 and that A1134 will be completed in late 2029.
Have anticipated outputs been delivered as anticipated? **N/A**
No outputs achieved or expected by Q4 2023-24.
Have intermediate outcomes been delivered as anticipated? **N/A**
No intermediate outcomes achieved or expected by Q4 2023-24.
Does the intervention remain on course to deliver against its original objectives? **Yes**
Both schemes are progressing as planned, and overall,the intervention can be considered to be on-course to deliver against its original objectives.

Foxton Travel Hub

The Foxton Travel Hub was intended to address high levels of congestion into Cambridge from the south-west, with a focus on the A10 corridor (one of the main radial routes into the city). Building on the success of other transport interchanges in Greater Cambridge, the Foxton Travel Hub would have provided expanded car parking at Foxton station, to support rail access into Cambridge North, Cambridge

Station and the planned Cambridge South station - and their associated employment clusters. Integrated cycling and pedestrian facilities were also planned, connecting to the Melbourn Greenway (a dedicated active travel route into the city).
Is expenditure on budget? **Yes**
The budget for Foxton Travel Hub is combined with the budget for CSWTH. See the Cambridge South West Travel Hub (CSWTH) proforma above for detail. The combined budget for CSWTH and Foxton Travel Hub was re-profiled in the new FIS and increased. However, since Foxton Travel Hub has now been paused, the new budget does not include any future expenditure on the scheme.
Have agreed delivery milestones been met? **No**
The project has been paused. This decision was made because the anticipated costs of the project had increased significantly due to construction cost inflation. Moreover, new requirements from Network Rail around Foxton Level Crossing meant that the scheme had to include more investment at the station itself. This significantly impacted the economic viability of the project. There will be no attempts to try and seek planning permission for the project unless funding is identified
Have anticipated outputs been delivered as anticipated? **N/A**
No outputs were achieved or expected by Q4 2023-24.
Have intermediate outcomes been delivered as anticipated? **N/A**
No intermediate outcomes were achieved or expected by Q4 2023-24.
Does the intervention remain on course to deliver against its original objectives? **No**
The project has been paused and therefore, is not on course to deliver against its original objectives.

Greenways

The Greenways are intended to provide a well-connected infrastructure for walking and cycling in Greater Cambridge. The proposed routes (totalling 150km of improved shared use path) are located on all the key arterial routes into Cambridge from surrounding villages. Through providing segregated and safe cycle routes with direct links to new housing and employment growth points, educational establishments and key facilities, people will have greater opportunities to make cycling their regular mode of transport. This will reduce congestion in and around the city. There are 12 Greenways schemes in total, however one of these schemes (the Linton Greenway) is being delivered under CSETS Phase 1.
Was expenditure on budget? **No**
Actual total expenditure on the Greenways at March 2024 was £16.7m, which was 86% of total planned expenditure by the same point (£19.3m).The combined budget of the Greenways intervention is significant, with £43m of expenditure anticipated by GR#2. Most individual

