



GREATER
CAMBRIDGE
PARTNERSHIP

Growing and sharing prosperity



GREATER CAMBRIDGE PARTNERSHIP

CITY DEAL INVESTMENT FUND GATEWAY REVIEW

Locality Complementary Report

KEY ACHIEVEMENTS

Over **50,000** responses to more than 30 consultations



The GCP is focused on delivering transformative transport infrastructure. Spend throughout Tranche 1 has focused on the development phases of various major transport infrastructure interventions, as well as delivering a range of quick wins and improvements to enhance existing transport networks.

150 miles of new segregated 'Greenways' cycleway



The GCP has delivered six improved cycle routes to enhance the cycle network across Greater Cambridge. The early evidence from SQW's impact assessment of three of these schemes indicate that GCP interventions will have a significant long-term effect on cycling uptake. It observed a 12% increase in cycling, equating to 1,150 extra cycle trips per week.

50 miles of new high quality public transport routes



Evidence indicates that investment by local partners to remove parking charges from all Park & Ride car parks in Greater Cambridge has increased usage by approx. 11%.

A key pillar of the GCP's transport strategy is the ability for interventions to generate modal shift, increasing the uptake of active travel and public transport options to alleviate congestion and improve air quality. To this end, we're delivering over 10,000 additional Park & Ride spaces to add to existing provision.



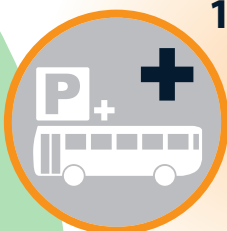
12% increase in cycling generated to date

To deliver an improved transport offer that meets our environmental responsibilities, the GCP is greening the transport network, with extra cycle parking and electric charging points.

300 extra cycle parking spaces



11% increase in Park and Ride usage



Electric bus trials launched





Held the **first**
Citizens' Assembly
on transport and
air quality

The GCP have invested in a range of interventions to improve the local skills system, including the new Greater Cambridge Apprenticeship Service.

670 apprenticeships were completed in key local growth sectors in the period (from 2015/16 up to Q3 2018/19).



670
apprenticeships
completed in
growth sectors



Accelerated
delivery of
33,500 homes

Undertook one of
the UK's **largest**
ANPR studies of
city traffic



The GCP Smart workstream reinforces the successful delivery of transport interventions. It has delivered 17 smart travel panels and totems at strategically important locations across Greater Cambridge.

City Deal investment, including interventions on housing and strategic planning, secures the accelerated delivery of 33,500 homes across Greater Cambridge. This is essential for the sustainable growth of the local economy.



£3.65
leveraged for
every £1 spent
on Smart

Developed a
bespoke Travel App



Developing a
joint Local Plan for
Greater Cambridge

The delivery of GCP interventions and the confidence generated amongst key stakeholders by the GCP's Future Investment Strategy secures the creation of 44,000 new jobs within Greater Cambridge.

Secured
44,000
new jobs



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1 SUMMARY

- 1.1** Greater Cambridge is on the cusp of realising its most transformative infrastructure programme ever, unlocking the economic growth potential of Greater Cambridge over the coming decades.
- 1.2** This is only possible as a result of the £500m Investment Fund provided within the Greater Cambridge City Deal. It will unlock 33,500 homes, 44,000 new jobs and leverage at least £1.16bn additional development investment in to the area. The Greater Cambridge Partnership (GCP) has developed and begun to deliver a c.£630m programme, focused on transport infrastructure alongside supporting interventions in housing, skills, smart technology and energy infrastructure. The strengthening of local partnerships and the development of the capacity needed to deliver at such scale, as identified in SQW's independent evaluation, is directly related to the opportunity afforded by the Investment Fund.
- 1.3** The GCP has become widely recognised as a publicly legitimate delivery vehicle for the Greater Cambridge City Deal, and is a success story that is delivering at pace. In-depth and intensive engagement activities, involving residents from across Greater Cambridge's wider travel for work area, businesses and academia, mean that key stakeholders in the local economy have actively shaped the programme to deliver the objectives set out in the City Deal. Key activities include major public campaigns (e.g. "Choices for Better Journeys", which is discussed as a case study in the SQW reports) and a recent Citizens' Assembly on air quality and congestion, with Government funding and support through the Innovation in Democracy Programme. These activities mean stakeholders now buy into the delivery of the City Deal – and expect the realisation of change in Greater Cambridge.
- 1.4** The GCP has developed a long term, future plan for delivering major strategic interventions and transforming the transport network more widely. Major improvements to the cycle network can already be seen (with substantial positive effects identified by SQW's impact evaluation). A range of transport interventions across the programme have been significantly progressed and the major interventions that make up the core of the strategy for tackling congestion as a constraint on growth in Greater Cambridge are well underway. The Investment Fund has also been deployed across the other workstreams, as well as on essential evidence building, prioritisation and modelling activities.
- 1.5** The GCP's c.£630m Future Investment Strategy (to 2031) prioritises the existing transport infrastructure programme, alongside other key investments to enable continued sustainable growth in Greater Cambridge and deliver on the City Deal. This Strategy is the result of a robust, evidence-led process, detailed on page 20.
- 1.6** Successful delivery of the Greater Cambridge City Deal is of direct importance to the realisation of numerous nationally significant strategic agendas, including:
- Doubling GVA across Cambridgeshire and Peterborough within 25 years, an ambition agreed as part of the Cambridgeshire and Peterborough Devolution Deal signed in March 2017.
 - Realising the vision for the Oxford-Cambridge Arc, set out in March 2019, which anticipates major infrastructure delivery and up to one million new homes across the Arc by 2050.
 - Delivering the Local Industrial Strategy for Cambridgeshire and Peterborough, agreed in July 2019.
- 1.7** In delivering the City Deal, some of the most ambitious and challenging policy solutions in the country are being developed in Greater Cambridge. These include potential interventions involving autonomous public transport vehicles, demand management options, bus franchising and tunnelling under the historic city centre, as part of the Cambridge Autonomous Metro (CAM) proposals. The Investment Fund deployed by the GCP is crucial to developing many of these solutions, which may provide a blueprint for other places across the UK to learn from.

Greater Cambridge Network Map 2030–2050



Figure 1: Greater Cambridge future transport network map to 2050, incorporating GCP and other interventions

- 1.8** The Greater Cambridge economy is of national and international importance. Investment in Greater Cambridge provides benefits for the UK more widely. It hosts two universities within the global top 400 and world-class clusters of businesses across a range of sectors including life sciences, advanced manufacturing and digital and IT. The 2018 Cambridgeshire and Peterborough Independent Economic Review (CPIER) identifies that, for many major businesses who are located, or are considering locating, in Greater Cambridge, alternatives for investment are overseas, rather than elsewhere in the UK. In addition, numerous ideas and innovations which started life in Cambridge have been scaled up and commercialised or implemented across the UK. Therefore, there is evidence to demonstrate that investment in Greater Cambridge provides benefits for the UK more widely.
- 1.9** The CPIER recommends that the GCP must continue to act as effective representation for the Greater Cambridge economy. Alignment between the GCP's planned delivery and strategic Mayoral priorities across the geography mean that Greater Cambridge will benefit from a clear vision for its transport network beyond the realisation of the City Deal (as illustrated in Figure 1).
- 1.10** Despite Brexit-related uncertainty, recent evidence highlights that the sub-regional economy is bursting at the seams with constrained growth (CPIER identifies 7% pa growth rate). Global giants such as Apple, Samsung and Huawei are still choosing to locate in Greater Cambridge. As also outlined in the CPIER, continued investment in infrastructure is essential in order to ensure Greater Cambridge maintains its globally attractive position.
- 1.11** As was understood at the outset of the City Deal, due to the fact that the GCP's interventions have only been underway for approximately four years, collecting clear evidence on the intervention-level impacts of the Investment Fund spend (e.g. on modal shift) is difficult at this early stage. Furthermore, it is expected that the most important impacts will be 'network effects', generated by the implementation of the whole programme. Nonetheless, SQW's impact evaluations clearly indicate that the GCP's cycling interventions have generated some very positive early outcomes. Even more importantly, the positive assessment of GCP's capacity to deliver, and the momentum built with stakeholders, positions it well for future successful delivery.
- 1.12** The GCP has been through the process of early delivery and has laid the foundations for profound economic transformation across the next decade. As the SQW work sets out, the GCP is on track, delivering to its plan and has created the conditions necessary to secure significant, sustainable and continued future growth.

