

**Report To:** Greater Cambridge Partnership Executive Board

21 March 2018

**Lead Officer:** Niamh Matthews – Strategic Programme and Commissioning Manager

## Quarterly Progress Report, including Budget Setting 2018/2019

### 1. Purpose

- 1.1. An update for Joint Assembly members on progress across the Greater Cambridge Partnership (GCP) programme.

### 2. Recommendations

- (i) That the Executive Board notes the progress across the GCP Programme; and
- (ii) That the Executive Board agrees the proposed 2019/2020 Budget (Appendix 1 and 1A)

### 3. Officer comment on Joint Assembly recommendations and issues raised at the Joint Assembly meeting on 28 February.

The Joint Assembly noted and discussed the changes in the progress report. The Joint assembly was interested to understand more about the timings and costs of the Independent Economic Assessment Panel which officers were able to clarify and is referred to in Appendix 2.

### 4. Programme finance overview (to end of January 2018)

- 2.1. The table above gives an overview of finance to the end of January 2018. For further information about finance and information about the GCP budget setting for the 2018/2019 financial year, please see **Appendix 1A**.

Funding type	2017/18 budget (£000)	Expenditure to date (£000)	Forecast outturn (£000)	Forecast variance (£000)	Status*		
					Previous <sup>1</sup>	Current	Change
Programme Budget	12,721	5912	9241	- 3480			↔
Operations Budget <i>Forecast for the financial year</i>	3,662	2930	2930	-732			↔

\*Please note, RAG explanations at the end of this report

<sup>1</sup> Throughout this report references to “previous status” relates to the progress report last considered by the Joint Assembly and Executive Board

## Housing & strategic planning

### “Accelerating housing delivery and homes for all”

Indicator	Target	Timing	Progress/ forecast	Status		
				Previous	Current	Change
Housing Development Agency – new homes completed *	250	2016 - 2018	301			↑
Delivering 1,000 additional affordable homes**	1,000	2011- 2031	762			↔

\*Based on housing commitments as at February 2018. \*\*On rural exception sites and 5 year land supply sites in the rural area

#### 5. Housing Development Agency completion locations:

Scheme Name	Local Authority	Ward / Area	Actual Affordable Completions 2016/17	Actual Affordable Completions 2017/18
Colville Road	City Council	Cherry Hinton	25	0
Water Lane	City Council	Chesterton	0	14
Aylesborough Close	City Council	Arbury	20	0
Clay Farm	City Council	Trumpington	0	104
Homerton	City Council	Queen Edith's	39	0
Fen Drayton Road	SCDC	Swavesey	20	0
Horseheath Road	SCDC	Linton	4	0
Hill Farm	SCDC	Foxton	15	0
Ekin Road	City Council	Abbey	0	6
Hawkins Road	City Council	Kings Hedges	0	9
Fulbourn Road	City Council	Cherry Hinton	0	8
Uphall Road	City Council	Romsey	0	2
Bannold Road	SCDC	Waterbeach	0	11
Cambridge City Housing Company	City Council	Arbury & Chesterton	0	24
<b>Total New Homes</b>			<b>123</b>	<b>178</b>