Greenways are on budget, but progress in expenditure on others has been affected by delays associated with: the effect of inflation on construction costs; public scrutiny of development proposals; and landowner negotiations. This may appear exacerbated if a short delay straddles two financial years or quarters. The scheme was reprofiled in the new FIS to £111.65m (IF and match funding) from £79.65m. This is owing to changes in delivery plans for individual greenways following public scrutiny of development proposals, alongside inflation on construction costs.
Were agreed delivery milestones met? **Yes**
The Greenways schemes have progressed through consultation, planning and the preliminary design stage as expected, with the majority of schemes currently (at March 2024) at the detailed design stage. Some Greenways are ahead of their agreed delivery milestones, whilst others are behind due to delays related to obtaining landowner agreements (hence the assessment of 'Yes'). A series of 'quick wins' were delivered in 2019 and across 2023-4 (with the latter either complete or due to start construction over the summer). There are two greenways for which some construction works have been completed (see outputs below); early works have been delivered for Comberton Greenway and substantial works have been completed for Horningsea. Main construction on the remaining Greenways is due to start from this year, with completion scheduled for 2026; the LEF expectation was for construction to complete in 2025.
Were anticipated outputs delivered as anticipated? **Yes**
Substantial delivery of the Greenways schemes was not achieved (or expected) by March 2024. However early works have been delivered on Comberton Greenway and substantial delivery has taken place on Horningsea Greenway. As such, the following outputs had been delivered by Q4 2023/24: • 5. 75km (4km Horningsea Greenway, 1. 75km Comberton Greenway) of shared use paths have become fully operational • 5. 75km (4km Horningsea Greenway, 1. 75km Comberton Greenway) of cycleway adhering to DfT guidance on safe and high-quality cyleways (LTN1/20) • 3 (2 Horningsea Greenway, 1 Comberton Greenway) speed reduction measures implemented, such as speed limit charges, build outs and raised tables • 15 (2 Horningsea Greenway, 13 Comberton Greenway) improved carriageway crossing points, including refuge islands Additionally, 8.7km of Linton Greenway has been delivered through CSETS Phase 1. From April 2024, delivery of the remainder of the Linton Greenway will be moved into the Greenways programme.
Were intermediate outcomes delivered as anticipated? **N/A**
No intermediate outcomes achieved or expected by March 2024. It is anticipated that planned outcomes relating to increased walking/wheeling and cycling will begin to be seen for Comberton Greenway and Horningsea Greenway by the end of 2024.
Does the intervention remain on course to deliver against its original objectives? **Yes**
It is anticipated that the schemes will reduce congestion within Cambridge by offering safe cycling and walking/wheeling routes from the surrounding villages. This effect is anticipated to increase as the Greenways connect with other Investment Fund schemes, strategically linking to travel hubs, Park & Rides, stations and improved cycling routes within the city centre. Overall, the intervention can be considered to be on-course to deliver against its original objectives.

Madingley Road

Madingley Road is one of the arterial key routes into Cambridge from the north-west. It suffers from congestion issues, is increasingly being used by cyclists and pedestrians, and there will be increased demand on the route with future planned developments at the West of Cambridge site. The scheme will deliver a segregated active travel route from the Park & Ride site to the Northampton Street/Queen's Road junction, making the route safer and more attractive for cyclists and pedestrians. The segregated active travel route on Madingley Road will also provide additional benefit to the Cambourne to Cambridge scheme, as well as improving cycle routes for residents from Eddington (a new development north-west of Cambridge) whose off-road cycle and pedestrian routes connect to the road.

Is expenditure on budget?	**No**
Actual total expenditure on Madingley Road at March 2024 was £1.1m, which was 111% of total planned expenditure by the same point (£993k).The additional expenditure was to cover the final review of design options, the OBC and preparations for an additional round of public engagement that was needed following a change in design option (see milestones for more detail). As noted at mid-term, the initial budget was approved to cover the scheme leading to, and including, preliminary design. Further funding will be required to cover detailed design and construction. As a result, the project's lifetime total spend (IF and match funding) was reprofiled in the new FIS to £14.6m, compared to £3.87 previously, which will cover the next stages of scheme delivery.	

Have agreed delivery milestones been met?	**Yes**
Dependent on other works in the area, the project will begin construction in early 2026, with works lasting between 1-2 years. GCP are taking a programme-wide approach to inner-city schemes (a group that includes Newmarket Road improvements through Cambridge Eastern Access, Milton Road, Hills Road and A1134) whereby they progress schemes through planning, but schedule construction so that they do not impact significant street works. This is to avoid congestion and public frustration with large numbers of concurrent street works. The scheme has had feedback at its the engagement stage on issues regarding the highway boundary, land requirements and potential loss of trees. Plans for the project have now been revised to an alternative option, which will necessitate further engagement with stakeholders and the public. This change means the project now needs to undertake further engagement with key stakeholders and the public. However, delays from this additional engagement are not substantial and will not prevent the project meeting delivery milestones.	

Have anticipated outputs been delivered as anticipated?	**N/A**
No outputs were achieved or expected by Q4 2023-24.	

Have intermediate outcomes been delivered as anticipated?	**N/A**
No intermediate outcomes were achieved or expected by Q4 2023-24.	

Does the intervention remain on course to deliver against its original objectives?	Yes
Improvements to Madingley Road will aid connectivity into Cambridge and deliver potential benefits to Park & Ride users using active travel modes into the city centre. Overall, the intervention is on-course to deliver against its original objectives. However, it remains very early in the project delivery period, with construction not set to begin until 2026, dependent on other works in the area at that time (please see above).	

