

Fit with City Deal objectives	Transport objectives - The City Deal will invest in enhancing transport infrastructure that makes it easier for people to travel between places of work, home or study using sustainable modes of transport, reduce congestion and support our city region's connectivity with regional and national transport networks	Innovation objectives - Explore, in partnership with academic and business expertise, technological opportunities to complement the aims of the infrastructure investment programme and improve the functioning of the Greater Cambridge economy, finding smart solutions to a series of issues constraining the economic growth potential of the area and positioning the area as a Smart Cities leader.	Housing objectives - We will accelerate the supply of new homes and create more affordable housing in sustainable locations in Cambridge and South Cambridgeshire, maintaining Cambridge as a compact city.	Skills objectives - Create a locally responsive skills system that maximises the impact of public investment, forges stronger links between employers and skills providers, and drives growth across Greater Cambridge, including delivering 420 additional apprenticeships in growth sectors over five years.

Gateway Review criteria against which the bids could be evaluated	Outputs - where there is a current / existing workstream, the extent to which this is on time and on budget, and /or has experienced a significant increase in budget profiling in the last financial year. This is Trigger 1 in the 2019 Gateway Review	Standard outcomes (direct benefit realisation) - which could include changes in journey times; increased public transport frequencies; changes in reliability; improved road safety; customer satisfaction, decreased carbon emissions, noise and air quality; numbers of new units e.g. signal or charging units; park and ride spaces; kms of roads/bus lanes/cycleways and lanes - Potential trigger 2 in 2019 Gateway Review	Economic impact - such as increased connectivity, labour catchment within set journey times (heat maps), size of business sector, households data, housing development and employment development. Potential trigger 3 in 2019 Gateway Review
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Deliverability	What extra will be delivered with the additional funding?	What would happen in less or no funding is provided?	What other funding opportunities are there?
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Value for Money	Economic benefits exceed the cost of the investment and future maintenance
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Quality

Investment evaluation against criteria

Investment and description	Evaluation against objectives	Evaluation against criteria	Deliverability and key milestones	Alternatives explored and consequences of no funding.	Overall views / recommendation
Greenways - Developing up to 12 cycling 'greenways' in South Cambridgeshire	<p>Potential impact against transport objectives</p> <p>a) Safer, more direct, pleasant and convenient routes for cycling and walking in to Cambridge - measured in decreased number of police road casualty reports and cycle and pedestrian counts;</p> <p>b) Improved access to Cambridge City, employment areas, retail sites, green spaces, schools, leisure facilities and residential centres - measured in user perceptions surveys;</p> <p>c) Routes suitable for horses, subject to landowners' permission or other issues</p> <p>d) Enhancements to the environment, streetscape and air quality - measured through on-going pollution monitoring.</p> <p>e) Improved opportunities to access public transport</p> <p>f) No negative impacts on motor traffic Provided evidence of where a similar scheme has worked and compares villages with good cycling link and those with less and comparator cycling rates.</p>	<p>i) Cycling is an area that has experienced an uplift in budget recently.</p> <p>ii) The cycling team have recently reported a growth in numbers against standard outcomes.</p> <p>iii) Advanced funding for feasibility work (rather than waiting for feasibility work to start following any tranche 2 prioritisation) could contribute to a positive result for schemes achieving the outcomes forecast in their final business case within one year of opening (Trigger 2).</p>	<p>i) This is evaluation work for an existing project within an existing workstream.</p> <p>ii) There is no direct crossover with the City Access cycling schemes. The staff requested for this work are separate but are projects that would need to work closely together.</p> <p>iii) Greenways is more about discussion with parish councils and landowners, liaising with ramblers, horse owners and rural organisations bringing people into the City and then City Access take over from the ring road (so current gap).