### ***Delivering 1,000 additional affordable homes***

6. The methodology agreed by the Executive Board for monitoring the 1,000 additional homes means that only once housing delivery exceeds the level needed to meet the Cambridge and South Cambridgeshire Local Plan requirements can any affordable homes on eligible sites be considered as 'additional' and count towards this target. Each year the Greater Cambridge housing trajectory is rebased taking into account developer updates on planned delivery and actual completions. These figures are published in both Councils' Annual Monitoring Reports (AMRs) in December. The rebased housing trajectory in the December 2017 AMRs shows a slight increase in the completions delivered for 2016/17 but some slippage for some of the projected completions over the next couple of years. This means that it is anticipated that there will now be a surplus of completions compared to the cumulative annualised requirement in 2020/21, rather than in 2019/20 as previously predicted. Therefore it is estimated based on current information that any affordable homes on eligible sites anticipated to be delivered from 2020/21 can be counted towards the delivery of the 1,000 additional affordable homes.
7. Until 2020/21, affordable homes being completed are counting towards delivering the Greater Cambridge housing requirement of 33,500 dwellings.
8. The table above shows that on the basis of known planning permissions and planning applications with a resolution to grant planning permission that 762 (as opposed to the previously estimated figure of 923) affordable homes on eligible sites are likely to be delivered towards the target of 1,000 by 2031, consistent with the approach to monitoring agreed by the Executive Board. In practice this means that we already expect to be able to deliver 76% of the target on the basis of current decisions alone. However, this is shown as Amber because the projection for practical reasons is drawn only from known sites.
9. Overall the housing trajectory shows that 38,080 dwellings are anticipated in Greater Cambridge between 2011 and 2031, which is 4,580 dwellings more than the housing requirement of 33,500 dwellings.
10. There remains 13 years of the period to 2031 outstanding during which affordable homes on other eligible sites will continue to come forward, providing additional affordable homes that will count towards this target. However, due to the nature of rural exception sites and windfall sites, these cannot be robustly forecast up to 2031. Historically there is good evidence of rural exception sites being delivered at a rate of around 50 dwellings per year, therefore we can be confident that the target will be achieved.

## Skills

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

Indicator	Target/ profile	Progress	Status		
			Previous	Current	Change
Employability events supported for 11-16 year olds	100	137			↔
Employability events supported in Primary Schools	10	11			↔
Employability events supported for 16-18 year olds	30	44			↔
Schools engaging in briefings about work experience	16	16			↔
Young people engaged in briefings about work experience	1,500	2,469			↔
Providing information on the local labour market	18	18			↔

October 2017 – February 2018

11. Officers have received a final evaluation from Form the Future for their work over the last 12 months. Officers are happy with the work that Form the Future have done. Form the Future have consistently exceeded their targets.
12. Across the last twelve months Form the Future have engaged and worked with over 288 employers and providers to deliver this programme. The types of events varied and where possible apprenticeships will be part of the employability events in some way but they have also delivered 70 Apprenticeship specific events to parents and young people. Apprenticeship support materials have been developed and disseminated to schools and some of the CPD events and activities have had an apprenticeship focus.
13. In the July 2018 officers will provide an update on further work that Form the future will have completed between January 2018 and July 2018.

### ***Careers Champions***

14. GCP has also supported schools to develop their capacity by providing access to two programmes:
  - a) A Careers Coaching programme with a company called Talentino - 9 schools and 79 staff
  - b) L4 & L6 Units of the Careers qualification - upskilling staff to ensure that those providing careers Information Advice and Guidance are appropriately qualified. This is delivered by Cambridgeshire County Council - 6 schools 11 staff

Both of these programmes are still on going and some schools are now exploring/committed to the Careers Quality Award as a result.

### ***Training Needs Analysis***

15. Through CRC, GCP is supporting an increased awareness raising campaign amongst our businesses, across our priority sectors, to conduct a Training Needs Analysis (TNA) and discuss how apprenticeships could be part of their workforce development plans. CRC are aiming to deliver 179 TNA's (67 of which will be with employers that were previously not working with CRC). Progress as of the end of December 2017 was as follows;

<b>Contracted TNA's</b>	<b>Actual TNA December</b>	<b>Sector</b>
50	15	Construction
24	11	Adv Manufacturing
15	5	IT
30	5	Life Sciences
60	12	Engineering
<b>179</b>	<b>48</b>	

A further update will be available in July 2018.

### ***Apprenticeships***

16. As has previously been reported, the total number of apprenticeships in Greater Cambridge in the 2015/16 academic year was 1,550 – an 18% increase against the 2014/15 total of 1,310. Whilst the increase cannot be solely related to GCP activity, the increase does correlate with the start of GCP's activity on skills. This growth is reflected across all levels of apprenticeship: higher, advanced and intermediate.
17. We had expected to have final data on the full academic year 2016/17 by now. This data has not been released from the ESFA and is expected in March 2018.