Milton Road

Milton Road is a key radial route into Cambridge from the north and an important public transport corridor. However, it suffers from congestion at peak times and bus reliability is poor. The project is needed to meet anticipated travel demand by 2031 and encourage shifts to more sustainable modes of transport. It will also address a trend of cycle accidents on the road. The project will deliver new bus lanes, bus priority measures at junctions, segregated and on-road cycle lanes, safer cycle and pedestrian crossings, segregated footpaths and new greening and landscaping along the route. Delivery of Milton Road is key to providing improved access into the city centre for the planned guided busway between Waterbeach and Cambridge, which will connect into the city through the road.

Is expenditure on budget?	No
Actual total expenditure on Milton Road at March 2024 was £21.7m, which was 110% of total planned expenditure by the same point (£19.8m).The project budget has been affected by construction cost inflation but has also achieved acceleration on certain construction elements on site. The project specifications were reviewed for any cost-saving changes that could be made without compromising the scheme objectives, however inflation remained significant. Therefore, lifetime total spend (IF and match funding) was re-profiled in the new FIS to £31.95m, compared to £24m previously. Project expenditure is on track when measured against this revised budget.	

Have agreed delivery milestones been met?	Yes
The project is currently under construction. As reported at mid-term, construction was originally anticipated to commence in June 2022, but GCP took the decision to pause the project due to feedback from local businesses recovering from the impact of COVID-19. Works began in August 2022 in line with a revised timeline (agreed prior to the LEF). The majority of works are expected to be completed in Summer 2024 as expected, although delays on some schemes mean the full project will not be completed until October 2024. However, the project is considered on track because the scheme will be open to use by pedestrians and cyclists by Summer 2024. The project faced challenges in navigating the significant amount of utilities in the road. As a key road into Cambridge, there were a large number of utilities in both the road and footpath that needed to be moved or worked on by utilities companies in order for construction to proceed. Scheduling these works with the utilities companies has been challenging and caused some delays.	

Have anticipated outputs been delivered as anticipated?	Yes
At Q4 2023-24, the project had delivered the following outputs as expected: • 3,080m of new or improved footpath (planned total 4,400m by scheme end)	

• 3,080m of new/improved cycle path (planned total 4,400m by scheme end) • 565m of improved bus lane (planned total 1850m by scheme end)
Have intermediate outcomes been delivered as anticipated? **N/A**
No intermediate outcomes were achieved or expected by Q4 2023-24.
Does the intervention remain on course to deliver against its original objectives? **Yes**
Overall, the intervention is on course to deliver its original objectives. The scheme will deliver improved access to the city centre for cyclists, pedestrians and buses. It will complement and deliver potential additional benefit to other Investment Fund schemes (notably Waterbeach to Cambridge) that connect to Milton Road, to improve journeys into the city centre. At this late stage in the project, the project manager could not foresee any external factors that would compromise the project's objectives.

Waterbeach Station

The project relocates Waterbeach Station to a new site closer to the planned new Waterbeach town development (11,000 housing units and 56,300sqm commercial floorspace). Development of a proportion of this growth (4,500 homes) is contingent upon access to a new station. As such, this project either directly or indirectly unlocks housing and employment space, helping to realise wider economic growth objectives. At present, the A10 road route between Waterbeach and Cambridge is at capacity. The existing station is ill-equipped to handle the anticipated growth in rail travel from the new town, and it has unfavourable ground conditions and heritage constraints that limit expansion opportunities. The proposed new Station will be located closer to the new town development, bringing significantly more people in reach, and greater opportunity to make rail access journeys by active travel modes. The new station site also allows for future provision for improved connectivity to the proposed extension of the guided busway and cycle schemes (Waterbeach to Cambridge). This is one of three GCP schemes designed to improve travel in the corridor, and occupation of the new development is dependent on delivery of the operational railway station.
Is expenditure on budget? **No**
Actual total expenditure on Waterbeach Station at March 2024 was £2.0m, which was 81% of total planned expenditure by the same point (£2.5m).The total planned expenditure (IF and match funding) over the scheme lifetime is £37m and is currently on track overall. The scheme is in its early stages and expenditure to date has been on planning and design, with the majority expenditure expected at the construction stage.
Have agreed delivery milestones been met? **No**
All current key milestones have been met, including procurement activity for Market Engagement (completed Jan 24), ES4 designs Reviews (February 2024), Outline Business Case submission

(April 2024) and Supplier Questionnaires issued(April 2024). However, negotiations between GCP and RLW estates (the Waterbeach New Town developer) have been prolonged, with implications for achieving future milestones. The project will now seek approval to proceed at GCP's November 2024 Executive Board instead of June 2024. This has also delayed the issue of the ITT and start of the next design phase. In response, GCP have been engaged in further development and re-profiling of the scheme. The expectation is that the new schedule will offer a reprofiled delivery date in December 2027. There is confidence in meeting the reprofiled date, with work moving onto build once the project has received approval to proceed.