</p> <p>iv) The feasibility work could result in future spending commitments of up to £20 million if all of the 12 Greenways projects were taken forward. Therefore consideration to the likelihood of £20 million being available prior to considering whether to spend £480,000 on feasibility work. Cycling team's assessment is that past experience shows it is likely.</p> <p>v) Need to see whether Greenways is included on the long list of tranche 2 prioritisation and how this links with tranche 2 prioritisation work as funding Greenways would result in some work on the ground alongside tranche 2.</p> <p>vi) Key milestones - complete consultation on first 6 routes and report back to Exec Board in March 2018. Complete consultation on final 6 routes and report back to Exec Board - March 2019</p>	<p>i) The PID states that there is an allocation of up to £50,000 as of November 2016 for development work, with a recognition that further funding will be required for delivery. The work is currently being funded by the City Deal early scheme development budget. There could be consideration for some further funding from this pot but would not be able to fund the full £480k.</p> <p>ii) A cost benefit analysis is being undertaken of each of the 12 routes which will be available 1st March 2017 which will highlight VFM. This will inform which of the 6 routes are to be taken forward first.</p> <p>iii) Feasibility work will happen regardless of funding but relies on how quickly funds are available to progress the work.</p> <p>iv) If there was no funding provided from the 2017/2018 budget then the impact would be a delay in delivery (if prioritised for future City deal investment strategy) or that schemes aren't developed. If achieved funding now all preparation work could be undertaken so that future funds (City Deal or other) could be spent directly on works rather than starting the feasibility work</p>	<p>Decision to be taken whether wish to wait until the tranche 2 prioritisation is complete and see how much of the £20 million is awarded but this will result in a delay in the work starting on the ground as the feasibility work will not have started yet.</p> <p>The Board may wish to 'invest to accelerate' so that outcomes from the business case could be realised quickly to meet Trigger 2 in the Gateway Review but should note the risk that funding for delivery may not be available.</p>
Residents Parking - consultation of and potentially one-off costs for implementation of Residents' Parking Schemes within Cambridge City	<p>Proposal to fund consultation on the introduction of Residents' Parking Zones and, where supported, their one-off implementation costs. The Board has expressed willingness in principle to do this, subject to business case.</p> <p>Supports transport objectives as part of a joined up approach to parking and traffic management.</p>	<p>i) Could increase the quality of life and potentially road safety for residents where on-street parking negatively impacts their access to and from their houses, thus increasing customer satisfaction (Trigger 2 outcome)</p> <p>ii) Could disadvantage those who on lower wages / students if they cannot afford to pay parking charges and alternative transport is not available (negating potential impact against trigger 2 outcomes)</p> <p>iii) Cost neutral once implemented</p> <p>iv) 6 schemes are already in the pipeline and could be implemented by March 2019 with follow up and surveys by March 2020 - too late for 2019 Gateway Review</p>	<p>i) The bid is for funding for feasibility work for a delivery plan that has been submitted with the business case and would cover all 26 of the schemes in the delivery plan. The money covers the implementation costs with residents paying only the annual costs.</p> <p>ii) It is recommended that this is preceded by a small piece of work assessing how to align all parking activity across the city in its totality, which includes looking at what activities will add to parking displacement onto residential streets and the impact across the city and beyond of taking parking away from residential streets. This should be undertaken as part of the Cambridge Access project.