2 CONTEXT OF THE GREATER CAMBRIDGE CITY DEAL

- 2.1** The Greater Cambridge City Deal brings together a range of local authority, business and academic partners to drive growth in the Greater Cambridge economy, delivering 33,500 new homes and 44,000 new jobs. It seeks to transform the local transport network, to maximise the capacity for movement and address significant constraints on growth.

Economy

- 2.2** The City Deal was signed to reinforce Greater Cambridge's role as a "gateway for high-tech investment", referencing key factors including innovation, the number of companies and employees within relevant sectors and the links and co-operation between business and academia.
- 2.3** Greater Cambridge's role and attractiveness in high-tech investment in the UK remains significant. Key factors include:
- Cambridge continues to produce more patents (per 100,000 population) than any other UK city.
 - Data produced by Cambridge Ahead¹ identifies growth in the number of companies in, number of employees in and total turnover of knowledge-intensive sectors within Greater Cambridge, from 2013/14 to 2017/18.
 - The CPIER recommendation that local partners and Government adopt a "Cambridge or overseas" mentality towards many of the high-tech, knowledge-intensive businesses based here.
 - Increasing connections between the business, academic and civic communities, catalysed by the Greater Cambridge Partnership's Investment Fund.
- 2.4** In order to ensure the long-term growth of Greater Cambridge, the City Deal highlights the need to address challenges including significant transport congestion, a shortage of affordable housing and ensuring ease of movement between key economic hubs. It acknowledges that development in Greater Cambridge is creating a particular spatial challenge, with key employment sites predominantly growing in the south, and key residential sites in the north and west of the area.
- 2.5** The Green Belt, whilst preserving Cambridge's unique character and heritage, has meant that newly developed housing in recent decades has been in new settlements around ten miles from the city centre. House prices relative to income are amongst the highest in the country, meaning many of Cambridge's workers are forced to live further away. Given higher than expected population and employment growth, many of these challenges continue to threaten future economic growth in the area. These spatial patterns combined mean that:
- More people are travelling into the city for work;
 - People are travelling further distances than ever;
 - People are travelling to locations on the edge of the city centre that are not well serviced by public transport;
 - People are more likely to need to not only get into the city, but to cross it to reach a destination on the other side;
 - Overall, therefore, the transport network as it currently exists is not fit for purpose and the GCP's Future Investment Strategy is essential to address these spatial travel patterns.

¹ Cambridge Ahead is a representative organisation including business and academic partners, working closely in conjunction with the GCP and other public sector partners. For the referenced data, see: <https://www.cambridgeahead.co.uk/cambridge-cluster>

2.6 Whilst focusing on the key explicit aspirations of the City Deal (as evidenced by the GCP's Future Investment Strategy – see page 20), the GCP has identified a range of additional priorities to address, in order to truly deliver the objectives of the City Deal. Particularly, these include: focusing the housing targets in the City Deal on delivering housing that's affordable; improving air quality and reducing carbon emissions; addressing insufficiencies in energy grid capacity, which prevent businesses from locating in strategically important areas; ensuring the whole of Greater Cambridge has access to a world-class digital infrastructure.

Governance

2.7 The City Deal committed local partners to establishing collaborative governance arrangements, including an Executive Board bringing together the City Deal partners and a wider Joint Assembly. This took pre-existing collaborative arrangements to a new level of formal joint decision making. GCP governance arrangements support engagement with stakeholders during intervention development and approval processes.

2.8 Collaboration across the geography is now far reaching, with a wide range of stakeholders from the business, academic and civic communities represented within the GCP's governance arrangements. These arrangements now allow for partnership working across all stages of the development of proposals, with members engaged early on through various theme-specific working groups. The GCP's governance arrangements are presented in Figure 2.

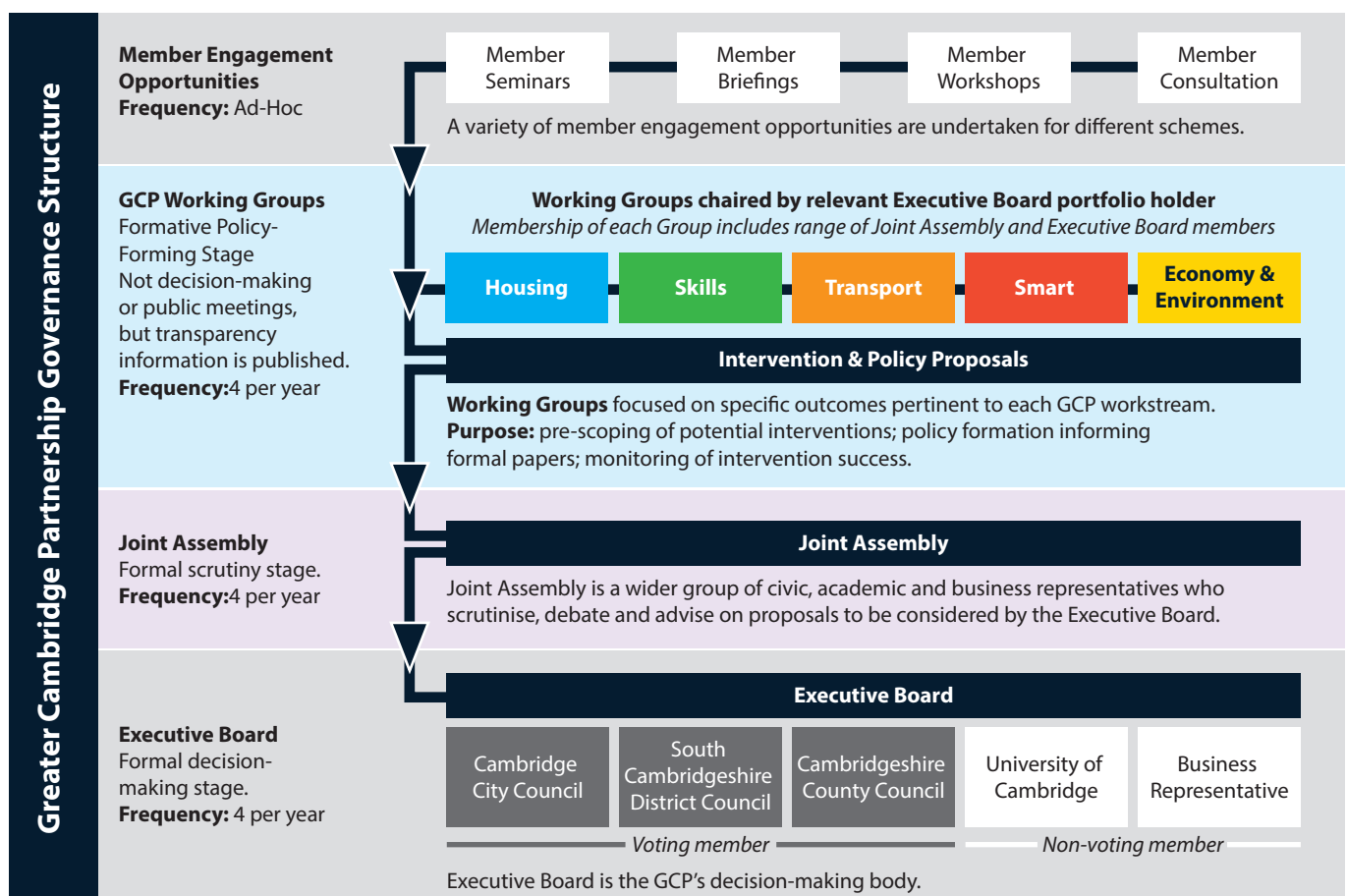


Figure 2: GCP Governance Structure

- 2.9** As noted by SQW's reports, this formal governance structure is supported by an officer-level Leadership Group, which provides an additional avenue for collaboration and engagement between partners within the GCP. The membership of the Executive Board, Joint Assembly and Leadership Group is outlined in Appendix 3.
- 2.10** These arrangements help to ensure that the GCP's ongoing and future delivery fairly represents the interests of the full range of key stakeholders in the local economy. They also ensure that the GCP functions as the effective representation of the Greater Cambridge economy in a broader strategic context (e.g. within Cambridgeshire and Peterborough as a Mayoral Combined Authority area).