Have anticipated outputs been delivered as anticipated?	**N/A**
No outputs achieved or expected by Q4 2023-24.	
Have intermediate outcomes been delivered as anticipated?	**N/A**
No outcomes achieved or expected by Q4 2023-24.	
Does the intervention remain on course to deliver against its original objectives?	**Yes**
The project remains on course to deliver its original objectives in principle, and the programme reprofile will give confidence over delivery moving forwards. Reprofiling has not altered the scope of the project and will not impact the business case forecast outcomes. However, it remains early in the project delivery period. The new station and closure of the existing Waterbeach station, is a standalone project that is aimed at supporting 4,500 new homes for Waterbeach New Town. However, GCP is also responsible for a range of public and active travel schemes along the Waterbeach to Cambridge corridor (including Waterbeach to Cambridge and the Waterbeach Greenway). The combined GCP corridor projects has the potential to contribute to delivering wider economic benefits for the area.	

Waterbeach to Cambridge

The Waterbeach to Cambridge project will provide improved sustainable transport connectivity between a new town development in Waterbeach (11,000 housing units and 56,300sqm commercial floorspace) and the north east of Cambridge, which has significant planned employment developments. The current transport corridor experiences congestion and would worsen with the expected developments at each end of the scheme without intervention. The project will deliver a dedicated public transport (guided busway) and active travel corridor, as well as an accompanying Park & Ride.	
Is expenditure on budget?	**Yes**
Actual total expenditure on Waterbeach to Cambridge at March 2024 was £3.1m, which was 105% of total planned expenditure by the same point (£3.0m). Lifetime total spend (IF and match funding) was re-profiled in the new FIS to £109.4m, compared to £52.6m previously. The scale of the reprofile reflected that the initial £52.6m estimate was developed at the very start of the project based on the length of the scheme and based on initial plans/design. As the scope of the project and its designs have been refined, understanding of the likely budget requirements have changed accordingly. Increases in construction costs due to inflation have also been reflected in this revised budget.	

Have agreed delivery milestones been met?	Yes
The project is currently in the consultation phase and its Outline Business Case has been completed. The OBC will be considered by the GCP Board in November 2024 and to Cambridgeshire County Council in the December, seeking approval to submit a Transport and Works Act Application. Construction is expected to begin in 2026 and be completed at the end of 2028.	
Have anticipated outputs been delivered as anticipated?	N/A
No outputs achieved or expected by Q4 2023-24.	
Have intermediate outcomes been delivered as anticipated?	N/A
No intermediate outcomes achieved or expected by Q4 2023-24.	
Does the intervention remain on course to deliver against its original objectives?	Yes
In principle, the project remains on course to deliver its original objectives. However, it remains early in the project delivery period.	

Energy Grid Substations

The Energy Grid Substations intervention intends to provide the underpinning energy infrastructure to unlock growth in Greater Cambridge. Currently there is a lack of adequate electrical capacity, particularly in the southern fringe of Cambridge, which is preventing sites being brought forward for residential and commercial uses, and the installation or retrofitting of sustainable technologies (for example, heat pumps and EV chargers). By working with the local network operator (UK Power Networks (UKPN)) and the regulators (OFGEM and DESNZ), the intervention will deliver the necessary energy infrastructure to de-risk and stimulate private sector development.	
Is expenditure on budget?	Yes
Actual total expenditure on Energy Grid Substations at March 2024 was £472k, which was 60% of total planned expenditure by the same point (£781k).However, in this case, the assessment is that expenditure is in practice 'on budget' due to changes in the scope of the project that have moved the GCP from project lead and primary funder to a support role (see below). Underspend in this case is associated with realising best value for the public purse, not delivery issues/challenges. Lifetime spend was reprofiled in the new FIS to £560k, compared to £860k previously. This reprofiling accounted for the fact that the full budget is no longer needed, with delivery now being led by UKPN. The remaining GCP budget is to cover the costs of consultancy inputs and allow for contingency.	
Have agreed delivery milestones been met?	Yes
The project commenced in 2020. Initial activity focused on commissioning feasibility, site, and demand assessments to inform a business case for public sector investment. The work demonstrated a clear case for investment, with two additional substations (Cambridge East and Trumpington Primary) forecast to unlock 5,700 new homes and 270k sqm of commercial floorspace. The total funding requirement of £25m was agreed by GCP's Board. However, GCP and	