</p> <p>iii) Key milestones are: Consultation completed all areas, results presented to City Deal Board & CJAC by March 2018; Drafting/advertising the Traffic Regulation Orders by May 2018; Objections considered June 2018; Implementation of all agreed schemes by March 2019; Follow up surveys and any minor changes implemented by March 2020</p>	<p>i) The recommended work on aligning parking activity would provide a better assessment of the potential contribution to the funding triggers and City Deal objectives and of the consequences of not funding; ii) If funding is not provided, residents' parking zones could still be consulted on and implemented, but this is likely to be slower and implementation costs would need to be paid by residents;</p> <p>iii) there is some risk that money would be spent consulting on residents' parking schemes but none were implemented and benefits could not be realised - an initial piece of work on overall strategy would help to mitigate this risk.</p>	<p>Potential option for the Board to consider whether ring-fencing funds for parking related activities and then subject to work on further alignment and timetabling of parking activities, then releasing funds if this work is satisfactory.</p>

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Rapid Charge for taxis -co-investment in electric vehicle charging points across Cambridge	<p>Potential impact against transport objectives through enhancing the transport infrastructure using sustainable modes of transport.</p>	<p>Potential impact against decreased carbon emissions and air quality (Standard outcomes for Trigger 2)</p> <ul style="list-style-type: none"> i) The move from diesel taxis to Electric taxis will cut local emissions of Nitrogen oxides and Particulate matter by up to 50%; ii) Using treasury 'damage cost approach' the financial benefits of this intervention can be estimated on the basis of the reduction in the tonnes of polluting emissions. On this basis and using data for Nitrogen oxides reductions from feasibility studies, emissions will be reduced by 1 to 2.5 tonnes giving a potential annual economic benefit of between £10,100 for a low uptake scenario and £101,010 for a high uptake scenario; iii) The target of 250 private hire and locally operating taxis will be fully electric or plug in hybrid gives an opportunity for the local car market and numbers of such vehicles could be monitored for impact. 	<ul style="list-style-type: none"> i) The aim is to procure to a private company to run the charging stations with a small amount of revenue recouped to cover costs but also ensuring that using the charging points is not cost prohibitive to the relevant drivers. ii) Some links to City Access project but this funding is separate to the funding requested by City Access. iii) If at the same time car dealerships could be encouraged to offer incentives with electric or hybrid car sales, then could maximise impact. iv) Key milestones - consultation on necessary Taxi licencing policy changes in Cambridge City has already taken place during the Summer of 2016. Further consultation on the individual charge point installations will be subject to normal planning regulation and will be consulted on as appropriate. 	<ul style="list-style-type: none"> i) City Deal funding is required to 'unlock' the remaining bit of OLEV (Office for Low Emission Vehicles) funding of £538,000. As a result of Cambridge City Council committing £100k funding over 4 years, this enables 4 charging points to be installed and is also enough to trigger a maximum of £300k funding from OLEV to provide an additional 9-12 charge points (combined total of 13 - 16 points). If the city can contribute a further £100,000 then this would be classed as total matching funding of around 25% of the total cost and would enable the release of a further £238,000 from OLEV. This further £338,000 would facilitate a further 25 fast and rapid charging points (total 19 fast and 25 rapid charging points across the City). 	<p>Well advanced delivery project whereby impact will depend on the cumulative funding secured.</p> <p>Would meet a number of Trigger 2 standard outcomes and with the first phase due to be completed by mid 2018, these could be monitored for the Gateway Review.</p> <p>Recommend funding.</p>
Travel audit on future transport requirements for the Biomedical Campus, including Cambridge South Station	<p>Potential enablers of impact against transport objectives</p> <ul style="list-style-type: none"> i) Would provide the information to understand the necessary transport infrastructure and services required to serve the sites including a Cambridge South train station, which is identified in the Transport Strategy and plans; ii) The study would also provide essential information for building the transport connections between the CBC and other key businesses and employers, such as the University of Cambridge and the Science and research clusters to the south of the city. <p>Potential impact against skills objective</p> <ul style="list-style-type: none"> i) Would facilitate a high level of jobs growth as the site would be a more attractive and successful employment site and allow the high tech and biomedical research sector to flourish 	<p>This is enabler work that would provide the intelligence and detail to inform future work. On its own it will not deliver direct benefits but would contribute towards existing workstreams and would enable future transport schemes that would have a long term economic benefit, assisting with trigger 3.