Political

- 2.11** The GCP includes three local authority partners across two tiers of local government controlled by three different political parties and, as of November 2019, all 188 Executive Board decisions to date have been made by consensus. This reflects the commitment of all involved to delivering the outcomes intended by the City Deal, as well as the positive effects of the Investment Fund on partnership working as discussed by SQW.
- 2.12** In 2017, the Government agreed a Devolution Deal with Cambridgeshire and Peterborough, which established a Combined Authority and the election of a new Mayor. As noted by SQW, this introduced a layer of complexity into the delivery of the City Deal, resulting in a pause in the GCP's delivery in 2018, to ensure it strategically aligned with the ambitions of the Combined Authority. GCP delivery resumed shortly afterwards, with full strategic alignment between the GCP's programme and the Combined Authority's objectives assured. This ensures that the GCP's Investment Fund will develop a transport network that aligns with the Combined Authority's vision for the area beyond the lifetime of the City Deal. We are working collaboratively to ensure this alignment continues into the future.
- 2.13** An overview of the roles and responsibilities of some of the key stakeholders in the Greater Cambridge economy is set out in Appendix 2.
- 2.14** Further Government initiatives have placed the delivery of the GCP's programme at the heart of unlocking economic growth on a nationally significant basis. Particularly, these include the Local Industrial Strategy (LIS) for Cambridgeshire and Peterborough (2019) and the vision for the Oxford-Cambridge Arc (2019). This is illustrated in Figure 3.
- 2.15** Greater Cambridge is using the LIS to shape its future focus on economic development across the area. Using the LIS as its basis, the GCP and its partners have developed a Greater Cambridge Economic Development Action Plan that will guide the delivery of the locally tailored initiatives required to meet the ambitions of the LIS.

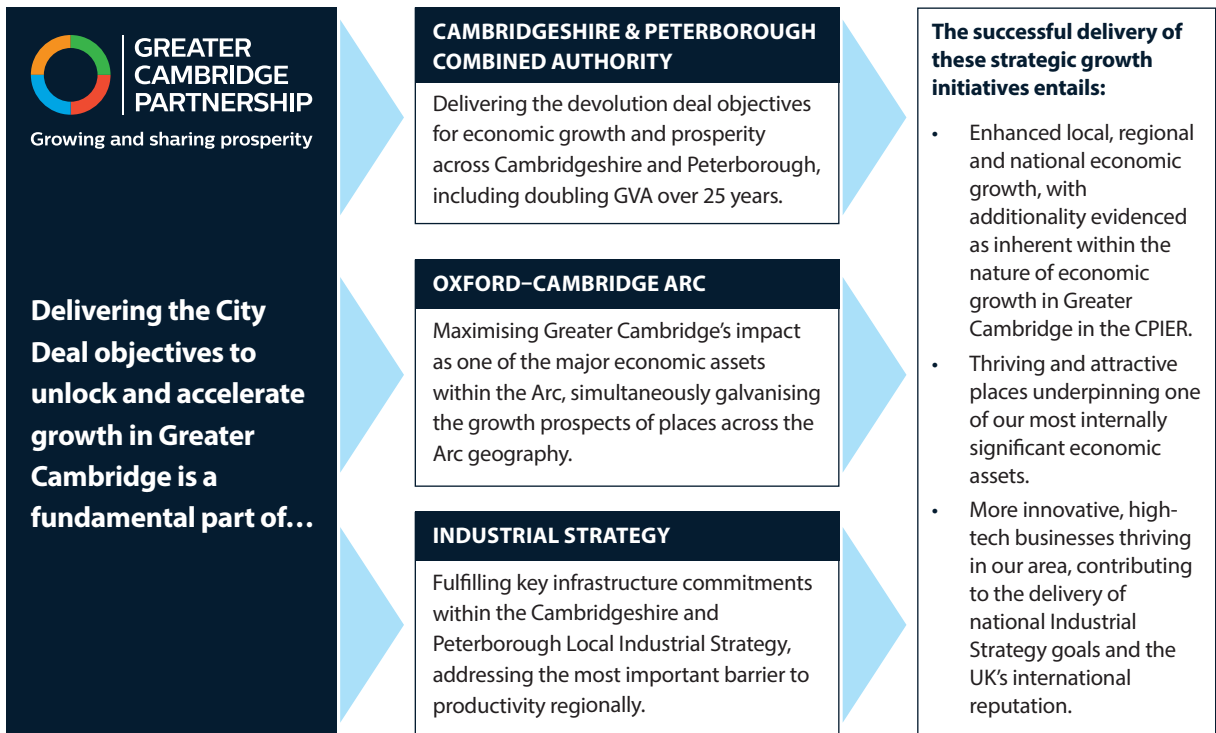


Figure 3: Delivery of the City Deal in relation to other major regional initiatives



3 GCP DELIVERY

- 3.1 An in-depth evaluation of GCP delivery to date, including Investment Fund allocations, impact and progress is included in SQW's reports. This also covers detail of Investment Fund spend not considered 'in-scope' of the formal SQW evaluation. Therefore, this complementary report will discuss the delivery of interventions more broadly.
- 3.2 Intervention delivery is supported by a range of appropriate approval and monitoring processes. Particularly, the business case development and appraisal process is guided by Cambridgeshire County Council's Major Infrastructure Project Delivery Process (see Appendix 1) and reinforced by the GCP's own monitoring and assurance process (as presented in Appendix 4).
- 3.3 The GCP has five core workstreams, through which members of the Executive Board and Joint Assembly are able to shape the GCP's interventions across the programme, directly defining how the Investment Fund should be deployed to deliver the City Deal. These workstreams provide a structure for the wider GCP programme, and governance arrangements (see Figure 2).
- 3.4 These five workstreams are:



- 3.5 As agreed in the City Deal, the majority of the GCP's investment and resource to date has been focused on transport scheme development and delivery. This trend will accelerate over the course of the programme, as illustrated by the GCP's Future Investment Strategy (see page 20). Anticipated spend by April 2020 (the end of Tranche 1 of the Investment Fund) is around £75m, with around £66m focused on transport investment, as demonstrated by Figure 4 below.

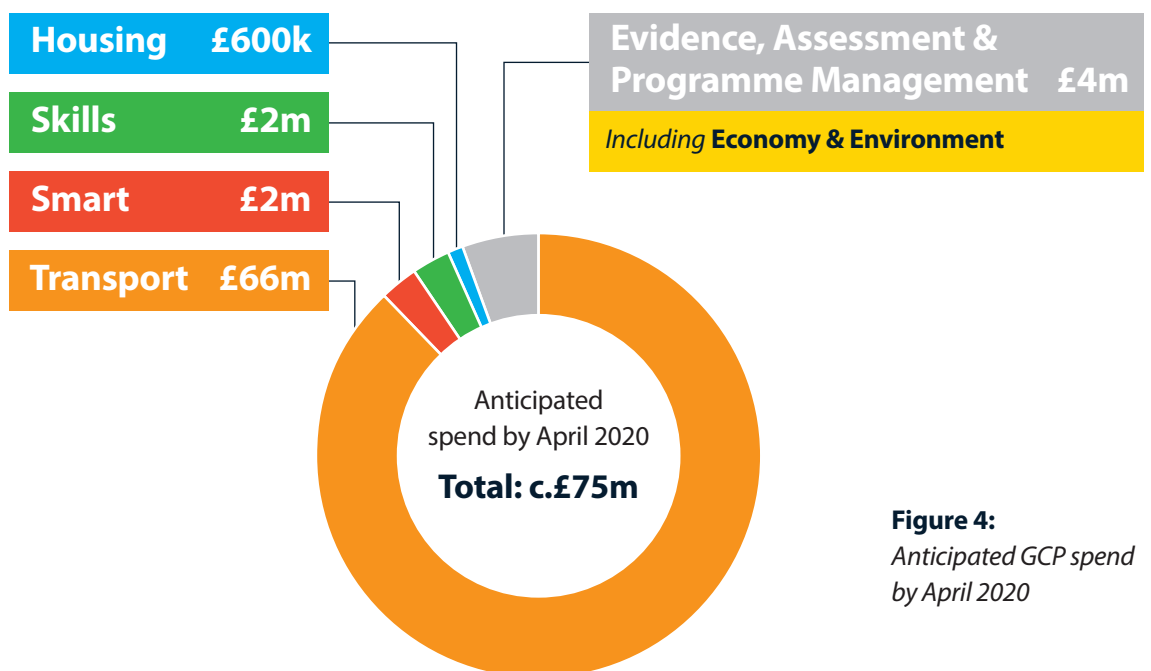


Figure 4:
Anticipated GCP spend by April 2020

Transport

3.6 The GCP's transport strategy is underpinned by a vision that includes:

- Efficiently and sustainably connecting key employment and residential sites around Greater Cambridge, easing congestion, improving air quality and reducing carbon emissions.
- Significant mode shift away from the car, towards active travel routes and public transport.
- A public transport system that is rapid, reliable and, where possible, segregated from cars, to offer an integrated network of bus, rail and mass transit services.