key stakeholders (including local councils and businesses) engaged with central government (OFGEM and former BEIS) for a year, and their efforts were successful with OFGEM agreeing to release the required funding for the project. Therefore, UKPN are now in a position to fund and deliver the project rather than using the Investment Fund from the public purse. GCP's role has changed from project lead and primary funder, to supporting UKPN and local planning colleagues with the delivery of the project (for example, supporting with planning negotiations and local stakeholder engagement), resulting in substantially lower than expected spend but with the same level of outcomes and impacts. Despite the change to the delivery structure, the project is expected to begin construction in 2025 and complete as planned in 2026.

Have anticipated outputs been delivered as anticipated?	**Yes**

The project has achieved five of its 11 planned outputs. The remaining outputs are associated with the delivery of the substations and will only be achieved following construction (2025-2026). The outputs it delivered were:

- Analysis of the Asset Utilities Local Network, completed in Q1/2 2019/20
- UKPN Engineering Feasibility Study, completed in Q3/4 2019/20
- Roadnight Taylor energy demand forecast, completed in Q1/2 2021/22
- Alternative Site Assessments for both substations, completed in Q1/2 2022/23
- WSP energy demand forecast, completed in Q3/4 2022/23.

No further outputs were anticipated by Q4 2023/24.

Have intermediate outcomes been delivered as anticipated?	**Yes**

No intermediate outcomes were expected by Q4 2023/24. However, the project has gained £20m in funding from UKPN/Government as a result of project activity and successful lobbying efforts.

Does the intervention remain on course to deliver against its original objectives?	**Yes**

The project remains on course to deliver its original objectives, and with significantly lower Investment Fund spend than originally expected.

Skills Phase Two

The long-term impacts of COVID-19 on the labour market in Greater Cambridge reinforced the need to expand the skills service. A falling employment rate for young people, an uneven recovery in vacancies across sectors, and a rise in the claimant count through 2020/21 were indications of emerging need for employment support and training. The Greater Cambridge Partnership built on the progress of Skills Phase One (the Greater Cambridge Apprenticeship Service) and through Skills Phase Two (P2) has expanded the intervention to provide a service with a wider focus and remit. The intervention started in April 2021 and will conclude in March 2025.

There are four broad themes which drive the activities of the intervention: Supporting young people into employment; Supporting adults who need to retrain; Preventing people becoming NEET; and Ensuring employers can find the skills and talent they need locally.

Is expenditure on budget?	Yes

Actual total expenditure on Skills Phase 2 at March 2024 was £1.98m, which was 100% of total planned expenditure by the same point (£1.98m).
The scheme has been re-profiled in the new FIS to have a planned lifetime expenditure of £2.65m, compared to £2.55m previously. Delivery costs have increased marginally due to higher wage costs of career advisors (to ensure they get appropriate cost-of-living wage settlements, and due to increased actual costs of delivering innovative career interventions).

Have agreed delivery milestones been met?	Yes

Skills P2 is progressing as planned. GCP and the delivery partner have an agile contract in place and are monitoring the local context to ensure they are able to respond to changes affecting delivery where and when they arise. There were no specific milestones set out for this intervention at this point. The intervention set out a number of KPIs related to the planned delivery activities across each of the four themes. The delivery partner reports quarterly progress to GCP against annual targets and provides an annual report on progress against the overall KPI targets. Progress against the overall targets are RAG rated by the delivery partner for each output and reported below.

Have anticipated outputs been delivered as anticipated?	Yes

The outputs delivered and considered on track by March 2024 (measured against the total target outputs for the project) were:

- 411 out of 600 (69%) apprenticeship and training starts in the region achieved
- 369 out of 450 (82%) employers supported to access funds and training initiatives
- 335 out of 400 (84%) students accessing work experience and industry placements
- 1,620 out of 2,486 (65%) careers guidance activities aimed at students aged 11-19 (and parents where appropriate)
- 93 (exceeding a targeted 73) (127%) Primary Schools accessing careers advice activities aimed at children aged 7-11 (and parents where appropriate)
- 193 out of 200 (97%) students accessing mentoring programme as part of this service