### ***Future Activity***

18. As is discussed in the FIS paper the GCP has an apprenticeship target (additional 420) to meet but also recognises that the process for meeting the target can't be achieved in isolation of other skills work happening across the area. To that end, all further work will be designed in close consultation with the CA to ensure that the GCP's activity is fully aligned with the CA's Skills Strategy which, is due to be completed in July 2018
19. The skills working group acknowledges the need to focus on the apprenticeship target but wants to deliver a framework that ensures close linkages with schools, business and parents across all its work on skills.
20. As such, the Skills Working Group has agreed to establish an apprenticeship service to bridge the gap between employers and prospective apprentices as well as to engage with schools and parents. Officers will externally procure an organisation to manage the service. Officers are currently working on the procurement process. Depending on the quality of tender returns new activity should be operational by early May 2018.

## Smart Places

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

Project	Target completion date	Forecast completion date	Status		
			Previous	Current	Change
Establishment of an Intelligent City Platform (ICP)	Completed				↔
ICP Early Adopters	Autumn 2017	December 2017			↔
Digital wayfinding	TBC	TBC (target Apr 18)			↔
First steps to Intelligent Mobility	Completed				↔
Phase 2	2020	2020			↔
Motion Map	2018	New release Feb 18			↑

### 21. **Digital wayfinding**

For the pilot stage of this work, the specialist company ‘21<sup>st</sup> Century’ were appointed in January 2018 to deploy both a wayfinding screen at Cambridge Station and a ticket machine with integrated wayfinding at Trumpington Park & Ride.

- **Station Gateway:** the current screen at the station gateway is difficult to read and fails often. The new screen to replace this will give high level travel information such as real-time bus information, walking routes into town and will give visitors access to onward travel information.
- **Trumpington Park and Ride:** the installation of a next generation ticket machine with built-in screen for real time bus and wayfinding information. Tickets can be purchased via Chip and Pin and, if under £30, via contactless. The software is also mobile wallet compatible for Apple Pay and Android Pay if the Client Merchant account supports it. There is also the option to dispense rail tickets.

A planning meeting with the Wayfinding Working Group and screen suppliers was held on 6<sup>th</sup> February. Detailed content for the screens is now being drawn up by this group. Specifications for the devices have been agreed and the expected lead time is 2-3 months.

### 22. **MotionMap travel app**

The first release of MotionMap suffered from a number of issues arising from the availability and quality of real time bus data. Additional work has been undertaken to address this difficulty by reverting to timetabled data when real time data is unavailable (which is the approach taken by other travel apps).

Good progress is being made on the additional work packages and it is anticipated that the revised software will be available in early February, and testing and evaluation will be complete by end - February. If the software proves satisfactory, a wider trial will be organised.

23. ***Data Audit***

An information asset audit for transport data across the GCP organisations is underway. The audit will set out where the data is stored and any barriers to it being used including quality of the data, ownership, accessibility and reliability. The audit is a first step in making robust data and evidence more readily available.

There has been a high level of engagement at the inception event on 22 Nov 2017 and the workshop on 16 Jan 2018, and good progress is being made.

24. ***Making the most of Real Time Data***

The Intelligent City Platform (iCP) contains a wealth of data including live bus movements, car park occupancy and air quality, and this data can be viewed at [www.smartcambridge.org](http://www.smartcambridge.org). A key objective is to make this data easily available to those wanting to investigate it in more depth or create applications. As a result, a project has been initiated to develop 'Application Programming Interfaces' (APIs) which are a standard way to achieve this. The design of the APIs is underway, and the first phase is being planned for release later in the spring.