3.7 As mentioned in 3.1, more detail at an individual scheme level is contained within SQW's reports. Broadly, the GCP's transport strategy aims to deliver:

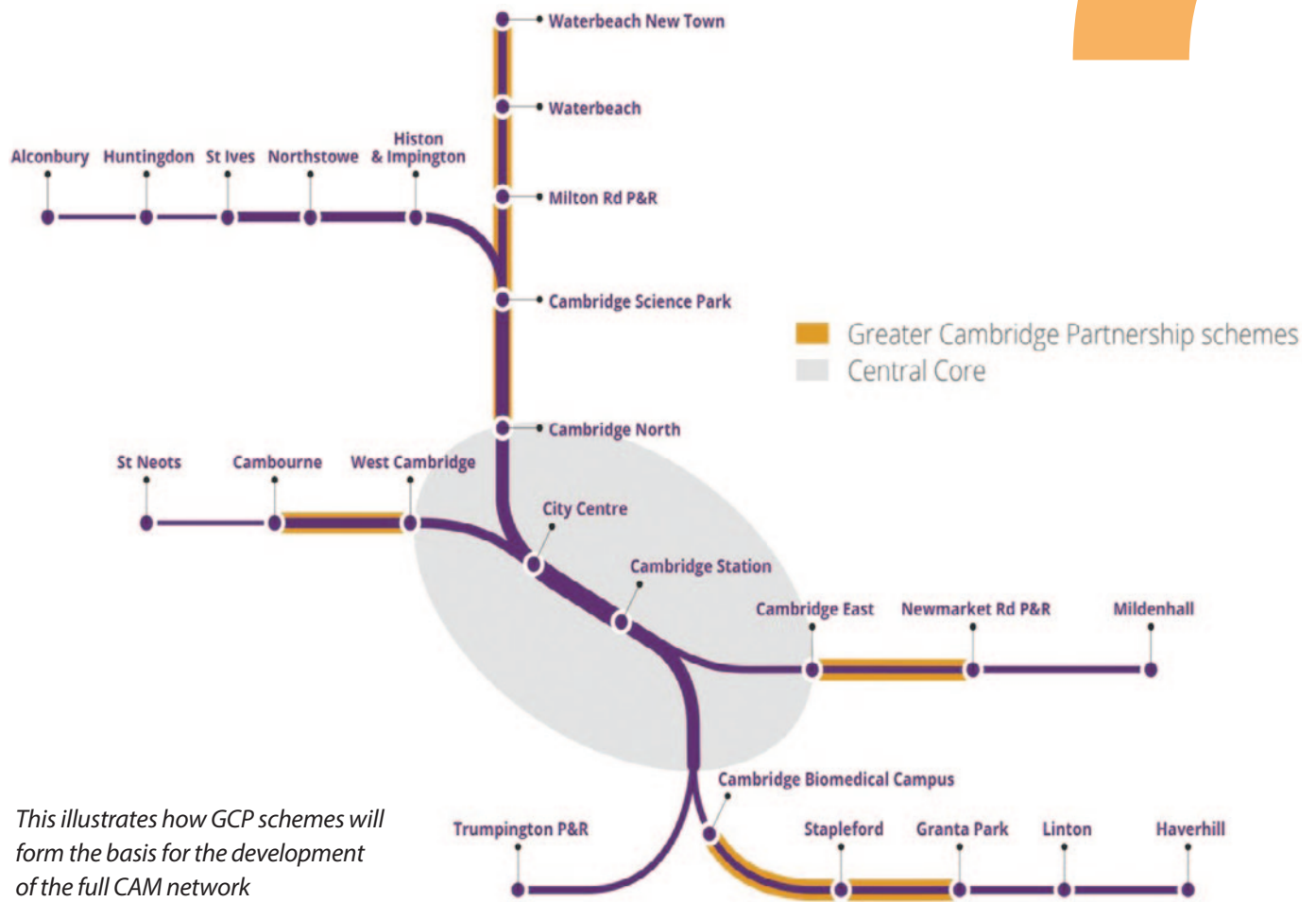
- **Mass rapid transit delivering a transformational core network:** CAM Phase 1 schemes deliver significant transport improvements on key arterial corridors into Cambridge. As well as offering dedicated, rapid, high quality public transport routes, schemes will enhance active travel infrastructure and improve road safety. GCP is working in partnership with the Combined Authority to deliver the full Cambridge Autonomous Metro (CAM) concept². The four CAM Corridors include the majority of the GCP's Future Investment Strategy allocations (approx. £400m).
- **Complemented by a wider step-change in public transport services across the area:** investment in existing key public transport routes, with packages of works to improve the frequency, reliability, practicality and attractiveness of the local public transport offer (alongside active travel routes). This provides an opportunity to transform the service offer across the wider area to improve connectivity and secure wider sustainability benefits. This is the second largest allocation within the Future Investment Strategy (approx. £147m). An increase in Park and Ride usage of 11% (2017/18 to 2018/19) is a direct result of joint investment to remove parking charges from all of the Park and Ride car parks in Greater Cambridge.
- **A comprehensive cycle network:** building on the existing base of cycle routes in Greater Cambridge, this package includes investments to enhance and upgrade individual routes and better integrate a coherent network of cycle, walking and active travel routes. This is a significant component of the transport strategy, providing new connections and encouraging cycling within the city and surrounding area.
- **Creating better, more sustainable journeys and places:** delivering a range of smaller, innovative interventions, alongside developing a comprehensive policy solution to address congestion, air quality, climate change and public transport challenges in the city. This includes the Making Space for People project which will provide a statutory basis to align relevant public realm and movement planning policies in the Greater Cambridge Local Plan. It will also support the overall City Access aims to reduce traffic and achieve a significant shift to sustainable transport modes.

The key objective is to achieve a real shift in travel behaviours by offering people competitive alternatives to the car for journeys across the travel to work area, including extensive public engagement activities to build a vision for the future and explore a range of demand management interventions. This has created a strong public consensus for change. As mentioned in 1.3, we observed evidence of this at the recently held Citizens' Assembly.

² For more details on the CAM, please consult the Cambridgeshire & Peterborough Combined Authority Board meeting papers for the 31st July 2019 for the most recent update, or [click here](#).

- **Integrated with national transport networks:** the GCP, in conjunction with local and national partners, has identified the delivery of Cambridge South rail station as a priority strategic intervention for the future transport network in Greater Cambridge (and potentially beyond, dependent on route design for East-West Rail). Therefore, the GCP has deployed some Investment Fund resources towards the early development work for the station.
- 3.8** To date, the GCP has delivered a number of quick wins and smaller interventions – particularly within City Access and the Cycle Network – and has completed the early phase development of the major schemes that will deliver transformative change to transport and connectivity in Greater Cambridge.
- 3.9** The GCP transport programme is the cornerstone of the GCP’s approach to delivering the transformational infrastructure needed to unlock growth in Greater Cambridge.
- 3.10** Various aspects of the transport programme have been developed in collaboration with the Combined Authority, the Department for Transport, Highways England and Network Rail, amongst other stakeholders. It represents a shared plan for the future transport network in Greater Cambridge. The GCP’s programme consciously complements other major transport infrastructure investments underway or in development in the Greater Cambridge area, such as the A14 scheme, new Cambridge North rail station and East-West rail and expressway. The GCP programme connects and adds value at the local level to these strategic interventions, creating a transport network that works coherently to facilitate sustained and sustainable economic growth.
- 3.11** All ‘in-scope’ interventions for SQW’s evaluations are part of the GCP transport programme, as well as additional interventions that are out of scope. Most of these interventions were agreed as part of the Prioritised GCP Infrastructure Investment Programme, approved by the Executive Board in January 2015. The genesis of those interventions (plus additional interventions) and how they are subsequently monitored and approved, is outlined in Appendix 4.
- 3.12** Interventions (drawn from Local Plans and the Local Transport Strategy) were prioritised in a process including internal assessment of potential impact using the DfT’s Early Assessment and Sifting Tool (EAST), an independent high level economic analysis of schemes and informal engagement of the City Deal partners. Therefore, the GCP transport programme is the result of a rigorous process focused on delivering the highest impact possible from the Investment Fund.
- 3.13** The Major Infrastructure Project delivery process, as set out by Cambridgeshire County Council and observed by the GCP, is provided in Appendix 1. This process has been designed to ensure alignment with DfT WebTAG and the HM Treasury Green Book. The process is designed for the most expensive infrastructure schemes; therefore, flexibility is applied wherever appropriate to expedite scheme development and delivery, whilst maintaining the quality of scheme appraisal by the Executive Board.

