

# Independent Evaluation of Local Growth Interventions: Greater Cambridge Partnership

Progress Evaluation Evidence Paper

November 2019

**SQW**

# Contents

<b>1. Introduction</b> .....	<b>1</b>
<b>2. Overview of Investment Fund expenditure</b> .....	<b>3</b>
<b>3. Out-turns of completed interventions</b> .....	<b>9</b>
<b>4. Progress of on-going interventions</b> .....	<b>14</b>
<b>5. Additional Investment Fund expenditure</b> .....	<b>23</b>
<b>Annex A: Consultees</b> .....	<b>A-1</b>

---

**Contact:** Dr Jo Hutchinson                      Tel: 0161 475 2116      email: [jhutchinson@sqw.co.uk](mailto:jhutchinson@sqw.co.uk)

---

---

**Approved by:** Jonathan Cook                      Date: 12/11/2019  
Director

---

## 1. Introduction

- 1.1 This Evidence paper sets out the findings of the progress evaluation of a set of initiatives delivered by the Greater Cambridge Partnership supported by the Investment Fund and delivered as part of the evaluation of the Fund to inform the first Gateway Review.
- 1.2 This Evidence paper focuses specifically on the evidence on progress of the interventions at this stage. Evidence on impacts (where relevant) are considered in the separate Impact Evaluation Evidence Paper.

### Progress evaluation questions

- 1.3 The progress evaluation to inform the first Gateway Review focused on gathering evidence and answering five research questions, set out as follows as well as the criteria for informing our judgement:

Question	Criteria for answering
Is expenditure on budget?	"Yes" if within 5% of planned budget at this point; otherwise "No".
Have agreed delivery milestones been met?	"Yes" if project has delivered/is delivering the activities that were intended, and on time; otherwise "No".
Have anticipated outputs been delivered, and (where relevant) how does this compare to planned outputs at this stage in terms of scale/nature?	"Yes" if within 5% of planned targets or if targets surpassed; otherwise "No" or "N/A" if it is too early for outputs.
Have intermediate outcomes been delivered, and (where relevant) how does this compare to planned outcomes at this stage in terms of scale/nature?	"Yes" if the evaluator's judgement is that intended outcomes have been achieved based on the evidence available; otherwise "No" or "N/A" if it is too early or not possible to say.
Does the intervention remain on course to deliver against its original objectives?	"Yes" if the evaluator's judgement is that the intervention is progressing/has progressed in the intended way, and the evidence available indicates that intended effects are being achieved; otherwise "No".

- 1.4 This Evidence Paper sets out the findings for each intervention covered by the evaluation against these research questions. This draws on:
- monitoring data collected by the Greater Cambridge Partnership (GCP) and provided to the evaluation team
  - consultations with GCP and Cambridgeshire County Council staff involved in the programme (see Annex A for consultees)
  - consultations with stakeholders with knowledge of, and/or connections with, two of the larger schemes namely the A1307 and Milton Road improvements (see Annex A for consultees).

## Structure

1.5 The remainder of this Evidence paper is structured as follows:

- Section 2: Overview of Investment Fund expenditure
- Section 3: Progress of completed interventions
- Section 4: Progress of on-going interventions
- Section 5: Additional schemes incurring Investment Fund expenditure.

## 2. Overview of Investment Fund expenditure

- 2.1 Data on anticipated and actual expenditure was provided to the National Evaluation Panel by the Greater Cambridge Partnership for each of the interventions within scope of the evaluation. The data covered the period from Quarter 1 2015/16 to Quarter 1 2019/20 (i.e. April 2015 to June 2019).

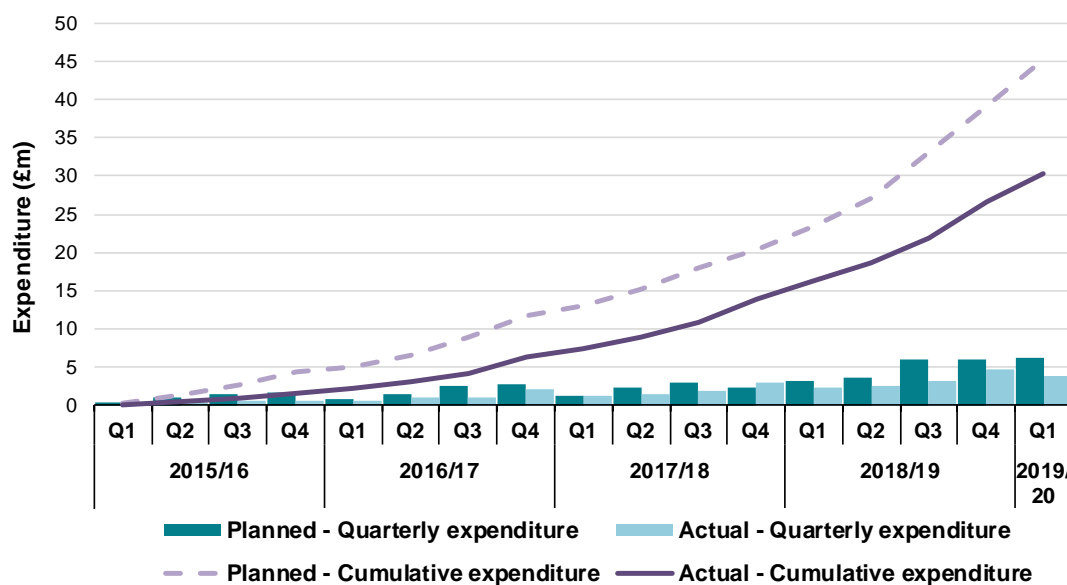
### Fund level expenditure

- 2.2 The cumulative anticipated and actual Investment Fund expenditure for interventions within scope of the evaluation is set out in Figure 2-1. In total, **the Greater Cambridge Partnership anticipated expenditure of £45.3m by the end of June 2019 on the 12 interventions in scope. Actual expenditure by the end of June 2019 was £30.5m.** This is equivalent to 67% of the anticipated expenditure. Overall actual Investment Fund spend in the first Gateway Review period will be approximately £75m.
- 2.3 As the Figure shows spend has been accelerating over the period. Since the One Year Out report, when one of the 12 schemes had been completed, a further five have been completed and are now operational. Of the remaining schemes, significant progress has been made with all of them. GCP's financial monitoring data suggest that planned expenditure between Q2 and Q4 2019/20 will be £18m. If this is achieved, total spend up to the end of Q4 2019/20 will be £48.4m, which is equivalent of 77% of the anticipated £63m spend across the 12 interventions.<sup>1</sup> Therefore, in percentage terms, spend is expected to make up some ground with the planned forecast.
- 2.4 Combining the 12 interventions within the core scope of this evaluation, the additional schemes incurring Investment Fund spend and programme management (including evidence work, engagement and scheme development), the Greater Cambridge Partnership anticipate that the **overall actual Investment Fund spend over the course of the first Gateway Review period will be approximately £75m.** This breaks down as follows:
- £48.4m on the 12 interventions in the core scope of the evaluation
  - £18.3m on other transport and operational interventions, including on skills (section 5 of this Evidence Paper provides a headline review of progress of the principal interventions supported)
  - £8.0m on early development of transport schemes, programme management and evidence and engagement, which includes activities to support housing, energy and outward promotion.

---

<sup>1</sup> The interventions expecting the highest levels of spend between Q2 and Q4 2019/20 were the A1307 corridor (£6.99m), Chisholm Trail cycling links (£3.48m), Milton Road bus priority and corridor improvements (£2.32m) and city centre capacity improvements (£2m).