</p>	<ul style="list-style-type: none"> i) Funding could be available from Astra Zeneca and so this would be some matching funding against this. A question to be asked whether there are any other companies who would also be willing to contribute towards this work? ii) This work could result in significant spending commitments if the train station is taken forward and the total amount of private sector funding was not forthcoming. Therefore consideration to be given whether the Board would consider funding a train station prior to considering whether to spend £150,000 on feasibility work iii) Key project milestones - Data collection - surveys, staff home postcodes, current conditions, travel patterns and service provision; LEP discussions with CBC partners, discussions with John Laing and A1307 project lead; Data analysis of stage 1 surveys and assessment/modelling of local transport impacts of Cambridge South Station; Draft Report; Production of Travel Audit Report and Outline Business Case for Cambridge South Station 	<p>There are already studies underway around this area 1) City Deal is already undertaking a study looking at the A1307 corridor which connects to the front of the CBC site and 2) John Laing is also undertaking a study looking at the feasibility of a Cambridge South railway station to serve the site. This piece of work would provide intelligence that neither study is currently looking at, which is the transport patterns of now and potentially the future.</p> <p>Doing the work early in 2017 would match the pace of the station study and could form part of the trance 2 programme.</p>	<p>This is an enabler project with no direct or short term delivery outcomes but will facilitate future delivery outcomes and tranche 2 projects that would inform later Gateways. Would be an investment in intelligence to inform current, planned and future work and the board would be minded to recommend funding.</p>

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Cambridge Promotions Agency - an organisation to help get the people and employers into the region who will continue the desired economic growth. One further year of funding.	The aim is to bring private sector funding into the wider region to secure and create local jobs as part of the 44,000 target by 2031.	<p>Contributes towards Trigger 3 (economic growth indicators)</p> <p>i) Between July 2015 and the end of 2016, the CPA (managed by Cambridge Network) has recorded over 130 new relationships (average of 7.2 per month), resulting in 20 known investments of various sizes (15% conversation rate).</p> <p>ii) The business case gave specific four examples of investment that could be attributed to Cambridge Network and CPA. States at least 25 jobs with potential to increase to over 200.</p>	<p>i) Investment in a press office is focused on international awareness raising and driving traffic to the website.</p> <p>ii) Based on minimum of same levels of enquiries of 7.2 per month (though would expect to grow if increasing press coverage), then same conversation rate would be 1.08 enquires converted into investment per month.</p> <p>iii) If take the individual \$10million (£8.3million) investment alone from one company, the £150,000 initial investment is just 1.8% of investment gained and more than adequately covers the initial investment made.</p>	<p>i) SLA stated no further funding beyond initial funding. However, the current context is different context to that when the SLA was first developed, including Brexit and focus from a changed government. Also, the originally proposed funding model, whereby potential inward investors pay for services, has been found to be unachievable as they will not do so and other 'competitor' locations would not charge;</p> <p>ii) City Deal is one of several funders of the Cambridge Promotions Agency. Not providing further funding would mean activities would be scaled back - an extra year's funding would provide time to realise the benefits of investment in the 'press office' function.</p>	Despite the original SLA stating no further funding, there would be merit in the Board considering funding for at least one year as the original investment has shown a significant return. This would enable CPA and Cambridge Network to continue with the work and at the same time identify a suitable mechanism to continue the work or alternative funding stream.