Cambridge Autonomous Metro (CAM) network map



This illustrates how GCP schemes will form the basis for the development of the full CAM network

Smart

- 3.14** Investment Fund spend on Smart interventions explores how data, innovative technology and better connectivity can be used to transform the way people live, work and travel in the Greater Cambridge area, with benefits diffused beyond the geography.
- 3.15** The Smart Cambridge programme encompasses a diverse range of initiatives, putting Greater Cambridge at the heart of smart-city innovation. These include the development of autonomous public transport (to be trialled by passengers in 2020), sensors to provide better decision-making data on air quality and traffic movements, infrastructure to collate, process and utilise real-time city monitoring data and ‘smart panels’ to present travel information to residents and visitors.
- 3.16** Smart Cambridge activities have been essential in underpinning the successful delivery of the wider programme. For example, some of the interventions related to transport detailed in 3.15 are essential to encourage the behaviour change required to maximise uptake of the future public transport and active travel networks under development through the GCP transport strategy.
- 3.17** Furthermore, the Smart programme has seen some of the most innovative public-private partnership working in the City Deal programme to date, taking advantage of the world-leading research and innovation capabilities of the University of Cambridge’s Computing Labs and the globally competitive Cambridge Cluster of tech companies. By using this expertise to address Greater Cambridge’s challenges we are also providing a sand-pit for UK-based innovators to develop scaleable and saleable solutions for the multi-billion global smart city market.
- 3.18** Smart Cambridge has been particularly successful in leveraging further funding, with c.£5m drawn in to date – equating to bringing in £3.65 for every £1 of Investment Fund expenditure over the last 3 financial years (April 2016 to March 2019). Particularly, the programme has engaged successfully with various Government-led competitions, as detailed in *Table 1* below.

<i>Intervention</i>	<i>From</i>	<i>15/16 (£000)</i>	<i>16/17 (£000)</i>	<i>17/18 (£000)</i>	<i>18/19 (£000)</i>	<i>19/20 (£000)</i>	<i>Total (£000)</i>
Autonomous Transport Development	C-CCAV, InnovateUK			250	3,200		3,450
Appy Parking Collaboration (TRO project)	InnovateUK			277		TBC	277
DfT Open Data	DfT				94		94
Contribution in-kind	Various Sources	90	236	238	269		833
TOTAL:		90	236	765	3,563		4,654

Table 1: Smart Cambridge leveraged funding to date

- 3.19** Additional detail is provided on spend on Smart Cambridge within SQW’s evaluation reports. It is anticipated that total Investment Fund spend to 2020 will be approx. £2.2m.

Skills





- 3.20** The GCP has invested in various Skills interventions, to support the delivery of the City Deal commitments around apprenticeships in high growth sectors. More strategically, better local skills provision is essential for ensuring all types of companies in Greater Cambridge have a broad pool of talent available at all levels of the business, and residents are able to access good quality jobs locally.
- 3.21** Since 2015, the GCP Executive Board have approved interventions including:
- A Skills Service, delivering employability events for school pupils of all ages, supporting schools to enhance their employability offer for young people, facilitating better employer engagement with young people and enhancing awareness of local labour market conditions from September 2016 to March 2019;
 - A Careers Coaching programme, working with 9 schools and 79 staff members in 2017;
 - Commissioning research into the provision of career advice across Greater Cambridge.
- 3.22** In March 2019, the GCP commissioned a new service, moving beyond previous skills delivery by more specifically targeting activities to meet the needs of the evolving Greater Cambridge economy. This is delivered by the new Greater Cambridge Apprenticeships Service, an apprenticeships brokerage service to better connect young people to employers. This contract runs until March 2021, delivering against four key KPIs to improve access to apprenticeships and generate new apprenticeship opportunities in Greater Cambridge. These are detailed below.

Measured by:	Target:
People starting an apprenticeship as a result of an Apprenticeship Service intervention	420
Students connected with employers	7,500
Schools supporting new, enhanced apprenticeship activity	18
New employers agreeing to support an apprenticeship scheme	320

- 3.23** The Greater Cambridge Apprenticeship Service is on track to deliver against all KPIs detailed above, representing significant outcomes realised through the allocation of the Investment Fund.
- 3.24** In particular, 670 apprenticeships have been completed in key local growth sectors in the period (from 2015/16 up to Q3 2018/19), with significantly more apprenticeships generated in both strategic growth sectors and other sectors. Furthermore, growth in apprenticeship achievement rates in growth sectors in Greater Cambridge outpaces national growth - the local achievement rate increased 31% from 2016/17 to 2017/18 in these sectors (compared to 5% nationally).

Housing

- 3.25** The City Deal sets a series of ambitious objectives for housing and strategic planning, to be delivered over the period by the GCP and the individual partners.
- 3.26** Investment, both from the Investment Fund and from other sources, has enabled progress towards the delivery of these objectives, underpinned by the GCP transport programme, which is strategically planned to unlock growth potential at major housing and employment development sites.
- 3.27** Particularly, the Investment Fund enabled start-up investment in a Housing Delivery Agency for Greater Cambridge, which directly delivered 301 homes over the course of the GCP's investment. It continues to deliver new homes that are affordable across Greater Cambridge.
- 3.28** Local delivery against the key housing objectives set in the City Deal is summarised below.

Plan for 1000 additional affordable new homes on rural exception sites by 2031		853 homes on known eligible sites already expected; 12 years for further homes to come forward
Enable accelerated delivery of 33,480 new homes already in draft local plans by 2031		Ambitious transport infrastructure plans accelerating the delivery of major new developments
Explore the creation of a joint venture to drive quicker delivery of... affordable new homes...		Investment Fund funding enabled the creation of a Housing Development Agency which continues to deliver
Start the review of local plans in 2019, to take into account the anticipated acceleration of housing delivery...		Cambridge City Council and South Cambridgeshire District Council joint review of local plans is underway

Economy & Environment

- 3.29** Investment Fund spend has also been deployed within the GCP's Economy & Environment workstream, which has a broad focus on overarching economic and environmental issues facing Greater Cambridge.
- 3.30** Work connected to this workstream is correspondingly broad, however is representative of the wider capacity the Investment Fund has helped to generate within Greater Cambridge, enabling the GCP to take an active role in broader issues that are of fundamental importance to sustainable economic growth. For example, this workstream developed the initial proposals for the Making Space for People project, as detailed in 3.7.
- 3.31** Two case studies, detailed below, give examples of the types of interventions that have received Investment Fund spend to date.

Intervention Case Study 1

Assessing Local Grid Constraints

The GCP commissioned a report which found that the electricity grid serving Greater Cambridge is approaching full capacity, hindering the ability of businesses to start-up and grow in the area, with the risk that housing and economic development will be obstructed by this constraint in the near future.

In March 2019, the GCP commissioned UK Power Networks to undertake an engineering study, providing options to increase local network capacity. A report is due to be presented to the Executive Board in February 2020.

Intervention Case Study 2

Supporting Inward Investment Activity

The GCP has supported inward investment capacity development at various points, recognising the strength already within the local ecosystem.

Most recently, the GCP has invested in the first phase of a project (in conjunction with the University of Cambridge) to deliver an enhanced, co-ordinated inward investment service for Greater Cambridge. This project is supported by major stakeholders in the business community and has the potential to professionalise inward investment provision in Greater Cambridge, bringing it to the level of other major UK investment destinations.