Figure 2-1: Anticipated and actual Investment Fund expenditure Quarter 1 2015/16 to Quarter 1 2019/20



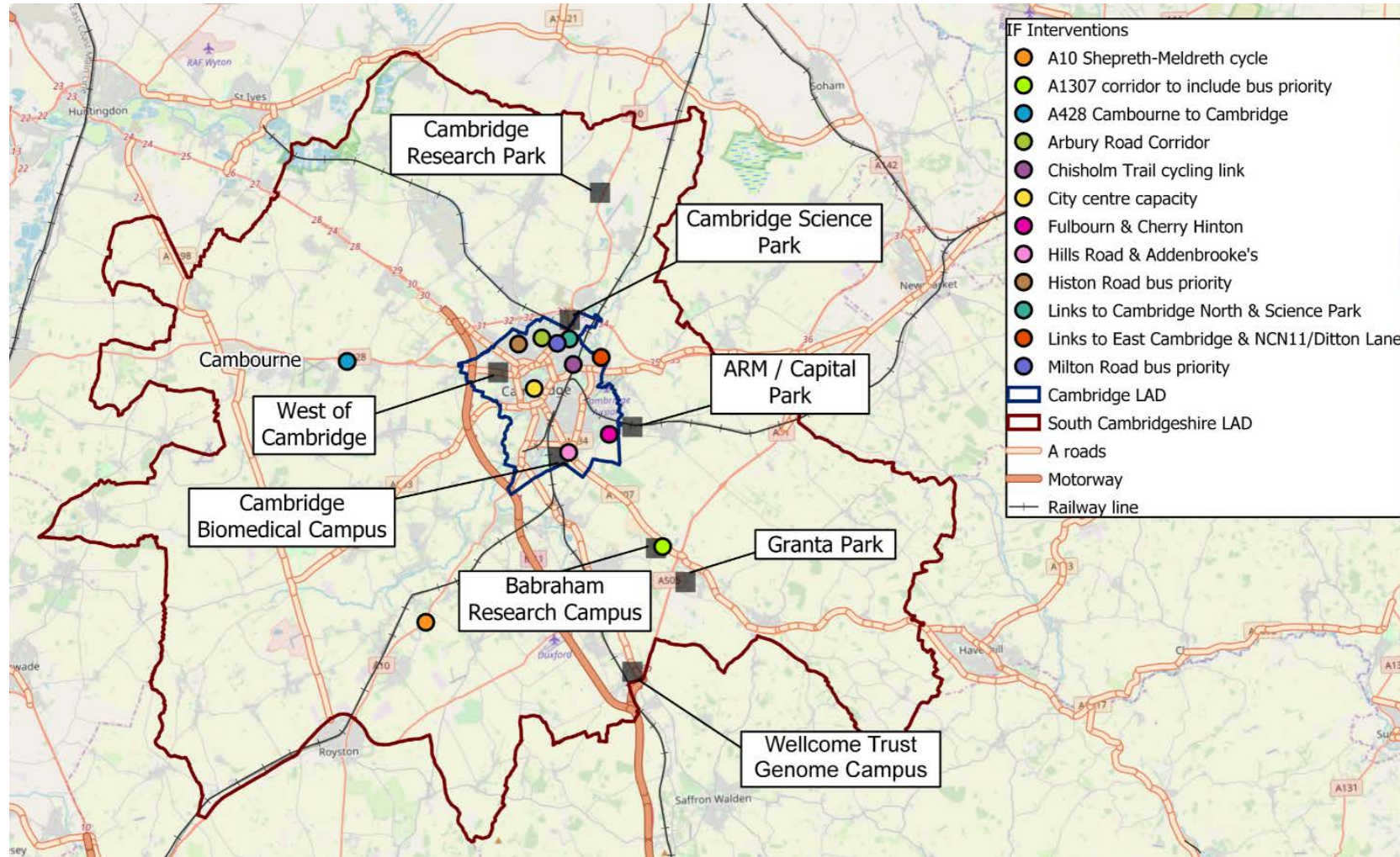
Source: GCP monitoring workbook (completed by GCP, 12<sup>th</sup> September, 2019)

## Intervention-level expenditure

2.5 The 12 interventions have been categorised as follows, and are shown on Figure 2-2 along with some of the major employment sites in and around Cambridge:

- Cycle network improvements comprise seven schemes (counting Chisholm Trail Phases 1 and 2 as one scheme) to deliver a variety of upgrades to improve the surface, route or accessibility of sections of routeways. These are intended to provide better facilities for cycle users and have a combined total planned Investment Fund expenditure of £23.8m.
- There are four transport corridor improvement schemes along major access routes:
  - The A1307 corridor improvements to the south east of the city are intended to introduce dedicated bus routes and traffic safety measures alongside improved cycling facilities. This scheme has been subject to major revisions following consultation and now represents a total planned Investment Fund expenditure of £140m.
  - There are two bus priority and road improvement schemes, along Histon Road and Milton Road, with £30m planned Investment Fund expenditure committed between them both. These are introducing smart bus priority signalling, floating bus-stops and improved cycle paths.
  - The A428 Cambourne to Cambridge corridor improvement (£157m total planned Investment Fund expenditure) is planned to link expanding and new settlements to the west of Cambridge to the city centre, and includes a dedicated bus route, and improvements to Park & Ride facilities and cycle paths.

Figure 2-2: Map to show location of the Investment Fund interventions



Source: Produced by SQW 2019. Licence 100030994. Contains OS data © Crown copyright [and database right] [2019]

- City centre capacity improvements (total planned Investment Fund expenditure of £9.64m) combine a series of measures to encourage more use of electric vehicles and bicycles alongside work on a package of transport solutions to improve journeys in the city centre over the next twenty-to-thirty years (including significant public engagement activities).
- 2.6 The data at an intervention level on anticipated and actual expenditure are set out in Table 2-1. The summary data below show that by the end of Q1 2019/20 the 12 interventions that were completed or underway had accounted for £30.47m of spend compared to the planned expenditure of £45.28m. This means that £14.8m less had been spent than was planned by Q1 2019/20.
- 2.7 Over the last six months, the 12 interventions have collectively spent £8.47m. The highest spending projects by Q1 2019/20 were the A428 Cambourne to Cambridge (£5.6m), the city centre capacity improvements (£4.5m) and the Chisholm Trail Cycling Links (£4.3m). Collectively, the five cross-city cycling schemes had spent £10m. Of the 12 interventions, seven had spent more and five had spent less than was planned by the time data were collated for this Final Report.
- 2.8 Behind these data is an important narrative on the development and progress of the interventions. First, all of the schemes have been subject to public consultation. For the cycling scheme improvements this has introduced some delays to the process, but it has also ensured that the schemes were able to deliver both their transport objectives and environmental enhancements that are important to local residents. This has also meant that some of the costs of the schemes have marginally increased.
- 2.9 Public consultation methods used in early phases (for example for the A1307 project) have changed to take advantage of the high level of resident interest and the expertise and energy of special interest groups. The approach being used now is to engage with both resident and special interest groups at a much earlier stage in the development of plans, in effect to present them with the problem that needs resolution rather than a proposed solution. This engages them in constructive dialogue, allows them to shape the inputs and thinking from the start, establishes certain principles for the development (for example around bio-diversity) and helps develop relationships with key groups to inform different developments across the city. The prime example of this is the Citizens Assembly being held in September and October 2019 to discuss city centre improvements. This approach takes more time earlier on in the process, hence leading to delays in expenditure, but was viewed to be important in reaping dividends later by reducing the need for repeated consultation.
- 2.10 A second element of the narrative across the different interventions is associated with phasing and sequencing. The Chisholm Trail is one of the major schemes that was originally phased in two parts. The first phase was a northern link that included a strategic river crossing, and the second phase was to link the new crossing with an improved pathway southward to the train station. In practice, these two phases have been combined: the timing of the southern scheme has been brought forward to be undertaken alongside track improvements being undertaken by Network Rail; and the river crossing has been delayed by land acquisition issues although contractors were on site and a resolution was shortly anticipated at the time of this evaluation. In addition, where the same contractor was used on multiple interventions, resources were managed across sites to maintain progress with delivery as far as possible.



**Table 2-1: Anticipated (reported in Baseline) and actual Infrastructure Fund expenditure across all interventions covered by the evaluation (Q1 2019/20)**

Intervention	Investment Fund planned expenditure			Actual Investment Fund expenditure	Variance between planned & actual expenditure to date	
	Lifetime total (£million)	by Q1 2019/20 (£million)	by Q1 2019/20 as % total	by Q1 2019/20 (£million)	(%)	(£million)
<b>Cross City cycling Improvements</b>						
Links to East Cambridge & NCN11/Ditton Lane	1.13	1.03	91	1.77	72	0.74
Arbury Road Corridor	2.64	2.34	89	2.71	16	0.37
Links to Cambridge North Station & Science Park	1.73	1.69	98	2.01	19	0.32
Hills Road & Addenbrooke's Corridor	1.55	1.55	100	1.56	1	0.01
Fulbourn & Cherry Hinton Eastern Access	1.89	1.89	100	1.91	1	0.02
Chisholm Trail Phases 1 + 2 (figures updated 2018)	14.27*	8.08	57	4.31	-47	-3.78
A10 Shepreth-Meldreth cycle link	0.55	0.55	100	0.55	0	0.00
<b>A1307 corridor improvements</b>						
A1307 corridor to include bus priority	140.00	9.26	7	3.52	-62	-5.75
<b>Histon and Milton Road bus priority and road improvements</b>						
Histon Road bus priority	7.00	3.60	51	1.00	-72	-2.60
Milton Road bus priority	23.04	2.88	13	1.09	-62	-1.80
<b>A428 corridor improvements</b>						
A428 Cambourne to Cambridge corridor bus priority	157.24	5.29	03	5.55	5	0.26
<b>City centre capacity improvements</b>						
City centre capacity improvements	9.64	7.11	74	4.49	-37	-2.61
<b>Total</b>	<b>360.68</b>	<b>45.28</b>	<b>13</b>	<b>30.47</b>	<b>-33</b>	<b>-14.80</b>

Source: GCP monitoring workbook (completed by GCP, 12<sup>th</sup> September 2019)

\*Chisholm Trail consolidated scheme figures are presented which are different to those in the Baseline Report to reflect revised profile.