Central Programme Team - strengthening programme management, governance, strategy and coordination capacity and funding finance and Democratic Services support	The function is there to support good decision making and ensure that the right programme is delivered that drives growth. As such, it supports the delivery of all objectives and of the monitoring and reporting needed to secure future investment.	This is enabler work that would be central to the success of the 2019 Gateway Review process and future funding. The Programme Team oversees delivery and is ensuring that issues addressed in the recent external assurance report are being addressed. The increased funding is partly to meet earlier commitments to fund finance and democratic services support for the GC City Deal, as agreed in November 2016.	<p>i) This is an existing workstream that has experienced an increase in budget expenditure in the last quarter of 2016/2017 and will continue this increase in the first half of 2017/2018 as a result of strengthening the senior and strategic management structure of the team.</p> <p>ii) As a result of this increase in expenditure, the programme will have the experience of an interim chief executive who will provide strong leadership, direction and clarity to the programme, enhancing its reputation, implementing the Mouchel report in its entirety and ensuring that the second tranche of funding is paid. The funds for which have been previously agreed as per delegated powers and need to be added into the programme budget formally. The programme manager is focused on delivery and strategic management of the City Programme as a whole and is responsible for looking longer term (up to 2030 and beyond). Plus there would be specific capacity to focus on the organisational consequences of the Mouchel report and maximising how City Deal reports on economic growth indicators for the Gateway Reviews.</p> <p>iii) A challenge process has reduced this bid by £114k over the 3 years by removing a specific economic growth post and instead providing a small provision for commissioning focused, short term consultancy support as required</p> <p>iv) Key milestones - Interim Chief Executive in place from early January through to September 2017.</p>	<p>i) Without increased funding, the level of central support for the Programme would need to be cut significantly, programme management, finance and democratic services provision, as well as programme leadership, would be affected. The demands on senior staff in all the City deal partner organisations would be increased, hampering their ability to deliver Council and other City deal partner objectives.</p>	This is an enabler project which acts as a co-ordination and enabling function for City Deal workstreams and the overall governance structure. Would suggest the Board considers funding to ensure City Deal programme is well developed and on track and to secure a good outcome for the 2019 Gateway Review.

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Strategic planning & transport framework - Preparation of a non statutory joint strategic framework for the development of the Greater Cambridge area ahead of the preparation of a statutory joint Local Plan for Greater Cambridge	<p>Potential impact towards transport, housing and skills objectives -</p> <ul style="list-style-type: none"> i) Direct impact by providing capacity for the Single Local Plan commitment in the City Deal agreement and to drive the join-up between economic growth, housing and planning; ii) Also provides indirect impact by supporting the development of longer-term strategies and ensuring investment is aligned to those; would inform as to the scale of issues and development which needs to be addressed to influence the ongoing and imminent housing and job projects, and therefore meet these workstream's objectives. ii) The additional planning resource will provide timely input to City Deal scheme development and would therefore contribute towards workstream achieving individual outcomes. 	This is an enabler project that fits in with longer term objectives beyond 2030 and to 2050. Would not fit with 2019 Gateway Review but would be expected to support trigger 3 for later review. Also supports objectives of developing the economic growth partnership.	<ul style="list-style-type: none"> i) This is not an existing workstream but is about increasing the resource in a current team to address extra work that is required and without additional resourcing will not happen. ii) Bid covers two distinct aspects 1) Thinking strategically about delivering growth and bringing forward infrastructure now and in the future, especially beyond 2030 so that key opportunities and projects are not missed because the right information is not available to make informed decisions. 2) An increase in planning capacity for the City Deal to embed planning into scheme development iii) Key milestones - Secure funding; Scope out brief; Appointment of consultants; Stage 1: Position Statement, understanding key influences and issues - winter/spring 2017 - this involves pulling together existing information and key influences, understanding key programmes and initiatives, informing a statement of the joint strategic priorities for investment. Stage 2: Developing the evidence and moving towards options - summer/autumn 2017 - establishing the vision for future growth, and what evidence may be required to assist with establishing the vision, and exploring how that vision and evidence start to influence initial thinking on spatial options. This would involve developing a degree of census from stakeholders. Stage 3: Develop spatial growth options as a basis for engagement - winter 2017/2018 - based on the outputs from Stages 1 and 2, a number of spatial options and/or a 	<ul style="list-style-type: none"> i) Significant links with development of Local Plans and Combined Authority activity. There is a risk in waiting for the current Local Plans to be adopted, where opportunity to influence strategic thinking could be lost if there was delays. ii) This bid covers resource from the Joint Strategic Planning Unit, which provides the right skills for the work and would otherwise not be funded. The only funding avenue for this work is Councils and there is no other funding stream available. iii) City Deal agreement includes a commitment to prepare a joint local plan for Greater Cambridge in 2019 and the resource is needed to do this. iv) If a decision was taken to not fund this work, the development of the framework would not happen, or if it was taken forward would be significantly scaled down and developed over a longer timeframe which means that opportunities could be missed. 	This is an enabling piece of work that the Board should consider investing in to accelerate the preparation for the Local Plan review in 2019 and City deal commitment to a single local plan for Greater Cambridge, which should combined housing and transport. This work also supports development of longer term vision and strategy.