- 3.32** Energy infrastructure was not originally included as a City Deal commitment. In 2018, the Government published its Clean Growth Strategy with the aim to decarbonise infrastructure and assets. Since then, the three local authorities in Greater Cambridge have either declared Climate Emergencies or have passed motions committing to ambitious reductions in carbon emissions towards net-zero.
- 3.33** As discussed in Case Study 1, investment in the electricity distribution network in Greater Cambridge is required to reduce the costs and timescales associated with connecting new developments and infrastructure to clean energy supplies.
- 3.34** GCP work to date and investment allocated in the Future Investment Strategy (see Figure 6) is essential to alleviate energy infrastructure as a barrier to economic growth in Greater Cambridge. The Investment Fund is of fundamental importance to this investment.
- 3.35** The GCP is committed to ensuring that the delivery of its programme results in net environmental benefit for Greater Cambridge. This aligns with the priorities of all three local authority partners, as mentioned in 3.32.

4 FUTURE INVESTMENT STRATEGY

4.1 The GCP agreed an ambitious Future Investment Strategy in March 2019, reflecting the key priorities for the deployment of the Investment Fund in order to deliver on the City Deal commitment. This was the result of a robust 18 month process, detailed in Figure 5 below.

Greater Cambridge Partnership Future Investment Strategy Process	Sep 17–Nov 17 <i>Engagement</i>	Our Big Conversation (September 25 2017, to November 20 2017) GCP engagement campaign, taking views of residents, businesses, politicians and other community representatives on the challenges and opportunities facing Greater Cambridge.	
	<i>Evidence and assurance process</i>	Evidence building, including: <ul style="list-style-type: none"> • evidence gathered from scheme development and findings from Our Big Conversation • evidence gathered throughout scheme and programme development activities 	Assurance process: <ul style="list-style-type: none"> • assess evidence base in light of the agreed assurance framework • ensure evidence is informed by the needs of the business and academic communities, and other key stakeholders
	Mar 18	Draft Future Investment Strategy agreed by Executive Board	
	Sep 18 <i>Delivery and ongoing review</i>	Cambridgeshire and Peterborough Independent Economic Review publishes final report CPIER report creates a strong, shared evidence base on which the GCP can base its interventions; the report emphasises infrastructure to alleviate barriers to growth in Greater Cambridge as “the single most important infrastructure priority” in the region.	
	<i>Evidence and assurance process</i>	Evidence building, including: <ul style="list-style-type: none"> • evidence from GCP delivery to date • evidence gathered throughout scheme and programme development activities • independent evidence i.e. CPIER findings 	Assurance process: <ul style="list-style-type: none"> • assess evidence base in light of the agreed assurance framework • ensure evidence is informed by the needs of the business and academic communities, and other key stakeholders
	Mar 19	Final Future Investment Strategy agreed by Executive Board	

Figure 5: Developing the GCP's Future Investment Strategy

- 4.2 As outlined above, the GCP's Future Investment Strategy is rooted in a diverse and highly credible evidence base, tested within the assurance framework set out by the City Deal in 2014, to assure local and national stakeholders that the Investment Fund is being deployed in the best way to unlock economic growth and deliver the City Deal objectives for Greater Cambridge.
- 4.3 The Future Investment Strategy focuses investment primarily on strategically critical transport infrastructure, along with a range of supporting interventions e.g. investment in energy grid capacity, on-going interventions in skills and smart technology.
- 4.4 After assessing proposed schemes against a set of prioritisation criteria, the Future Investment Strategy concluded with budget allocations to 2030/31, as detailed in Figure 6.
- 4.5 The Local Industrial Strategy cites the GCP's Future Investment Strategy as only one essential part of the investment needed to stop insufficient infrastructure becoming a “brake on growth in the area”.

Intervention		Initial committed spend	Additional FIS allocation	Total (2015–2031)
Transport	Delivering four CAM corridors	£301m	£100m	£401m
	Public transport schemes	£72m	£75m	£147m
	City access schemes	£12m	–	£12m
	Cycling schemes	£28m	–	£28m
	Rail investment	£2m	–	£2m
	Other	£3m	–	£3m
Smart		£2m	–	£2m
Skills		£3m	–	£3m
Housing		£600k	–	£600k
Energy capacity		–	£25m	£25m
Operational spend and minor interventions		£4m	tbc	£4m
Total		c.£428m	£200m	c.£628m

Figure 6: GCP Future Investment Strategy budget allocations

- 4.6 The Future Investment Strategy is designed to be flexible and responsive and will continue to remain so in order to maximise investment opportunities and changing national and local economic contexts.
- 4.7 The successful delivery of the schemes identified in the Future Investment Strategy will leverage an additional c£1.16bn development investment into Greater Cambridge. This is in addition to the GCP's programme having already secured a New Homes Bonus allocation of c£25m and the Smart workstream's leverage of c£5m.
- 4.8 The allocations listed above reflect the prioritisation of three key interventions, which are fundamental to the GCP's strategy for delivering the City Deal:
- 1) Delivering the first phase of the Cambridge Autonomous Metro (CAM), identified locally as the key strategic transport intervention to unlock growth by improving travel along four key arterial routes into Cambridge. Discussed further in 3.7.
 - 2) Further investment to forward fund public transport improvements, before implementing revenue-raising and demand management measures.
 - 3) An indicative allocation of recoverable investment to address energy infrastructure issues in Greater Cambridge, likely through constructing a new 132kV grid substation.

4.9 The anticipated trajectory of future delivery against the allocations outlined in Figure 6 is illustrated in Figure 7 below (which does not include some operational and minor investments).