## Outputs

- 2.11 GCP provided data on expected and actual outputs for each intervention within the scope of the evaluation. For seven of the interventions initial information on outputs achieved to date were provided (Table 2-2). Output data reported by the Greater Cambridge Partnership covered the cycle routes becoming fully operational (i.e. completed status in Table 2-2) and the number of construction years of employment. The major outputs achieved by this stage of the evaluation were the opening of the A10 Shepreth-Meldreth cycle link, which was fully operational, and the opening of the five cross-city cycling improvement schemes.
- 2.12 Using capital cost figures and applying Government benchmark figures for the number of construction years of employment per £1m infrastructure spend, we have determined that the cycling schemes have resulted in 177 construction years of employment up to Q4 2018/19. This is a gross figure; it does not take into account any additionality considerations.

**Table 2-2: Evidence of outputs generated to date**

Logic Model	Intervention	Status	Outputs reported to date
Cycling schemes	Links to East Cambridge & NCN11/Ditton Lane	Completed	• 19 construction years of employment
Cycling schemes	Arbury Road Corridor	Completed	• 32 construction years of employment
Cycling schemes	Links to Cambridge North Station & Science Park	Completed	• 27 construction years of employment
Cycling schemes	Hills Road & Addenbrooke's Corridor	Completed	• 22 construction years of employment
Cycling schemes	Fulbourn & Cherry Hinton Eastern Access	Completed	• 26 construction years of employment
Cycling schemes	Chisholm Trail Phase 1	In progress	• 43 construction years of employment
Cycling schemes	A10 Shepreth-Meldreth cycle link	Completed	• 8 construction years of employment

*Source: GCP monitoring workbook (completed by GCP)*

## 3. Out-turns of completed interventions

3.1 This section presents the evidence on the following interventions:

- One intervention that was reported as completed at the One Year Out report.
  - A10 Shepreth-Meldreth cycle link
- Five further interventions that have been completed since the One Year Out report, which are the completed Cross City cycling improvements:
  - Links to East Cambridge & NCN11/Ditton Lane
  - Arbury Road Corridor
  - Links to Cambridge North Station & Science Park
  - Hills Road & Addenbrooke’s Corridor
  - Fulbourn & Cherry Hinton Eastern Access.

### A10 Shepreth-Meldreth cycle link

3.2 This scheme is part of a longer Cambridge – Royston cycle link. This portion fills a gap for cycling provision in the area and connects employment sites, educational establishments and rail stations that were not previously well-connected.

<b>Was expenditure on budget?</b>	<b>Yes</b>
This £552k project was completed on budget.	
<b>Were agreed delivery milestones met?</b>	<b>Yes</b>
This project was completed on time. No significant issues were experienced during the development and delivery of the project.	
<b>Have anticipated outputs been delivered as anticipated?</b>	<b>Yes</b>
The cycle link is fully operational as planned. Expenditure on capital infrastructure up to Q4 2017/18 has resulted in the same number of construction years of employment as was planned.	
<b>Have intermediate outcomes been delivered as anticipated?</b>	<b>N/A</b>
No specific data were collected through the monitoring of outcomes. It was reported that the scheme has been well received by local residents who would like to see more developments like this.	
<b>Does the intervention remain on course to deliver against its original objectives?</b>	<b>Yes</b>
This scheme was completed on time, on budget and in line with the original plan. There has been reported satisfaction by residents.	

## Cross City cycling improvements

- 3.3 All five of the Cross City cycling improvement schemes have been completed:
- Links to East Cambridge & NCN11/Ditton Lane
  - Arbury Road Corridor
  - Links to Cambridge North Station & Science Park
  - Hills Road & Addenbrooke's Corridor
  - Fulbourn & Cherry Hinton Eastern Access.
- 3.4 The Cross City cycling schemes were selected to respond to 'pinch points' for cyclists around Cambridge. The Cross City cycling schemes are all inherently linked as they collectively aim to improve existing facilities to create a series of interlinked cycling routes along key routeways.
- 3.5 Following competitive tendering processes, GCP worked with the same contractors across multiple schemes to ensure quality and consistency. The schemes were treated as a package and as such the contractors were moved from one site to another to ensure good use of the staff as the schedules of work required.
- 3.6 Due to the links between the intended network effects of the Cross City cycling schemes, the assessments in relation to outputs, outcomes and delivery against original objectives have been made across the set of five interventions in aggregate (rather than separately). Progress against expenditure and milestones has been undertaken for each scheme separately.

### **Links to East Cambridge & NCN11/Ditton Lane**

- 3.7 This scheme aimed to improve cycling and walking on Ditton Lane and Horningsea Road. A shared-use foot and cycleway was created between Fison Road and High Ditch Road on the east side of Ditton Lane. Works have also widened the previous shared-use foot and cycleway on both sides of High Ditch Road and just north of Fen Ditton Primary School.
- 3.8 This new cycleway links with National Cycle Network routes 11 and 51 (NCN 11 & NCN 51), which cross Ditton Lane near Fison Road and then run parallel to the River Cam and connect the City Centre with the east of Cambridge. This route is extensively used by cyclists heading to Newmarket Park & Ride and Marshalls. In the future, the new foot and cycleway is also likely to be used by those travelling to the Wing housing development by Newmarket Road.

#### **Is expenditure on budget?**

**No**

Overspend of £0.74m up to Q1 2019/20 on a total budget of £1.126m.  
Extensive consultation was undertaken on this scheme and, in order to ensure this scheme met the expectations of local residents and land owners, additional design and landscape planning was carried out. The overspend was due to this extensive consultation and implementation of resident requirements. However, this has meant the overall delivery and quality will be of a higher standard than originally planned and it has been very well received by local communities.

<b>Have agreed delivery milestones been met?</b>	<b>No</b>
The delivery milestones were achieved behind the original schedule due to extensive consultation which has ultimately enhanced the scheme. The scheme was operational ahead of the first Gateway Review as intended. Some contractor payments still need to be processed.	

### Arbury Road Corridor

- 3.9 This scheme is a cycling and walking scheme which aimed to improve links to schools and employment centres in Cambridge. Arbury Road connects residential areas in northern Cambridge, some of which contain new housing developments that have helped to grow the local population. Already well-used by students, commuters and people wanting to access facilities further afield, the route presented an opportunity to further expand Cambridge's sustainable travel network.

<b>Is expenditure on budget?</b>	<b>No</b>
Overspend of £0.37m up to Q1 2019/20 on a total budget of £2.642m. To ensure the scheme was delivered to an exemplar standard, after a short review, significant design amendments were applied and an improved landscaping design was adopted. In addition to the changes, and to ensure local residents had an opportunity to engage in the altered scheme design, an extended stakeholder engagement exercise was carried out. The overspend has been due to this extensive consultation.	
<b>Have agreed delivery milestones been met?</b>	<b>No</b>
The delivery milestones were achieved behind the original schedule due to extensive consultation which has ultimately enhanced the scheme. The scheme was operational ahead of the first Gateway Review as intended. A hedge will be planted when the environmental conditions are right.	

### Links to Cambridge North Station & Science Park

- 3.10 This scheme was intended to help accommodate the growth in the north east area of Cambridge by putting in place new and improved cycle infrastructure along Green End Road. The north east of Cambridge was already an employment hotspot containing Cambridge Science Park and other commercial space, and it had recently seen the completion of the Cambridge North train station, creating a direct link to Cambridge Station, Norwich and London.