Space & Movement Supplementary planning document - city Centre spaces and movement framework	<p>Potential impact towards transport and jobs objectives</p> <ul style="list-style-type: none"> i) Outcome will be a comprehensive strategy that encompasses public spaces and the effective management of movement patterns will be created ii) The strategy will ensure that key spaces and the quality of those spaces are recognised alongside key transport improvements. iii) Would assisting in develop some key positive messages so focus is also on access and not just tackling congestion iv) Will help to deliver the jobs and homes set out in the Local Plans for Cambridge and South Cambridgeshire, which together form the Spatial Strategy for Greater Cambridge up to 2031. 	On its own it will not deliver direct benefits but would assist other workstream to deliver wider benefits that could be measured as part of trigger 2 (standard outcomes) in later Gateway Reviews.	<ul style="list-style-type: none"> i) Not a current workstream but more an enabler for additionality in the short, medium and long term which ensures that the public realm is considered when looking at opportunities and options. ii) Aligned with strategic planning and transport framework and also City Access work, so could lead to a separate workstream or fit into an current workstream iii) Funding would pay for combination of staffing and internationally renowned consultancy and without funding those would not happen. iv) Key milestones - Secure funding, scope out brief; Appointment of consultants; Undertake work linking to City Centre Access; Prepare draft Spaces and Movement SPD for consultation; Finalise SPD by March 2018 	<ul style="list-style-type: none"> i) City Council already committed to funding for SPD as well as City Deal funding. There is currently some consideration as to whether there are other funding opportunities e.g. the LEP which could contribute to this work. ii) Cambridge Local Plan sets out a requirement for a City Centre Public Realm Strategy which would be part of this supplementary planning document iii) If a decision was taken to not fund this work, the development of the SPD would happen anyway, but would not be able to address the economic growth and transport aspects linked to the Cambridge access project. 	This is an enabler piece of work that links with two other projects requesting funding. The Board to consider investing in this work as it will provide the information and intelligence to inform long term decisions about space, movement and public realm.

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Community Engagement and communications - strengthening public engagement and communications by investing in better systems, capacity and expertise	<p>The communications function supports the delivery of all objectives. Good, timely professional community engagement is necessary to deliver transport objectives in particular, as the proposed changes affect local people. The direct impact that could be seen is as follows:</p> <ul style="list-style-type: none"> i) Increased internal and external communication capability and capacity for the wider programme, including strategic and tactical support that will improve both public and internal communications and understanding. Tangible benefits will include, for example, regular and tailored City Deal briefings, events and newsletters, for both internal and external audiences, and support for stakeholder engagement in the wider vision and mission of the programme. ii) Investment in tools to improve work-flow and improve the overall customer experience. Tangible benefits will include access to and consistency of messaging across the programme, for both internal and external audiences, a new and mobile-optimised website and where required specific, external communications support. 	<p>This is enabler work that would be central to the success of the 2019 Gateway Review process and future funding by promoting successes, awareness and a better customer experience of City Deal both internally and externally. It is a vital enabler for all triggers.</p>	<p>The investment would strengthen and improve public engagement and communications by investing in better systems, capacity and expertise (£338k over 3 years).</p> <p>ii) Key milestones: movement of line management of City Deal communications to Programme Co-ordination Team in February 2017; Recruitment to Media & Communications Officer role in February 2017</p>	<p>i) This follows a communications review which mapped what was already in existence and the gaps that needed to be resourced. Where possible and appropriate, communications resource is being funded from transport project budgets</p> <p>ii) There is significant cross over with other projects e.g. City Access and SMART Cambridge and all bids which have requested communications resources have been challenged to check no duplication of effort.</p> <p>iii) Without additional funding, the existing central communications resource would be stretched and would not be able to deliver a professional communications service using timesaving communication mechanisms (timesaving for both staff and the public). This risks increasing costs elsewhere, for example other staff, external contractors.</p>	<p>This is an enabler project which adds value to the City Deal programme and enhances the reputation of the partnership. Recommend the Board funds to increase the capacity and capability of both internal and external communications.</p>