25. ***Lobby Screens***

This project is developing content based on real time bus and other data to provide valuable information for travellers. The content of the screens will be configurable so that information about buses and trains is relevant to the location of the screen. The screens will be capable of showing buses as they make their way to nearby bus stops so that travellers can plan accordingly. A demonstration version will be available in Mar 18 with deployment to three pilot sites planned from end-Apr 18. Once feedback and learning has been obtained from the pilots, wider deployment can take place.

## Transport

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

### Transport delivery overview

Project	Delivery stage	Target completion date	Forecast completion date	Status		
				Previous	Current	Change
<b>Tranche 1</b>						
Ely to Cambridge Transport Study	Completed					
A10 cycle route (Shepreth to Melbourn)	Completed					
Greenways Development	Design	2018	2018			↔
Histon Road	Design	2022	2020			↑
Rural Travel Hubs	Design	2019	2019			↔
Milton Road	Design	2021	2020			↑
Chisholm Trail cycle links	Phase 1	Design	2018	2019		↑
	Phase 2	Design	2021	2022		↓
Cambourne to Cambridge / A428 Corridor	Design	2024	2024			↔
City Centre Capacity Improvements [“City Centre Access Project”]	Design	2020	2020			↔
Cambridge Southeast Transport Study (formerly A1307)	Design	2025	2025			↓
Western Orbital	Design	2025	2025			↔
Cross-city cycle improvements	Fulbourn / Cherry Hinton Eastern Access	Construction	2019	2019		↔
	Hills Road / Addenbrooke’s corridor	Construction	2017	2017		↔
	Links to East Cambridge & NCN11/ Fen Ditton	Construction	2018	2018		↔
	Arbury Road corridor	Construction	2018	2018		↔
	Links to Cambridge North Station & Science Park	Construction	2018	2018		↔



## Transport finance overview (to February 2018)

Project	Total Budget (£'000)	2017-18 Budget £'000	Spend to date £'000	Forecast Spend – Outturn £'000	Forecast Variance – Outturn £'000	2017-18 budget status		
						Previous	Current	Change
Histon Road bus priority	4,280	200	19	120	-80			↔
Milton Road bus priority	23,040	800	179	340	-460			↔
Chisholm Trail	8,400	2,025	505	825	-1,200			↔
Cambourne to Cambridge / A428 corridor	59,040	1,200	1,109	1,300	+100			↗
Programme management & Early scheme development	3,200	950	324	464	-486			↔
Cambridge Southeast Transport Study (formerly A1307)	39,000	1,000	219	600	-400			↔
Cross-City Cycle Improvements	8,000	3,537	1,993	2,800	-737			↔
Western Orbital	5,900	600	440	600	0			↔
Ely to Cambridge Transport Study	2,600	783	286	550	-233			↔
A10 cycle route (Shepreth to Melbourn)	550	0	43	43	+43			↔
City Centre Access Project	8,045	1,426	652	1,400	-26			↔
Greenways	480	200	144	200	0			↔
<b>Total</b>	<b>162,535</b>	<b>12,721</b>	<b>5,913</b>	<b>9,242</b>	<b>-3,479</b>			

The explanation for variances is set out below.

### 19. Histon Road – Bus Priority

The current forecast shows that there is likely to be an underspend of £80k in 2017/18. The latest forecast takes into account the latest fee proposal from the consultants which includes all work required to achieve a final concept design.

### 20. Milton Road – Bus Priority

The current forecast shows that there is likely to be an underspend of £460k in 2017/18. This is due to the extensive Local Liaison Forum (LLF) engagement process which has resulted in further rounds of modelling and design. The latest forecast takes into account the latest fee proposal from the consultants which includes all work required to achieve a final preferred option design.

### 21. Chisholm Trail

The planning application for Phase One between Cambridge North station and Coldhams Lane has been approved by the JDCC (Joint Development Control Committee), and there are extensive pre-commencement planning conditions to be discharged. The planning process

took longer than expected, and based on the current 2017/18 budget, there is likely to be an underspend of £1.2m which would carry into 2018/19.