<b>Is expenditure on budget?</b>	<b>No</b>
Overspend of £0.32m up to Q1 2019/20 on a total budget of £1.726m. The cost increased due to additional consultation. Close working with the contractor and effective deployment of personnel between different development sites led to some of the additional cost being recovered.	
<b>Have agreed delivery milestones been met?</b>	<b>No</b>
The delivery milestones were achieved behind the original schedule due to extensive consultation which has ultimately enhanced the scheme. The scheme was operational ahead of the first Gateway Review as intended.	

### Hills Road & Addenbrooke's Corridor

- 3.11 This scheme is along a main artery to/from Cambridge that cyclists and pedestrians use to access local homes, schools and workplaces, including Addenbrooke's Hospital and the Cambridge Biomedical Campus. This project has equipped the highway infrastructure on Hills Road to better accommodate a larger number of cyclists and pedestrians. It has done this by improving crossing points at major junctions and better distinguished areas for motorised and non-motorised traffic.

<b>Is expenditure on budget?</b>	<b>Yes</b>
<p>Overspend of £0.01m up to Q1 2019/20 on a total budget of £1.548m.</p> <p>Throughout the planning and pre-construction phase, an additional engagement process was carried out to ensure the scheme met with the expectations of local residents. As a result of this positive engagement process, the design of the scheme was improved, the traffic management plan has been slightly altered and additional investigative works have been carried out. These additional improvements have resulted in a more appropriate scheme, though without any increase in expenditure.</p>	
<b>Have agreed delivery milestones been met?</b>	<b>No</b>
<p>The delivery milestones were achieved behind the original schedule due to extensive consultation which has ultimately enhanced the scheme. The scheme was operational ahead of the first Gateway Review as intended, but final invoices still need to be processed.</p>	

### Fulbourn & Cherry Hinton Eastern Access

- 3.12 This scheme aimed to improve cycling from the Robin Hood junction in Cherry Hinton to Yarrow Road in Fulbourn. Adjacent to Fulbourn and Cherry Hinton Road is the international headquarters of one of the UK's leading exporters, ARM. In addition to this, plans for nearby housing developments are forecast to increase the size of the local population. This means that the immediate transport network is expected to see a marked increase in usage. Improving the cycling provision on Fulbourn Road and in the local area is intended create a more comprehensive cycle network in east Cambridge.

<b>Is expenditure on budget?</b>	<b>Yes</b>
<p>Overspend of £0.02m up to Q1 2019/20 on a total budget of £1.891m.</p> <p>The scheme required additional design and landscaping, and extensive engagement with local residents was undertaken on specific details. The result was that the scheme overall was of a higher standard than originally planned. This additional engagement changed the original profile of planned expenditure but has had minimal impact on the scheme delivery timetable.</p>	
<b>Have agreed delivery milestones been met?</b>	<b>No</b>
<p>The delivery milestones were achieved behind the original schedule due to extensive consultation which has ultimately enhanced the scheme. The scheme was operational ahead of the first Gateway Review as intended.</p>	

### Outputs and outcomes across all five schemes

<b>Have anticipated outputs been delivered as anticipated?</b>	<b>Yes</b>
<p>Across all five schemes, expenditure on capital infrastructure up to Q4 2018/19 has resulted in 126 construction years of employment. This is higher than what was originally anticipated (111 construction years of employment).</p>	

The outputs for all of these schemes were in relation to them becoming operational. At the time of this evaluation, all of the five listed above had become operational and were being used for both commuting and leisure purposes (based on the findings of the Cycling Intercept Surveys described in the Impact Evidence paper).

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

**Yes for two; N/A for three**

The outcomes from the schemes are expected to arise from increased cycling usage and its directly associated effects. These are associated with the outcomes of modal shift (in particular moving from cars to cycling for a higher number of journeys or longer journeys). These outcomes are:

- reduced congestion on the roads, enabling quicker journeys for residents and commuters.
- environmental benefits arising from high quality schemes that respect and enhance biodiversity, and reductions of CO2 to improve air quality.
- public health benefits in terms of both physical and mental health.
- site attractiveness across a number of development sites including Cambridge East housing, Cambridge Biomedical campus, Cambridge Northern Fringe East, Cambridge North West and ARM Capital Park.

These outcomes were expected to start emerging a short time after completion, but, given the staggered opening dates and the spread of sites across the city, their cumulative impact was not expected to be observed until after summer 2021.

The findings of the Cycling Intercept Surveys described in the Impact Evidence paper indicate early signs that point to increased cycling and modal shift that have reduced the number of car journeys for two of the cross-city cycling schemes. For the third cross-city scheme that was subject to evaluation it was difficult or too early to say; and the other two were not evaluated.

**Do the interventions remain on course to deliver against their original objectives?**

**Yes**

The scheme is now operational. The additional consultation work carried out has meant that the interventions are of a higher standard than originally planned. As mentioned above, findings from the Cycling Intercept Surveys indicate early signs of increased cycling and modal shift.

## 4. Progress of on-going interventions

4.1 This section presents the evidence on the interventions that are ongoing, namely:

- Chisholm Trail cycling links
- the four major multi-mode interventions, which are the:
  - A1307 corridor
  - Histon Road bus priority and road improvements
  - Milton Road bus priority and road improvements
  - A428 Cambourne to Cambridge corridor
- City centre capacity improvements.

### Chisholm Trail cycling links

4.2 Chisholm trail is a strategic cycle route from Cambridge Station to the new Cambridge North Station, providing connections between Cambridge Science Park and the business parks in the north, the commercial hub around Cambridge Station and the Biomedical Campus. Once completed, the full trail, which extends beyond the intervention, will provide a 26-kilometre route from Trumpington and Addenbrookes in the south to St Ives in the north. It will be largely off-road or along quiet streets, avoiding busy junctions and will link up green spaces in Cambridge.

4.3 Initially, the Chisholm Trail was planned in two distinct phases. However, close working with Network Rail has brought forward delivery of a section of Phase 2 of the Chisholm Trail scheme to 2019. This became possible due to Network Rail undertaking major works to their assets north of Cambridge Station and agreeing to deliver parts of Phase 2 as part of these works. Therefore, for the purposes of monitoring, the Chisholm Trail scheme has been consolidated into one single scheme.

<b><i>Is expenditure on budget?</i></b>	<b>No</b>
<p>Underspend of £3.78m up to Q1 2019/20 on a total budget of £14.27m.</p> <p>Planning for this scheme and landowner negotiation has taken longer than anticipated. Moreover, Carillion was initially engaged in the scheme and subsequently ceased trading, causing further delays. Close working with Network Rail has brought forward delivery of a further section of the Chisholm Trail scheme and this has now been added to the original scope and will be delivered during 2019. Along with other unforeseen complications, in order to deliver these accelerated benefits, this scheme has been made larger and more complex. This has resulted in a budget increase from c. £9m to c. £14m. As a result, actual planned spend post-Gateway Review One is higher.</p>	
<b><i>Have agreed delivery milestones been met?</i></b>	<b><i>No, but expected to get back on track</i></b>
<p>The delays noted above have had an impact on the pace at which the scheme could be built. These issues have largely been dealt with and construction has commenced. These issues have had an impact</p>	



<p>on spend to date, but the project has now picked up pace and it is likely that it will be delivered with fairly minimal delay to the original timetable. The exact position should become clearer throughout 2019, after the initial delivery phase has been completed.</p> <p>Close working with Network Rail has brought forward delivery of a further section of the Chisholm Trail scheme, with Network Rail using the scheduled closure of the rail line for track improvements to conduct the work for this scheme. This work has now been added to the original scope and, at the time of the evaluation research, was expected to be delivered during 2019.</p> <p>In addition, this scheme is being delivered in partnership with Cambridgeshire County Council who are responsible for the bridge. There are reported to be no risks associated with this joint-working as they have an integrated team working on the scheme and have a single procurement process.</p>	
<b>Have anticipated outputs been delivered as anticipated?</b>	<b>No</b>
<p>The Chisholm Trail cycling links scheme was not planned to be operational by this point. Expenditure on capital infrastructure up to Q4 2018/19 has resulted in 43 construction years of employment, which is fewer than the planned 98 construction years of employment up to this point.</p>	
<b>Have intermediate outcomes been delivered as anticipated?</b>	<b>N/A</b>
<p>This scheme will result in a more direct, safer route that improves the quality of the journey for cyclists and pedestrians, and provides links to key destinations. It is also inclusive and supports people with disabilities. The route will seamlessly link green spaces and will support multi-modality.</p> <p>This scheme will support several growth prospects including; the Cambridge Northern Fringe East, the Wing Development, the housing developments at Northstowe and Waterbeach and general population and employment growth.</p> <p>Other outcomes include; children and young people leading healthy and independent lives, cycling more frequently, having safe routes and better quality of life.</p> <p>Given the stage of the scheme, it is not possible to comment on the intermediate outcomes.</p>	
<b>Does the intervention remain on course to deliver against its original objectives?</b>	<b>Yes</b>
<p>By combining the two phases of the scheme, and working closely with Network Rail, work has been brought forward and this scheme remains on track to deliver against its original objectives.</p>	