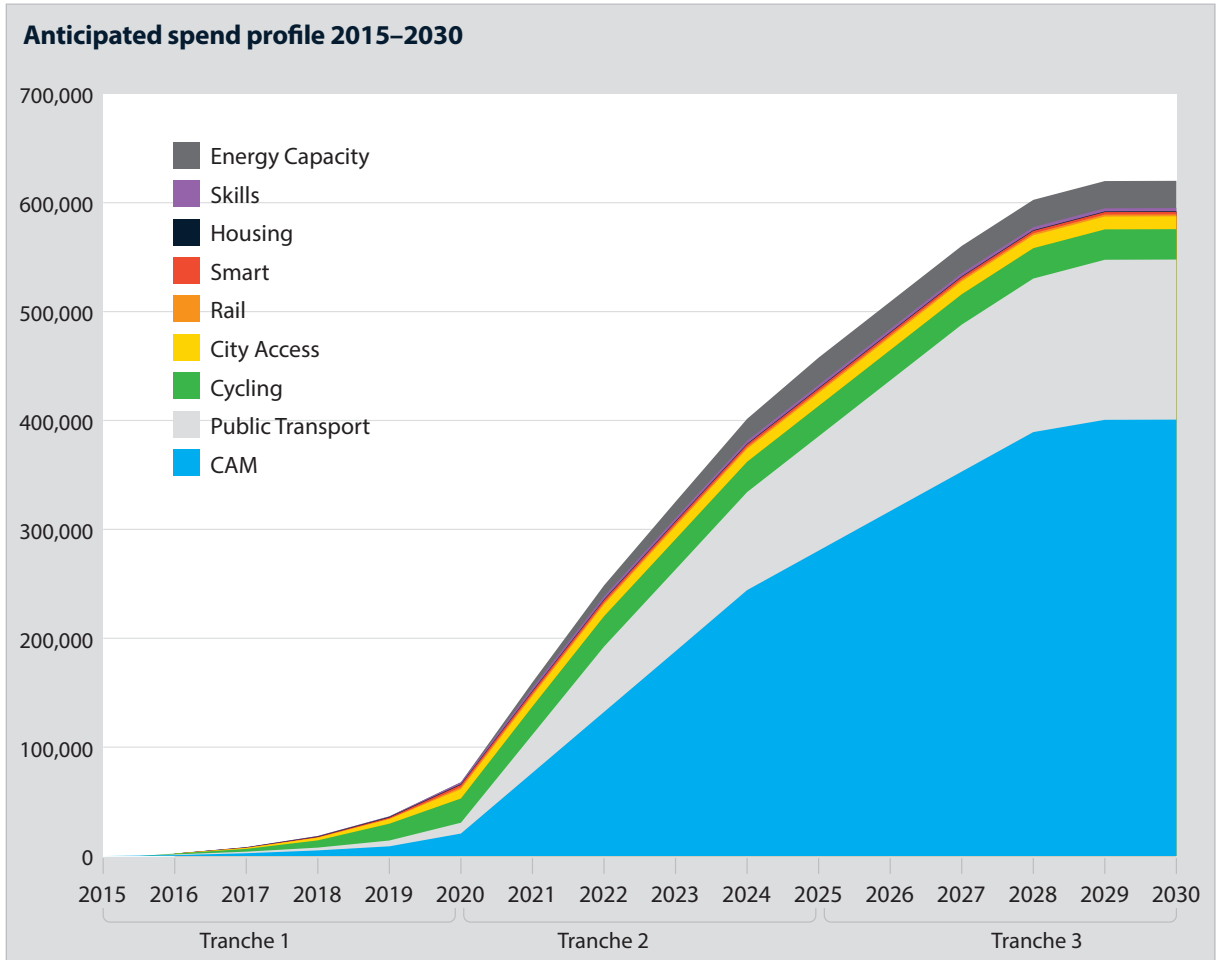
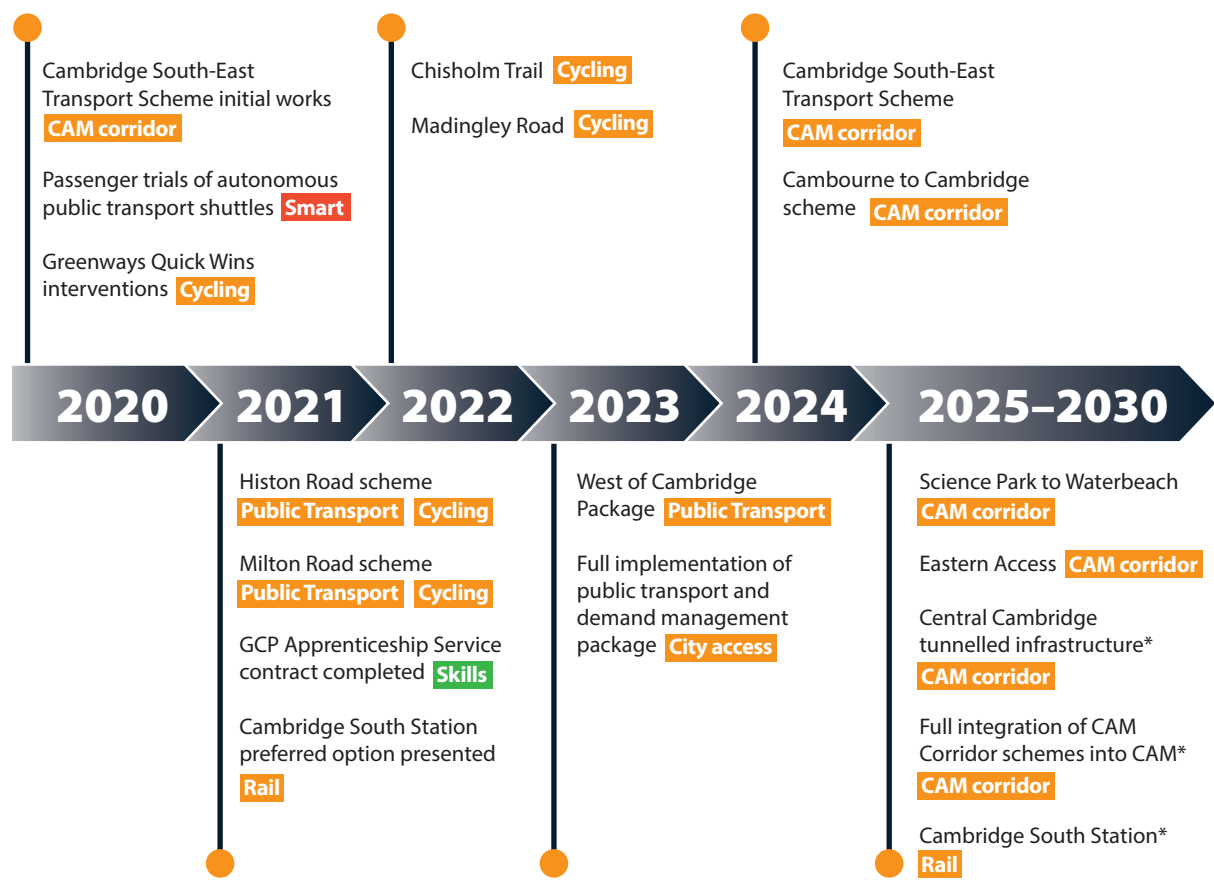


Figure 7: Future Investment Strategy anticipated spend profile to 2030

4.10 The anticipated trajectory is based on expected key delivery milestones for the programme. Details of these key milestones are presented in Figure 8.

Figure 8: GCP intervention delivery milestones 2020-onwards



**Delivery led by partner organisations*

The draft Local Transport Plan for Cambridgeshire and Peterborough contains details of all transport schemes in Greater Cambridge – <https://cambridgeshirepeterborough-ca.gov.uk/assets/Transport/Draft-LTP.pdf>

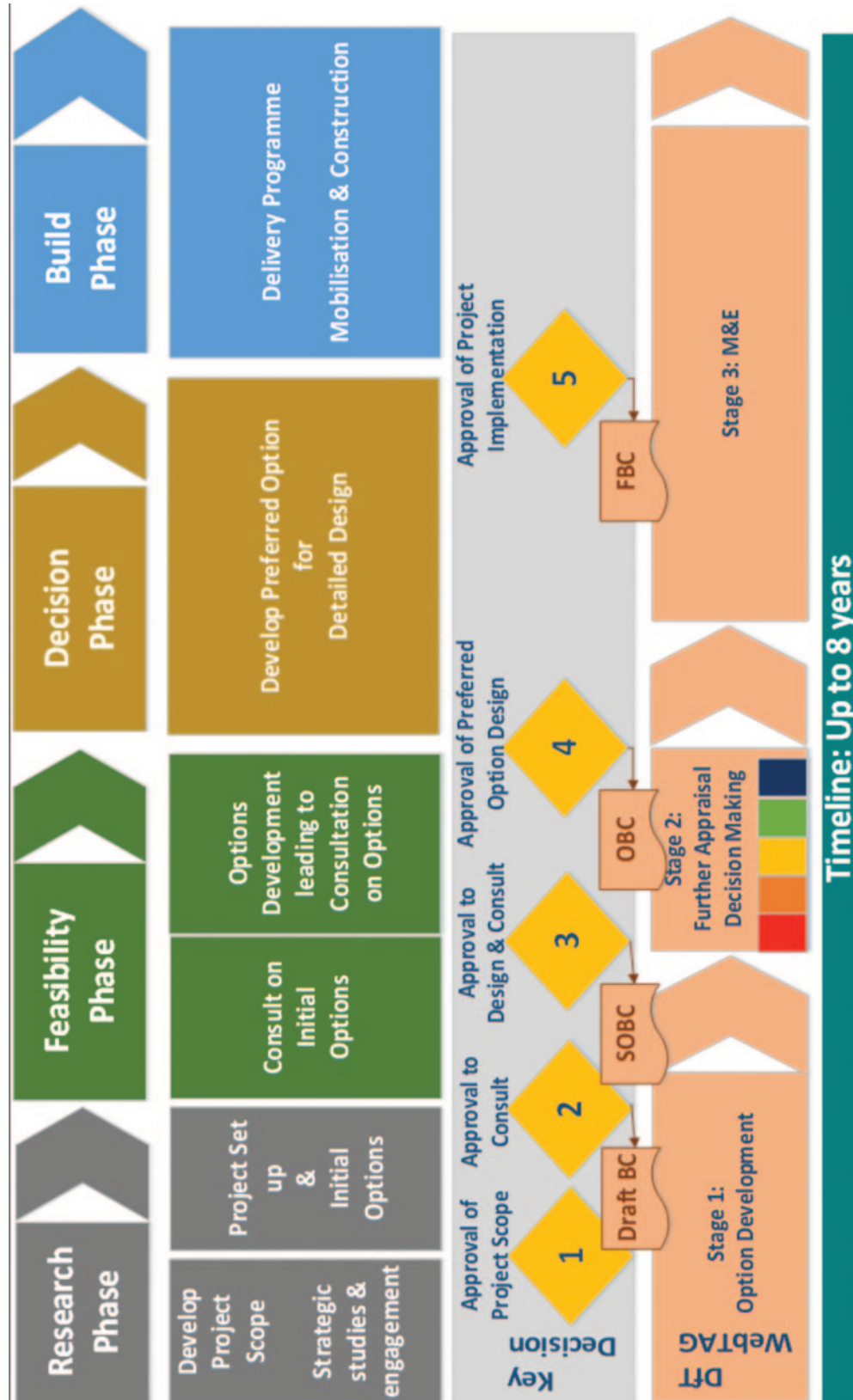
Monitoring & Evaluation Ahead of Gateway 2