While there are no concerns about the level of delivery on the careers guidance activities, it was noted that early in the intervention period there were a high volume of cancellations and rearrangement requests from schools (affecting up to a third of all activities during 2021-23). This created increased costs and had implications for staff resource. The delivery partners attributed the causes to the post-COVID programme, with schools attempting to make up for lost learning time and high levels of staff sickness in schools. Delivery of these activities in the academic year 2023/24 was reported to be much more stable with far fewer cancellations and the delivery partner was confident that the volume of activity in the next academic year would be sufficient to meet the target. Outputs currently being delivered below the level anticipated by March 2024 were:

- 723 out of 1,520 (48%) adults supported with careers information, advice and guidance
- 98 out of 600 (16%) Early Careers Ambassadors (ECAs)/Young People Champions (YPCs) recruited, trained and active (within their employers)

When the scheme was devised it was anticipated that post-Covid redundancies would create demand for careers advice from adults that has not materialised at the scale that was anticipated. Nevertheless, the delivery partner aims to reach 50% of target by the end of the contract. The ECA and YPC programmes have not progressed as anticipated. The sub-contracted delivery partner was unable to launch the programme which has been taken back in-house. Delays and further difficulties engaging employers will limit the reach of this element of the programme.

Have intermediate outcomes been delivered as anticipated?	N/A
There were no specific intermediate outcomes planned to be measured at this point. However, there is evidence of progress towards some of the short term outcomes listed for the intervention. There is early evidence around employer and learner satisfaction with the activities provided by the intervention and their interactions with each other. Feedback is captured by the delivery partner from young people, schools and employers in relation to each activity. For example, in May 2024,3,000 young people engaged in activities the average satisfaction score was 4.05 out of 5. Monitoring data from participants, stakeholder engagement to secure their insights and contextual trend data is being collated to support future outcome assessment.	
Does the intervention remain on course to deliver against its original objectives?	Yes
The intervention is in its final year of delivery up to March 2025. With the exception of the adult CIAG activities and the employer focused ECA and YPC programmes, the majority of the activities remain on track to meet their target KPIs. Of the eight KPIs, six activities have achieved at least 65% of their target. Of those, three outputs have achieved over 80% of their target and one has already exceeded the target KPI. Given this level of progress, and the momentum that the delivery partner has observed in the post COVID period among stakeholders, they are confident that the intervention will be able to deliver against most of the objectives specified at the outset.	

Smart Cambridge

Smart Cambridge will identify and test smart ways to tackle city challenges (including congestion and environmental quality) and consider how existing and emerging technologies and data can help to support the overall objectives of the City Deal, and to progress initiatives to implementation. Smart will support a range of bespoke and targeted research and innovation activity across the themes of 'Better Data', 'Making Sustainable Transport Easier', 'Better operation of the Highway', 'Enabling the next generation of public transport', and 'Enabling Smart Communities'. This will include projects involving: the set-up, collection and analysis of real-time transport data, considering how data can be better stored, shared and used; the delivery and evaluation of trials, pilot initiatives and test-beds including projects to encourage active travel and greater use of sustainable public transport, and the use of autonomous vehicles; and the development of funding bids for external funding where there is clear alignment to GCP's objectives.	
Is expenditure on budget?	No
Actual total expenditure on Smart Cambridge at March 2024 was £3.88m, which was 92% of total planned expenditure by the same point (£4.2m). The total lifetime budget for SMART (IF and match funding) is £5.07m and this has not changed following the FIS3 review.	
Have agreed delivery milestones been met?	Yes
Overall, Smart Cambridge has progressed as planned. The programme has delivered / is delivering a range of projects, including:	

- Research and trials into the use of autonomous vehicles in Cambridge, including an autonomous shuttle trial ('T-CABS') and the ongoing 'Project Connector', both funded by the Centre for Connected and Autonomous Vehicles (CCAV).
- Network Management Interventions, specifically an intelligent crossings pilot and smart traffic signals pilot
- Establishing a Sensor Network, comprising 96 sensors which provide detailed data on the movement of traffic across Cambridge
- Installation of Smart Panels which display real-time travel and weather information to commuters in businesses and public spaces across Cambridge. There are currently 43 panels across the city

A core part of the programme is trialling innovative technologies meaning that there are inherent risks when testing such technologies in real world environments. Therefore, despite risk mitigations, in some cases, this has led to unforeseen delays in project delivery. For example, due to the need to adjust and test the technology in the real world environment, delivery of the Vivacity Smart Signals Pilot was extended from one to three years. The autonomous vehicles project - 'Project Connector' – was also delayed after complications with one of the partners meant that a replacement partner had to be appointed. The project started in April 2023 with deployment of vehicles planned from April 2024, however, deployment is now expected in January 2025. Smart Cambridge is on course to deliver the next set of milestones. However, two key risks are evident. First, as mentioned above, there are inherent risks when testing technologies in real work environments (such as autonomous vehicles), so risk management is crucial. Second, political priorities may shift affecting availability of future funding.