## Major multi-mode interventions

### A1307 corridor

- 4.4 This scheme involves a long stretch of a fully-segregated bus lane with cycle and foot lanes on either side. It will improve connectivity between Cambridge city, Cambridge Biomedical Campus, the Science Parks to the south east of Cambridge and Haverhill, to the south east of the city, through improved public transport (bus priority works), and through the possible addition of a new Park & Ride (P&R) facility. In addition, the scheme will support the development of new housing and employment sites along the corridor, from Haverhill through to the city e.g. Worts Causeway, Cambridge Biomedical Campus, Genome Campus, Babraham Research Campus, and Granta Park.

<b>Is expenditure on budget?</b>	<b>No</b>
<p>Underspend of £5.75m up to Q1 2019/20 on a total budget of £140m.</p> <p>Due to a longer consultation process which saw the project change scope and a significant increase in planned expenditure, spend has been lower than planned to date. However, at the time of evaluation, construction spend was ongoing to deliver the package of “quick win” safety measures which were expected to significantly increase the spend profile over the course of 2019/20.</p>	

<p>Due to the work currently underway on this scheme, the forecast spend for 2019/20 is £8.9m. If this forecast spend is realised, then the total spend up to the end of 2019/20 will be £11.7m which brings the total spend much closer to the planned spend up to March 2020 of approximately £15m.</p>	
<p><b>Have agreed delivery milestones been met?</b></p>	<p><b>Yes, based on the revised plan</b></p>
<p>The project got off to a slower start than anticipated while the scope was agreed. A shortlist of options was presented to the Local Liaison Forum (LLF) in February 2017, following which further options were developed in consultation with the LLF. A series of workshops reviewed these options, as well as new ones. This resulted in a revised priority list that included an option for a segregated public transport route. These options were subject to public consultation in early 2018, which indicated strong support for a package of “quick win” safety measures and a high-quality mass transit route in the longer term. . A revised budget was approved of c. £140m to deliver both interventions, which were also assessed to ensure alignment with the CAM Metro proposed by the Combined Authority. Alignment with the CAM project was essential in order to ensure the long-term sustainability of the scheme. It will also allow the CAM (c. £3bn strategic public transport scheme) to be delivered to a significantly expedited timetable. Some of the short-term spend for this project is trying to address the road safety issues which are a real issue on this route. For example, some traffic signals have been changed and one lane of carriageway has been taken away near an agricultural access to the road (where slow-moving tractors were joining fast-moving traffic). The speed of traffic on the road (60-70mph) also means collisions are more severe. Construction on the “quick win” safety measures is starting this year and will continue into next year. Then, there will be a detailed design phase for the bigger scheme which is expected to be delivered by 2024.</p>	
<p><b>Have anticipated outputs been delivered as anticipated?</b></p>	<p><b>N/A</b></p>
<p>Not applicable to this intervention at this stage.</p>	
<p><b>Have intermediate outcomes been delivered as anticipated?</b></p>	<p><b>N/A</b></p>
<p>The short-term “quick win” safety measures should make the road safer and reduce the number, and severity, of road traffic collisions. Theme-specific outcomes relating to congestion, public transport capacity, usage, reliability, journey times will be evident as soon as the longer-term scheme is completed, with environmental benefits also accruing from completion onwards. All should be measurable by the second Gateway Review. Broader outcomes relating to sites will depend on the status of each site and expected delivery periods. Some anticipation effects/benefits may be realised ahead of completion of the scheme. However, given the stage of the scheme, it is not possible to comment on these outcomes.</p>	
<p><b>Does the intervention remain on course to deliver against its original objectives?</b></p>	<p><b>Yes</b></p>
<p>Originally, this scheme was going to be delivered in two phases but, following consultation work, these phases have been combined into an overall scheme. By combining these two phases, this scheme is on track to deliver more than originally expected. Therefore, at this early stage, it remains on track to deliver against its original objectives.</p>	

### Histon and Milton Road Schemes

- 4.5 These two related schemes are intended to improve public transport connectivity between Cambridge city centre and the A14 to the north of the city centre and beyond. Bus priority works on Histon Road and Milton Road are intended to improve reliability and reduce travel times for buses, thereby leading to public transport becoming an increasingly appealing mode of transport, driving up passenger numbers. Improvements to the road infrastructure will include public realm

and paving/cycling route improvements, thereby enhancing the options for people to walk or cycle along the route.

<b><i>Is expenditure on budget?</i></b>	<b>No</b>
<p>Underspend of £2.6m on Histon Road up to Q1 2019/20 on a total budget of £7m. Underspend of £1.8m on Milton Road up to Q1 2019/20 on a total budget of £23.04m.</p> <p>On the Histon Road scheme, the delays caused by extensive options appraisal and public engagement meant that the project was running behind its forecast spend profile at the time of the evaluation. The spend has increased as the project has entered the detailed design phase in early 2019 and was expected to increase significantly up to 2020.</p> <p>On the Milton Road scheme, the delays caused by extensive options appraisal and public engagement meant that the project was running behind its forecast spend profile at the time of the evaluation. Spend was expected to increase markedly as the project enters the detailed design and construction phases in 2020.</p>	
<b><i>Have agreed delivery milestones been met?</i></b>	<b>Yes, based on the revised plan</b>
<p>The Histon Road scheme has worked through the early design acceptance issues that were encountered. The final preliminary designs were completed and approved in December 2018. The impact of the additional engagement has resulted in a far more extensive scheme that was expected to be of higher quality. A shortened delivery path for this scheme has been agreed meaning that delivery will be quicker and cheaper.</p> <p>The Milton Road scheme has worked through the early design acceptance issues that were encountered. The final preliminary designs were completed and agreed by the Executive Board in December 2018. The impact of the additional engagement has resulted in a far more extensive scheme that was expected to be of higher quality. A decision about the timeframe for the delivery of this scheme was due to be made at the time of the evaluation, noting the traffic implications of these two schemes being near each other.</p>	
<b><i>Have anticipated outputs been delivered as anticipated?</i></b>	<b>N/A</b>
<p>Not applicable to this intervention at this stage.</p>	
<b><i>Have intermediate outcomes been delivered as anticipated?</i></b>	<b>N/A</b>
<p>Substantial theme-specific outcomes relating to congestion, public transport capacity, usage, reliability, journey times will start to become evident from scheme completion, and will continue to build over time. Environmental benefits will also build over time. None of these will be measurable at the first Gateway Review.</p> <p>Broader outcomes relating to sites will depend on the status of each site and expected delivery periods. Some anticipation effects/benefits may be realised ahead of completion of the scheme e.g. planning permissions.</p> <p>Given the stage of the scheme, it is not possible to comment on these outcomes.</p>	
<b><i>Does the intervention remain on course to deliver against its original objectives?</i></b>	<b>Yes</b>
<p>The Histon Road scheme will be operational by Q3 2020. The Milton Road scheme will be operational by summer 2022. The schemes were on course to deliver, resulting in significant passenger benefits, at the time of the evaluation.</p>	

### A428 Cambourne to Cambridge corridor

- 4.6 This scheme will improve connectivity between an area of housing and employment growth to the west of Cambridge (housing in Cambourne West (1.2k houses on this site by 2031) and Bourn Airfield (1.4k homes by 2031) and employment growth at the university’s West Cambridge site and Cambridge city. It is intended to improve the attractiveness of using bus travel and Park & Ride facilities and cycling (rather than driving into the centre of Cambridge) due to reduced and more reliable public transport journey times and improved accessibility to Park & Ride. In doing so, it is expected to alleviate congestion in/around Cambridge city, making roads safer and more amenable for cyclists and pedestrians (indirectly, this may result in increases in cycling and walking).
- 4.7 The scheme will also include specific elements that are intended unlock key housing and employment sites at Cambourne West and Bourn Airfield. Longer-term, this may also provide a link into a potential Western Orbital scheme that could provide access to employment sites to the south of Cambridge city (e.g. Cambridge Biomedical Campus) without having to travel through Cambridge city.