- 4.11 As detailed throughout this paper (particularly including Appendix 4), the GCP has taken an active approach to monitoring schemes throughout programme delivery.
- 4.12 As reflected in their feedback in steering group meetings across Cohort 1, collaborative work with SQW has naturally identified where there are gaps in the data available for monitoring and evaluation of GCP activity. Throughout the period, the GCP has taken proactive steps to enhance its approach to monitoring data, including undertaking a data audit across partners to assess the data available.
- 4.13 Given the importance of the current stage of delivery – with the GCP on the verge of entering its major delivery phase – the GCP are keen to engage across other Localities and with any appointed contractors to ensure a robust approach to monitoring and evaluation is developed for Gateway 2, and to develop an approach to monitoring and evaluation that will cover any gaps in the main approach.
- 4.14 As more significant evidence on impact should be available by Gateway 2, the GCP expects that this will include monitoring and evaluation evidence on broad economic impacts, as well as evaluation of the success of individual schemes in delivering their objectives.

APPENDIX 1

Overview of Major Infrastructure Project Delivery Process

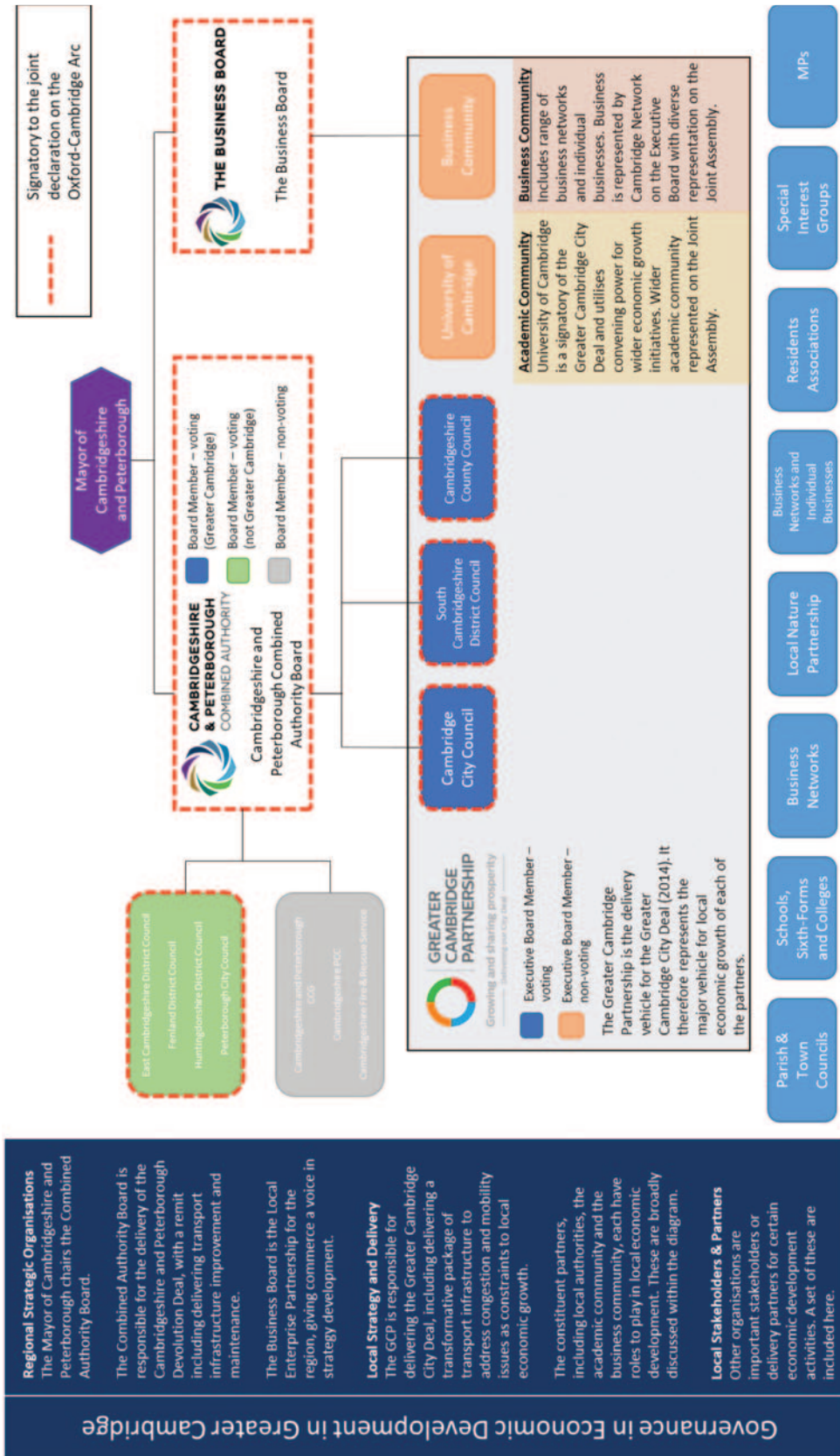
The GCP observes the major infrastructure project delivery process set out by Cambridgeshire County Council for all schemes. This process has been designed to ensure alignment with DfT WebTAG and the HM Treasury Green Book. This process is adapted as appropriate e.g. if the process can be condensed to accelerate scheme delivery whilst maintaining the quality of scheme appraisal and outcomes.



APPENDIX 2

Local Economic Development Roles and Responsibilities

The GCP plays a central role in economic development activities in Greater Cambridge. This is set within a landscape that includes a range of stakeholders in the local economy, each with their own roles and responsibilities in ensuring it thrives. This is set out in some detail below.



APPENDIX 3

GCP Group Membership

Executive Board

Meets 4 times per year, in addition to monthly briefings and periodic workshops and other engagement opportunities, including chairing the five GCP working groups.

- Deputy Leader, South Cambridgeshire District Council (Chair)
- Chair of the Economy & Environment Committee, Cambridgeshire County Council (Vice-Chair)
- Leader, Cambridge City Council
- Executive Director, Cambridge Network (business network organisation)
- Head of the School of Humanities and Social Sciences, University of Cambridge

Joint Assembly

Meets 4 times per year, in addition to periodic workshops and other engagement opportunities, including participating in the five GCP working groups.

- 3 x Cambridgeshire County Council members (one acting as Chair)
- 3 x Cambridge City Council members (one acting as Vice-Chair)
- 3 x South Cambridgeshire District Council members
- 3 x University-nominated
 - Managing Director, iMET (provider of advanced technical skills training in the built environment, manufacturing and technology sectors)
 - Representative of Anglia Ruskin University
 - Representative of Cancer Research Cambridge
- 3 x Business
 - Group Corporate Communications Director, Marshalls
 - VP Knowledge Management Product Strategy, Verint
 - Vice-President, AstraZeneca

Leadership Group

Fortnightly conference calls, quarterly meetings and periodic 'away days,' plus other engagement opportunities on a regular basis.

- Chief Executive, Greater Cambridge Partnership (Chair)
- Joint Director of Planning & Economic Development, Cambridge City Council & South Cambridgeshire District Council
- Head of Corporate Strategy, Cambridge City Council
- Deputy Chief Executive & Chief Finance Officer, Cambridgeshire County Council
- Head of Communications, Greater Cambridge Partnership
- Programme Director, Connecting Cambridgeshire & Smart Cambridge
- Director of Transport, Greater Cambridge Partnership
- Head of Strategy and Programme, Greater Cambridge Partnership
- Public Affairs Manager, University of Cambridge
- Assistant Director Infrastructure and Growth, Cambridgeshire County Council
- Project Director Mobilising Local Energy Investment, Cambridgeshire County Council

APPENDIX 4

GCP Programme Development, Monitoring and Assurance