22. Chisholm Trail link – Phase 2

The completion date for Phase 2 has moved from 2021 to 2022. This is due to a longer than anticipated planning and planning condition discharge period in Phase 1, and has required additional staff and consultant resources.

23. Cambourne to Cambridge / A428 Corridor

Given the current range of business case activities being undertaken and the need to ensure that maximum information is available for the Board decision paper on the preferred option in July 2018, it is considered prudent to increase the projected spend by £100k to account for any further additional analysis which may be required.

24. Programme management & early scheme development

£1.75m of this budget has been allocated to pay for GCP's contribution to the development phase of Cambridge South station and the budget has been reduced accordingly.

25. Cambridge South East Transport Study (formerly A1307)

Forecast revised spend to reflect additional engagement work and time required to deliver preliminary proposals.

26. Cross-City Cycle Improvements

The current forecast shows that there is likely to be a shortfall of £737k in spend. Construction work has commenced on three out of the five projects. Some additional design work to address road safety audit issues and the transition to a new highway services contract have resulted in a delay in the delivery of some of the schemes, and hence a reduced spend profile in 2017/18. This delayed spend is instead expected in 2018/19.

27. Western Orbital

Spend is currently on track as projected. It has now been agreed that a full application be undertaken for expansion of the Trumpington P&R site which will not impact the spend projections.

28. Ely to Cambridge Transport Study

Expenditure for the study was expected to be c£780k. The final fee was c£550k so a project saving of £130k has been made.

29. A10 cycle route (Shepreth to Melbourn)

This project is complete and final costs remain on target.

30. City Access project

The current forecast shows that the 2017/2018 budget will come in broadly on target as work is progressing across a number of workstreams.

31. Greenways Development

The forecast is on target to meet the 2017/18 budget.

## **Note to reader – RAG Explanations**

### **Finance tables**

- Green: Projected to come in on or under budget
- Amber: Projected to come in over budget, but with measures proposed/in place to bring it in under budget
- Red: Projected to come in over budget, without clear measures currently proposed/in place

### **Indicator tables**

- Green: Forecasting or realising achieving/exceeding target
- Amber: Forecasting or realising a slight underachievement of target
- Red: Forecasting or realising a significant underachievement of target

### **Project delivery tables**

- Green: Delivery projected on or before target date
- Amber: Delivery projected after target date, but with measures in place to meet the target date (this may include redefining the target date to respond to emerging issues/information)
- Red: Delivery projected after target date, without clear measures proposed/in place to meet the target date

### **List of appendices**

Appendix 1	Greater Cambridge Partnership Budget setting
Appendix 1A	Greater Cambridge Partnership Budgets
Appendix 2	Update on Independent Economic Assessment Panel
Appendix 3	Update on Spaces and Movement Project
Appendix 4	Executive Board Forward Plan of decisions

## Appendix 1

### GCP Budget Setting 2018/19

#### 1. Purpose

- 1.1 Allocating the GCP's resources in the right way is key to ensuring the GCP achieves its objectives and unlocks future funding from government and elsewhere to secure the infrastructure improvements GCP needs to support its local plans, ensure economic growth and continued quality of life. The Future Investment Strategy which develops the longer term resourcing strategy is also on this agenda for the Joint Assembly's consideration. This report focuses on the Tranche 1 resources and the first call on the next phase of resources required to complete the existing GCP planned programme and future investments.
- 1.2 This report takes forward the GCP Financial Strategy (approved in November 2016) and the GCP Budget Setting 2017/18 (approved in March 2017). The Financial Strategy developed a structured framework within which the GCP Board would identify the resources at its disposal and a financial governance framework to ensure that resources are used effectively.
- 1.3 The GCP has a "gainshare" agreement to unlock further government funding for the infrastructure our region needs, it must demonstrate that it can deliver agreed projects on track and on budget, achieve the anticipated benefits, and, in the longer term, have prioritised investments that produce additional economic growth in Greater Cambridge.
- 1.4 The Joint Assembly is asked to comment on the proposed allocation of resources as detailed in Appendix A below, in particular where scheme proposals and estimated total costs have changed since the budgets were last approved in March 2017.