<b>Is expenditure on budget?</b>	<b>Yes</b>
<p>Overspend of £0.26m (actual £5.55m vs planned to date of £5.29m) up to Q1 2019/20 on a total budget of £157.24m.</p> <p>In the context of a major scheme development budget, which would be expected to fall within 5 - 10% of overall scheme costs, based on Department for Transport guidance, the current projected spend falls within these parameters.</p> <p>The initial projections were based on the lower end of potential capital costs for only one phase of the scheme. However, in order to deliver a higher quality, better integrated scheme, both phases of the scheme have been brought together and the options being developed have been toward the higher cost options. Opting for a higher cost scheme has allowed the GCP to prioritise construction and design methods that will deliver a cleaner, greener more efficient scheme overall.</p>	
<b>Have agreed delivery milestones been met?</b>	<b>Yes</b>
<p>Significant design work has been completed and, at the time of the evaluation, the business case was due to be finalised by December. After this, a final decision will be made on scheme route alignment. Following this, planning powers and land acquisition will need to be secured which will be done through a Transport and Works Act, making the process easier and smoother.</p>	
<b>Have anticipated outputs been delivered as anticipated?</b>	<b>N/A</b>
<p>Not applicable to this intervention at this stage.</p>	
<b>Have intermediate outcomes been delivered as anticipated?</b>	<b>N/A</b>
<p>Theme-specific outcomes relating to congestion, public transport journey times (duration and reliability), cycling safety and pedestrian connectivity, and associated benefits relating to environment and air quality, will occur from 2023/24 onwards.</p> <p>Broader outcomes include enhanced attractiveness and deliverability of employment growth sites, i.e. Bourn Airfield, Cambourne West, West Cambridge and ‘wider city centre’ and enhanced attractiveness and deliverability of new housing development sites, i.e. Bourn Airfield (1.4k homes) and Cambourne West (1.2k homes).</p> <p>The enhanced attractiveness of sites at Bourn Airfield and Cambourne West will occur as the scheme design is confirmed and work begins – with attractiveness part of investor ‘expectations’. This may minimise the time lag to benefits associated with new businesses / employment / residents from scheme opening in November 2023 such that benefits can be assessed by the second Gateway Review.</p> <p>Therefore, given the stage of the scheme, it is not possible to comment on these outcomes.</p>	

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

**Yes**

The integration of the two phases of this scheme and the options being developed were considered to better meet the GCP's objectives than initially anticipated. It was thought that the scheme would become operational in 2023.

## City centre capacity improvements

4.8 The city centre capacity work has been a broad package of work, linking closely with a range of other GCP initiatives. This intervention is seeking to achieve two things:

- It will implement short-term options to increase capacity and improve the quality of the environment in the city centre. It will do this by changing the balance between cars and other modes of transport, e.g. electric charging points for taxis to encourage the use of electric vehicles, review of traffic signals operation, and review of on-street parking restrictions.
- It will seek to achieve consensus regarding the strategic options for addressing traffic volumes in the city centre in a transformational way across the whole City Deal period to 2030.

**Is expenditure on budget?**

**No**

Underspend of £2.61m up to Q1 2019/20 on a total budget of £9.64m.

This is a broad package of work due the scheme itself and its links to a range of other GCP initiatives. The level of engagement, and the need for integrating this work across all of the GCP's schemes, has meant spend is behind schedule.

**Have agreed delivery milestones been met?**

**Yes, on target**

The project team has been focused on engaging extensively on various initiatives, in order to ensure the core principles of the capacity improvements are threaded through to all schemes that the GCP is delivering.

This work has resulted in a range of strategically important deliverables to date, including:

- a large Automatic Number Plate Recognition camera survey, producing data to support and underpin each of the GCP's major schemes
- putting in place fast charging points for taxis – the first phase was completed in 2018, with phase two intended to be complete by 2020, supporting the GCP's aim to have almost all city taxis as electric vehicles by 2025
- agreement to fund an electric bus pilot with Stagecoach
- completion of a transport masterplan around Whittlesford Parkway railway station, a strategically important rail station on the approach to Cambridge.

The core thread of this work has been to deliver a solution to support the better management and alleviation of congestion in the city centre. This element of the work has been subject to extensive engagement and scrutiny, including to date a "Big Conversation" that engaged with residents on a large scale, and "Choices for Better Journeys", which was a follow-up campaign focused on establishing residents' and businesses' preferences around demand management and other city centre interventions (attracting over 5,000 responses). This will be followed up by a Citizens Assembly in autumn 2019, which aims to support policymakers to agree to a package of interventions by the end of 2019. Due to this high level of engagement and the need to integrate this work across all of the GCP's schemes, spend is behind where it was scheduled to be at this stage of delivery but GCP is on target to achieve their delivery milestones.

<b>Have anticipated outputs been delivered as anticipated?</b>	<b>N/A</b>
Not applicable to this intervention at this stage.	
<b>Have intermediate outcomes been delivered as anticipated?</b>	<b>N/A</b>
<p>Theme-specific outcomes include a reduction in peak hour vehicular traffic levels of 10%-15%; an increase in walking and cycling trips; improved road safety for all modes, particularly cycling; improved air quality; improved public health, independence and wellbeing; additional capacity for sustainable transport journeys to provide for the demands of economic and housing growth; enhanced reliability of public transport journey times; enhanced access to training and employment; and enhanced access to green spaces.</p> <p>Indicative broader outcomes include improved deliverability for housing and employment schemes at Cambridge East (1.7k homes expected on this site by 2031), Cambridge North West / West Cambridge (2.2k homes), Cambridge Northern Fringe East, ARM Capital Park and the wider city centre.</p> <p>Expected timescales for these outcomes are to be confirmed, although the project is expected to be delivered by 2022; this may mean some outcomes are achieved by this time, but others may not be achieved until after 2022.</p> <p>At this early stage, it is not possible to comment on these outcomes.</p>	
<b>Does the intervention remain on course to deliver against its original objectives?</b>	<b>Yes</b>
It remains early days, though this intervention is still on track to establish ways of dealing with congestion within Cambridge city centre.	

## Evidence on effects/expected effects of interventions

- 4.9 Consultations were undertaken with six local stakeholders to provide further detailed insight into two selected major transport schemes, namely the A1307 corridor improvements and Milton Road bus priority and road improvements. Six consultations were undertaken in February 2019 to inform the One Year Out report, with five of the six also consulted in August-September 2019 to explore any changes in the previous six months. In this section we present an aggregated set of findings from both sets of consultations covering the design and delivery of the schemes to date, and the potential effects that the schemes were expected to have. The evidence needs to be seen in the context that the schemes were still in their early days, and the limited number of interviews undertaken.

### **A1307 corridor improvements**

- 4.10 As described in the One Year Out report, the A1307 connects the city centre south-eastwards with Addenbrookes Hospital, a number of science parks (Granta Park, Babraham and the Genome Campus) and communities to the south-east of the city towards Haverhill. It was single carriage-way in parts, often congested and had a poor safety record.

### *Progress to date*

- 4.11 Follow-up consultations with local stakeholders provided insights into progress of the A1307 scheme. **The overall view was that the intervention was progressing well and that delivery of the intervention had improved over time.** One consultee explained that the works were delayed in the earlier stages because it took longer than anticipated to build consensus on the scheme design with local communities. This barrier was overcome when the GCP team were

recruited in full and able to focus on Investment Fund interventions. This had also enabled improved communications, in particular with communities. It was also reported that **feedback from the A1307 delivery team had been timelier in recent months** – with updates ahead of GCP Joint Assembly meetings received in good time.

4.12 This said, there was feedback to suggest scope for further improvements to communications, and their consistency. Consultees understood that communication was particularly important at the beginning of the project (which had been achieved) but expected more regular updates throughout the process. The communication issue was seen to exist on two levels: between the A1307 team and other GCP-led initiatives, and between the GCP and local stakeholders.