City Access - the delivery of the eight point plan.	<p>Potential impact on transport objectives</p> <ul style="list-style-type: none"> i) If all work progresses it will seek to address the issue of accommodating the expected 25-30% increase in the people-carrying capacity of the City's transport network by 2031 while reducing the amount of traffic by 10-15% from a 2011 baseline. ii) Will enable the investment in the quality of the experience of our public spaces, including streetscapes which links in with the SPD framework above. iii) Support travel options that are low carbon, non-polluting and involve daily physical activity. 	<p>The costs of work has firmed up as the project has developed and increased funding is needed to deliver against agreed objectives. Would contribute towards both Trigger 1 and Trigger 2 outcomes for the Gateway review by ensuring the project is on track and on budget and the project can deliver transport benefits including reliability, bus journey time savings, customer satisfaction, air quality and climate change objectives.</p>	<p>i) An existing workstream which has been given approval by Executive Board to progress a series of activities as per the recommendations but the paper did not consider how this work would be funded or if any funding was required.</p> <p>ii) Funding totals £5.045m million, set out in a detailed delivery document.</p> <p>iii) City Access has cross dependencies across the whole of the City Deal and with many other business cases. All of which have been scrutinised to check if there are any duplications in terms of staffing, activity and therefore costs.</p> <p>iv) Key milestones - During the 2017/2018 financial year to complete feasibility works for each of the delivery plans and recruit required staff; From spring 2018, implement the delivery plans.</p>	<p>i) This business case has been subject to robust challenge and was revised as a result of this challenge, which reduced the costs by 10%</p> <p>ii) The parking activities need to be part of a wider piece of work that aligns all parking activity across the city in its totality as set out under 'residents' parking', which includes looking at what activities will add to parking displacement onto residential streets and the impact across the city and beyond.</p> <p>iii) Consideration could be given to funding this work as a totality or in parts e.g. staffing for all 3 years and just year 1 of work (mainly feasibility work)</p> <p>iv) Consideration needs to be given to what the level of risk would be if all of the funding is not given, how many of the recommendations would not be able to be delivered and how many would be delivered but to a lesser extend.</p>	<p>The Executive Board has given agreement to the recommendations contained in this report, so some level of funding is required and the Board may wish to fund the work in its entirety and get an impact update as part of the 2018/2019 budget setting profile to check that all funding is still required and will deliver the impact expected, or fund just year 1 work and all 3 years of staffing so that staff can be recruited quickly. The latter does bring uncertainty and would require additional work by the officer in terms of both an impact report and a further bid and so the board is recommended to consider funding the work in its entirety but to include a detailed 'sense check' in the 2018/2019 budget setting process.</p>

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Skills - scaling up original pilot skills work on stimulating business demand for apprenticeships and improving careers advice in schools into second phase of activity and investing in a wider reach	Potential impact against skills objectives i) Increase in the number of apprenticeships ii) Stronger links with employers and skills providers through careers champion pilot	Would contribute towards both Trigger 1 and Trigger 2 outcomes for the Gateway review by being an existing workstream that will be experiencing a significant uplift to its budget if this funding is agreed. It will also be able to provide some specific standard outcomes which can form part of the City Deal's evidence for the 2019 Gateway Review.	i) An existing workstream that will be requesting additional funding to upscale its pilot activity to increase impact, although the exact amount is not yet clear. ii) Has received a small amount of funding in the past and the Board will need to consider investing to accelerate the impact of this work if real results are to be achieved. iii) Key milestones: Progress and impact data to Executive Board June 2017.	i) Bid process is slightly too early for this workstream as it does not get annual statistics until Feb/March each year and hence why it provides its main update reports in June. ii) Until can see the impact of the previous pilot work, would be unable to say whether the additional funding would provide a decent return on investment. Therefore the recommended option is to 'ring-fence' this funding and then subject to the impact report in June 2017 clearly evidences what previous investment has achieved, then consideration can be given to what additional funding is given.	Recommended to ring-fence funding, then subject to a suitable update report that clearly evidenced impact of previous investment, business case and how it is additional to other work, then the Board can decide on whether to invest further funds.