Have anticipated outputs been delivered as anticipated?	**Yes**

The project did not identify anticipated outputs by Q4 2023-2024. The programme did not identify anticipated outputs at the outset given that trialling innovative technologies, and being responsive to funding and collaboration opportunities, is core to programme activity. However, delivery against ten output categories had been achieved by March 2024:

- two technology platforms/applications developed
- 15 users of technology platforms
- nine trial/pilot/test-bed initiatives delivered
- eight bespoke / original datasets established / collated
- eight bespoke / original datasets disseminated / released
- 20 strategies, plans and research reports produced
- 27 funding bids submitted
- 24 businesses engaged in collaborative innovation projects
- one innovation prospectus developed

This indicates strong progress at this stage in the delivery of outputs.

Have intermediate outcomes been delivered as anticipated?	**Yes**

To date, there is encouraging evidence of progress towards the four 'outcomes of interest' which were the focus of the progress plus evaluation:

- Enhanced understanding of transport planning conditions, challenges, and opportunities: the evidence suggests the installation of the sensor network, completion of ANPR surveys, and work on real time data (amongst other activities) is supporting the delivery of this outcome.
- Improved scheme development, appraisal, implementation, and monitoring: the sensor network is being utilised to support the delivery of the outcome. Specifically, data is being used to inform decision-making / prioritisation on travel infrastructure investments, support the preparation of business cases for schemes, and support with monitoring evaluation of schemes.
- Funding secured/leveraged: the programme has leveraged £15. 6m in funding from both public and private sources to deliver a range of activities including autonomous vehicles and smart signal trials.
- Improved integration of the transport system: evidence against this outcome is more limited to date, which is not unexpected given the complex operating and strategic landscape. However, there is some early evidence of progress towards this outcome as many of the ongoing projects, such as the work on Mobility as a Service (MaaS) offer significant potential to improve the integration of the transport system in future.

The Smart Cambridge Progress Plus Evidence Paper provides additional evidence on the outcomes delivered to date and expected in future.

Does the intervention remain on course to deliver against its original objectives?	**Yes**

The project remains on course to deliver its original objectives. Smart Cambridge has identified and is testing a range of 'smart' initiatives which support GCP's strategic priorities and have the potential to help address the city's transport challenges. Based on the evidence from the progress plus evaluation, it is reasonable to expect that as more initiatives are delivered and mature, the programme has the potential to deliver long-term positive effects on transport conditions, including reduced congestion and modal shift (via increased use of sustainable and active travel). In turn, this has the potential to translate in broader economic outcomes related to investment, improved productivity (e. g. via travel time savings), and entrepreneurship and job creation in technology sector.

Annex A: Consultees (share separately with IEP)

Project managers

Table A-1: Project Managers consulted for the Progress Evaluation Evidence Paper

Role	Intervention
GCP Project Manager	CSETS Phase 1
GCP Project Manager	Histon Road, Cycling Plus and Waterbeach to Cambridge
GCP Project Manager	CSETS Phase 2
GCP Project Manager	CSWTH and Madingley Road
GCP Project Managers	Greenways (Barton, Comberton, Haslingfield, Melbourn, Sawston, St Ives and Waterbeach)
GCP Project Manager	SMART
GCP Project Manager	Milton Road
GCP Project Manager	CEA and Cambourne to Cambridge
GCP Project Manager	Chisholm Trail Phase 1 and 2
External Partner – Delivery Lead	Skills Phase 1 and 2
GCP Project Managers	City Access
External Partner - Project Manager	Waterbeach Station

Source: SQW

Central team

Table A-2: Central Team consulted for the Progress Evaluation Evidence Paper

Role
GCP Transport Director
GCP Head of GCP Programme
GCP Assistant Director Strategy and Programme

Source: SQW