- In the first instance, stakeholders provided examples where the join-up between projects could be improved. One of these was a public consultation on the link between Babraham Road Park & Ride and the Fendon Road roundabout, which happened after much of the project planning had taken place and the feedback had direct implications for other GCP-projects. This siloed working was highlighted as an area for improvement moving forward.
- In the second instance, there was consensus from consultees that local stakeholders were not kept consistently up-to-date on project progress. One consultee explained that communication with GCP felt reactive, rather than proactive. Given the timely reports to Assembly meetings, this could be readily addressed as the information was seen to be available.

4.13 Despite this, **one consultee commended the GCP's responsiveness to feedback from stakeholders**. In their experience, GCP had reacted promptly and made appropriate arrangements to address issues.

4.14 Consultees agreed that achieved outcomes from the A1307 project were very limited to date, and that most effects will occur in the future. This said, there were two examples of intermediate outcomes, or signs of confidence that these were being supported by the scheme:

- First, other Investment Fund projects had delivered small improvements, such as additional bike racks at Babraham Road Park & Ride and new traffic lights outside Linton College, that have given the local community confidence that delivery of the Investment Fund more broadly was underway. This was understood to have improved local perceptions of the projects and increased confidence that the Fund will have tangible benefits to the community.
- Second, the confidence in the delivery of the scheme has started to play a role in planning decisions and in growing interest by organisations to expand existing sites. For example, the A1307 is expected to provide key infrastructure to support development at Cambridge Biomedical Campus, which could create c. 14,000 jobs without extra car parking on site – clearly pertinent to a scheme focussed on delivering incentives for bus and cycle travel.

4.15 Overall, consultees were confident that the scheme will succeed in achieving its anticipated outcomes in the future because of: the scale and speed of growth in Cambridge, and the associated ongoing interest from new and existing investors; the strength of the GCP and its growing credibility; and the scale of funding that GCP has committed to deliver the schemes. Given the substantial size of the scheme, there clearly remains some way to go in terms of practical delivery.

In addition, whilst general alignment between the GCP and Combined Authority priorities have been highlighted by stakeholders more widely, there was still a degree of uncertainty with respect to the fact that any lack of co-ordination on this specific intervention could delay progress and outcomes in the future.

### **Milton Road bus priority and road improvements**

- 4.16 The Milton Road project aimed to improved public transport, cycle and walking infrastructure to make sustainable travel options more attractive alternatives to driving. The One Year Out report highlighted that stakeholders were aware that the scheme was underway and felt reasonably confident that it would be completed to a good standard. SQW aimed to complete follow-up consultations with three Milton Road stakeholders but only two were completed due to the busy schedule of one of the consultees.
- 4.17 **Those consulted had a good overall understanding of the programme.** No specific changes in project progress were reported since consultation for the One Year Out report in February 2019. The high-level awareness was informed by stakeholders' personal networks (e.g. relationships with senior GCP staff) and regular mailings from the GCP. One consultee stated that the communication with stakeholders had been "*great*" but thought that project was progressing slower than they had anticipated. This last point may reflect that the timeframe for delivery was due to be determined (given the close proximity to the Histon Road scheme and the short-term disruption that would be caused), whilst final designs were agreed a number of months ago (in December 2018).
- 4.18 It was too early for consultees to comment on achieved effects of the intervention, and both expected most benefits to occur at a later stage. In the future, consultees expected to see improvements to local perceptions of safety when cycling and improved journey times for cyclists. **Both were confident that the scheme would succeed in achieving these outcomes in the future** because of the dedication of GCP and continued open conversation with local stakeholders.



## 5. Additional Investment Fund expenditure

### Introduction

- 5.1 The Evaluation Plan agreed by the National Evaluation Panel was based on known investments at the time. Further expenditure has been made on programme management, resource to inform the early development of interventions, and evidence and engagement work. In addition, a number of interventions have been developed since the first set of interventions that were the basis of the Evaluation Plan. These expenditure items have all utilised Investment Funds within the first Gateway period up to 2019/20. The additional interventions have not been subject to in-depth assessment as part of the evaluation, but they are included in this report to establish a more complete overview of Investment Fund deployment and the extent to which those schemes that are subject to evaluation are part of a larger, more integrated and strategic package of transport interventions.
- 5.2 These additional interventions are included in Table 5-1 under two categories, transport interventions and operational interventions. A third set of investment lines is included in Table 5-1 to provide a complete picture: these relate to programme management, evidence and engagement. In the first Gateway Review period, the GCP was expecting spend against these other investment lines of £26.2m, which was broken down as follows:
- £14.3m on the transport interventions (with planned lifetime expenditure of £52.4m)
  - £4.0m (with planned lifetime expenditure of £5.2m) on skills and Smart Cambridge
  - £8.0m on early development of transport schemes, programme management and evidence and engagement, including activities to support housing, energy and promotion.
- 5.3 Up to the end of the financial year 2018/19, £8.7m had been spent on the transport and operational interventions, with the remaining £9.5m to be spent in the current financial year (2019/20) - see Table 5-1. This compares to planned expenditure of £63m (and £48.4m based on the actual anticipated expenditure) on the 12 interventions within the core scope of the evaluation within the first Gateway Review period.
- 5.4 Combining these other investment lines with the 12 interventions in the core scope of the evaluation, the Greater Cambridge Partnership anticipated that the overall actual Investment Fund spend over the course of the first Gateway Review period would be approximately **£75million**.
- 5.5 At an intervention level, the major items of spend were: the West of Cambridge package (£6.3m expected spend to end of 2019/20); Greenways quick wins (£3.7m); and Smart Cambridge (£2.2m).
- 5.6 The following interventions all have planned expenditure beyond the Gateway Review period:
- West of Cambridge Package (total budget £42m)
  - Skills (total budget £2.9m)
  - Cambridge Science Park to Waterbeach Corridor (total budget £2.6m)

- Smart Cambridge (total budget £2.3m)
- Residents Parking Implementation (total budget £1.2m)
- Travel Hubs (total budget £0.7m)
- Eastern Access (total budget £0.5m)

5.7 It should be noted that these planned expenditure figures are based on actual GCP resources to date and the GCP's Future Investment Strategy has identified that for certain schemes there will be a significantly larger lifetime expenditure, subject to the receipt of further Investment Fund monies.

**Table 5-1: Overview: Investment Fund spend not subject to in-depth evaluation assessment**

Investment line	Total Budget (£000)	Projected spend 2015/16 – 19/20 (£000)	15/16 Spend (£000)	16/17 Spend (£000)	17/18 Spend (£000)	18/19 Spend (£000)	19/20 Projection (£000)
<b>Transport interventions:</b>							
Cambridge Science Park to Waterbeach Corridor	2,600	793	67	72	391	3	260
Eastern Access	500	225					225
West of Cambridge Package	42,000	6,344	240	416	717	1,971	3,000
Travel Hubs	700	291			84	57	150
Residents Parking Implementation	1,191	639			114	175	350
Greenways Quick Wins	3,650	3,650			0	2,079	1,571
Developing 12 Cycling Greenways	536 <sup>a</sup>	566			256	250	60
Cambridge South Station	1,750	1,750			0	0	1,750
<b>Sub-Total for transport interventions</b>	<b>52,391</b>	<b>14,258</b>	<b>307</b>	<b>488</b>	<b>1,562</b>	<b>4,535</b>	<b>7,366</b>
<b>Operational interventions:</b>							
Skills	2,907	1,761	47	188	205	84	1,236
Smart Cambridge	2,270	2,216		271	391	596	958
<b>Sub-total for operational interventions</b>	<b>5,177</b>	<b>3,977</b>	<b>47</b>	<b>459</b>	<b>596</b>	<b>680</b>	<b>2,194</b>
<b>Programme management, evidence and engagement:</b>							
Central Programme Co-Ordination	2,394	2,394	111	391	728	644	520
Programme Management & Early Scheme Development (transport interventions)	3,200	3,199	355	781	802	559	702

Investment line	Total Budget (£000)	Projected spend 2015/16 – 19/20 (£000)	15/16 Spend (£000)	16/17 Spend (£000)	17/18 Spend (£000)	18/19 Spend (£000)	19/20 Projection (£000)
Engagement & Communications	427	427			251	88	88
Evidence, Economic Assessment and Modelling	590	590			31	280	279
Travel Audit - Cambridge South and CBC	150	150			88	62	
Affordable Housing	170	170		10	0	125	35
Cambridgeshire County Council Costs	93	93			31	31	31
South Cambridgeshire District Council Costs	120	120			40	40	40
Towards 2050	260	260			52	148	60
Housing Delivery Agency	400	400		200	200		
Cambridge outward promotional activity	190	150	60	90	40		
<b>Sub-total programme management, evidence and engagement</b>	<b>7,994</b>	<b>7,953</b>	<b>526</b>	<b>1,472</b>	<b>2,263</b>	<b>1,977</b>	<b>1,755</b>
<b>OVERALL TOTAL</b>	<b>66,098</b>	<b>26,188</b>	<b>880</b>	<b>2,419</b>	<b>4,421</b>	<b>7,193</b>	<b>11,315</b>

Source: GCP

Projected spend data for 2019/20 is based on the most recent available forecast, signed off by GCP Assembly in July 2019

A Public consultation delayed the final Greenways project into 2019/20 financial year. The overspend of £30k was to cover costs for staff time, consultation materials, consultant support and promotions

## Larger schemes

- 5.8 Of the larger schemes listed above, the programme development and operational management spend is not covered by this evaluation. This leaves three major schemes, the early progress of which is discussed in the following sub-sections: West of Cambridge package; Greenways; and Smart Cambridge.