SMART Cambridge - scaling up the Smart Cambridge programme and attracting further investment in data and technologies	Potential impact against innovation objectives: i) More visible transport information and better data flow for the public to help with modal shifts ii) More secure on future transport options iii) Better data for highways management and to inform future modelling.	Would contribute towards standard outcomes (Trigger 2) in the 2019 Gateway Review. The longer term future transport options would assist with longer term economic growth indicators (trigger 3)	i) This is an existing workstream that does require increased funding. ii) City Deal doesn't fund any full time Smart staff (part funded with Connecting Cambridge and Smart Cambridge) and needs staffing to be able to write bids to access both national and European funding opportunities (European is likely to be time limited over the next couple of years and needs to be accessed as soon as available), and also take advantage of the opportunities that networking would bring and progress work. iii) Would also fund the technical resource in the university which provides complex, technical knowledge to inform the work. iv) Key Milestones - The first phase of the Intelligent City Platform, including the Lo-Ra network deployment and the transport data hub, is due to be completed by mid-March 2017. Following on from a launch event, if the scale-up proposal is agreed, the next steps will be to establish the expanded programme and technical delivery teams and generate a detailed forward programme plan from April 2017 in collaboration with the City Access Project team.	i) Does link with City Access but both bids have taken consideration of each other. Only potential cross over would be with communications as there is a request for a part-time stakeholder / engagement / communication and the workstream lead has been requested to liaise with the Strategic Communications Manager to ensure no cross-over between communications tasks. ii) Would be a front-loading programme which operationalises activity in the 3rd year and so there would be impact that could be monitored for the 2019 Gateway Review. iii) Risk to delivery as a result of no funding would be that objectives would not be met	This workstream does need further resourcing and the Board may wish to 'invest to accelerate' upscale work and attract other funding streams.

Investment and description	Evaluation against objectives	Evaluation against criteria	Deliverability and key milestones	Alternatives explored and consequences of no funding.	Overall views / recommendation
Rural Transport Hubs - initial feasibility work on South Cambridgeshire Travel Hubs	Potential impact against transport objectives - i) Would be easier for people to travel between places of work, home or study from locations in S Cambridgeshire ii) Would support region's connectivity with regional and national transport networks	This is enabler work that would provide the intelligence and detail to inform future work. On its own it will not deliver direct benefits but would contribute towards existing and future workstreams.	i) This is not an existing workstream but there is a potential that is could be incorporated into existing transport workstreams. ii) The funding is a one off request to investigate and report on the economic and transport "additionality" and benefits of a Rural Transport Hub network for the Greater Cambridge City Deal area iii) This work could result in additional spending commitments on either current or future transport projects. Therefore, consideration to be given whether the Board would consider funding further work on rural transport hubs before spending £50,000 on feasibility work. iv) Key Milestones - February 2017 - City Deal Board agrees funding for investigation; April 2017 - Procurement / appointment of research resource; April - September 2017 - Research undertaken; November 2017 - Final report & recommendations to City Deal	i) Need to ensure that this is not undertaken in isolation and both informs and is informed by current workstreams and feasibility work so that everything is aligned and all implications are fully understood. ii) An alternative option would be to incorporate into existing workstreams, however this would probably mean slower delivery.	This is an enabler project that will inform current and future projects that if approved would in turn would inform later Gateways. The board to consider funding.