### West of Cambridge Package

**Table 5-2: West of Cambridge package spend during the Gateway period (2015/16 – 2019/20)**

Intervention	Total Budget (£000)	Projected					
		Tranche 1 Spend (£000)	15/16 Spend (£000)	16/17 Spend (£000)	17/18 Spend (£000)	18/19 Spend (£000)	19/20 Projection (£000)
West of Cambridge Package	42,000	6,344	240	416	717	1,971	3,000

Source: GCP

- 5.9 The West of Cambridge Package is the largest intervention not in scope of the main evaluation, with a total budget of £42m, much of which will be spent after the first Gateway Review period. It seeks to deliver improved Park & Ride, cycling and pedestrian facilities from the west of the city. The scheme will see an improvement of an existing Park & Ride facility, which is on the Eastbound side of Junction 11 of the M11, and the creation of an additional facility on the Westbound side of the junction. The current provision for 3,000 vehicles is fully utilised most days. Spend on this scheme to date was mainly incurred on planning and design work. The first phase of this work – an upgrade to the existing Park & Ride facility – has been completed within 2019/20, with the full works for the more substantial second phase due to be started in 2020. The full scheme was approved at the June 2019 GCP Executive Board and planning permission has been granted. The intervention is of strategic significance for the Cambridge Biomedical Campus.

### Greenways projects

**Table 5-3: Greenways projects spend during the Gateway period (2015/16 – 2019/20)**

Intervention	Total Budget (£000)	Projected					
		Tranche 1 Spend (£000)	15/16 Spend (£000)	16/17 Spend (£000)	17/18 Spend (£000)	18/19 Spend (£000)	19/20 Projection (£000)
Greenways Quick Wins	3,650	3,650	0	0	0	2,079	1,571
Developing 12 Cycling Greenways	536	566	0	0	256	250	60

Source: GCP

- 5.10 The Quick Wins are minor schemes of work that could be carried out on a short timescale (c. 18 months) to improve road safety, reduce congestion and enhance the city region's cycling network. Most of these improvements are small-scale projects located within highways boundaries around South Cambridgeshire and, as a result, improvement can be delivered quickly. There are eleven such projects. An example is the £700k widening and resurfacing of an existing path and cycle route between Stapleford and Sawston. This is heavily used by residents and school pupils attending Sawston Village College and is expected to lead to more

sustainable transport choices for short journeys between the two villages. All of the Quick Wins were expected to be completed by the end of 2019/20 at the time of the evaluation research (with many already completed).

- 5.11 The second Greenways project aims to establish a high-quality network of 12 separate routes into Cambridge, from surrounding towns and villages, as part of the wider sustainable transport network around Greater Cambridge. The “Developing 12 Cycling Greenways” spend is for the development phase only. Scheme delivery is likely to then commence in 2021, if approved by the Executive Board. During development, these schemes have been subject to significant engagement and consultation work with local residents to understand need.

### Smart

- 5.12 The Smart workstream, allocated £2.27m (Table 5-4), comprised a range of interventions focused on supporting data-driven decision making, particularly in transport, and providing smart technology to improve the way people live, work and travel in and around Greater Cambridge.
- 5.13 The workstream has leveraged further funding for its activities from a range of sources, bringing in £3.65 for every £1 of Investment Fund expenditure over the last three financial years (April 2016 to March 2019). These sources have included Innovate UK, the Department for Transport and private sector. Securing this funding has allowed Smart to contribute significantly greater impact for the Investment Fund contribution than would otherwise have been possible. In addition, the workstream has also secured significant contributions in-kind from academic and business partners amounting to over a quarter of a million pounds a year.

**Table 5-4: Smart project spend during the Gateway period (2015/16 – 2019/20)**

Intervention	Total Budget (£000)	Projected Tranche 1 Spend (£000)	15/16 Spend (£000)	16/17 Spend (£000)	17/18 Spend (£000)	18/19 Spend (£000)	19/20 Projection (£000)
Smart Cambridge	2,270	2,216	0	271	391	596	958

Source: GCP

- 5.14 Since the start of the 2017/18 the GCP budget allocated to the workstream provided the core Smart Cambridge team in addition to the funding used for specific activities relating to the interventions set out in Table 5-5, totalling just under £1m (including the 2019/20 projected spend). Table 5-6 provides brief descriptions of the main activities.

**Table 5-5: Selected Smart interventions spend during the Gateway period (2015/16 – 2019/20)**

Intervention	15/16 Spend (£000)	16/17 Spend (£000)	17/18 Spend (£000)	18/19 Spend (£000)	19/20 Projection (£000)
Travel Apps (incl. MotionMap, SmartPanels, Digital Wayfinding & Google Transit)	0	0	175	130	145
Intelligent City Platform (including GeoSpock in 19/20)	0	0	100	100	110
Intelligent Mobility	0	0	80	15	30
Sensor Trials	0	0	0	65	30

Source: GCP

**Table 5-6: Descriptions of the selected Smart interventions**

<b>Name</b>	<b>Description</b>
MotionMap	Real-time, historic and crowd-sourced data combined to give more accurate travel time information to users, supporting intelligent choices and encouraging sustainable travel delivered through the MotionMap app
Smart Panels	Development and deployment of screens with real time travel information, displayed in selected building lobbies around Greater Cambridge.
Digital Wayfinding	Self-service screens at the train stations to give station users a better experience, supporting more integrated transport choices
Google Transit	Google Transit is one of the primary travel planning tools used by visitors to Cambridge. Smart Cambridge worked in collaboration with Stagecoach, Google Maps and transit data specialists, Ito World, a local Cambridge-based company, to feed data into the Google Transit app.
Intelligent City Platform	Smart Cambridge collects and analyses real-time travel data derived from an array of sensors. The Intelligent City Platform, built in partnership with the University of Cambridge, continues to be developed and provides a valuable 'sandbox' environment to better understand the available data, analyse trends, explore predicted bus movements and arrival times and output the data into tangible products that can be used to encourage modal shift (see Travel Apps). Outputs from the Intelligent City Platform have helped to inform thinking and decision making. Through the collaboration with the university, the platform is also used in academic research. It has recently been awarded a further £94k grant from DfT, to add further datasets to the platform including car park usage figures and Bluetooth journey data.
Intelligent Mobility	Reports and studies exploring how 'intelligent mobility' – including smart ticketing and vehicles – could help to transform public transport across the region.
Intelligent Mobility - Digitisation of TROs	Smart Cambridge has been working with AppyWay to digitise Cambridge's Traffic Regulation Orders - which are the legal mechanism for governing the kerb to build a management tool for creating or changing orders. Through Innovate UK funding, and with developmental help from Cambridgeshire County Council and the Smart Cambridge team, Mapper has been built to develop standardised kerbside data available via smart APIs to fleet operators. This will enable transportation providers and mobility developers to provide better services and solutions for Cambridge residents, businesses and visitors.
Sensor Trials	Smart Cambridge is trialling and evaluating available sensors to make recommendations to other Councils and GCP teams on the appropriateness of specific sensors to different contexts, sensor placement and the capture and analysis of data.

Source: GCP

## Annex A: Consultees

---

**A range of stakeholders incorporating a broad range of sectors and organisations across Greater Cambridge were engaged throughout SQW's work.**

**This Annex contains personal information and has been removed on the basis of confidentiality.**