#### 2. Key issues and considerations

- 2.1 **Appendix A** below details the previously approved funding, the updated funding required, and the difference (the proposed increase in funding). Since last year's Budget Setting paper, there has been some movement of schemes between the Infrastructure Programme Budget and the Operational Investment Budget to better reflect the nature of the schemes.
- 2.2 Detailed below is the explanation for where proposed schemes costs have materially changed since the last budget-setting process. Some of the changes are as a result of decisions that have been made by the Executive Board in the last financial year. It has been possible to incorporate many of these increases into the current budgets, but there are a few exceptions which it has been necessary to request a slight increase on previously agreed funding profiles.

#### 3. Infrastructure Programme Budget

- 3.1 Cross-City Cycling Improvements: Increase from £8m to £8.9m over the next three financial years through to 2021 due to some redesign work and related increased staff and consultancy costs. The failure to secure some private land in Fulbourn Road has meant some re-design of the scheme. In the early stages of works mobilisation in Arbury Road and Fulbourn Road there were a range of issues that needed resolving relating to hedging, trees, parking and traffic management arrangements.
- 3.2 A1307 Corridor: Increase from £39m to c£140m profile for up to 2022 and beyond. For presentational purposes the higher cost option is reflected in the tables but no decision has

yet been made. If the lower cost option (£48.2m) is taken forward overall commitments will reduce by £92.9m. In March 2017, the Executive Board agreed to develop options with the Local Liaison Forum which resulted in additional options, but also the re-introduction of an option for an off-highway route that had previously been discarded on the basis it was unaffordable within the £39m. In November 2017 the Executive Board approved public consultation on three strategies with an estimated cost ranging up to £145m. Note that costs have been estimated for a non-guided, busway solution. For an optically guided metro solution the infrastructure costs are (subject to further work) assumed similar, but do not include vehicle costs or any contribution to network costs of a metro solution such as depot, control systems etc. Equally, the Mayor is working to identify alternative funding sources for the CAM Metro.

- 3.3 Chisholm Trail Cycle Links: Increase from £8.4m to £9.3m over the next three financial years through to 2021 for reasons relating to the planning process for Phase 1 and that the procurement process has been much lengthier than anticipated and as a result meant some increased costs.
- 3.4 Travel Hubs: Increase from £100K to £700K for the financial year 2019/2020. In March 2017, the Executive Board approved £100,000 for feasibility and conceptual work in relation to the development of Rural Travel Hubs. This has been used to contract Skanska to complete the initial feasibility study and resulting report and to start on some detailed design and planning for any identified pilot schemes. The increase in budget (subject to decisions made by the Executive Board) is to pay for the progression of Sawston and Oakington as pilot sites.
- 3.5 City Centre Access Project: Increase from £8.0m to £9.6m. This is to reflect the decision made by the Executive Board in November 2017 to fund 50% of the lost annual income resulting from the removal of the £1 parking charge at Park & Ride sites in the GCP area for 3 years, equating to £531k pa and with a review at the end of 2019/2020.

#### **4 Operational Investment Budget**

- 4.1 Programme Management: Increase of £91K in 18/19 and 19/20 over two financial years to reflect part of the costs of the GCP Chief Executive who has now been appointed on a 2-year substantive contract from 1<sup>st</sup> April 2018. Although this costs less than the previous interim arrangements, additional funding is required because previously an element of one-off funding had been allocated.
- 4.2 Evidence, Economic Assessment and Modelling: Increase from £40K to £590K over the next two financial years. It is important that the GCP is able to clearly evidence additionality and growth, not only to meet external scrutiny such as the Gateway Reviews, but also to assure itself that the investments it is making are the right ones. It also needs to be placed to quickly respond to external requests for information and significant reports, for example the National Infrastructure Commission and the Cambridgeshire and Peterborough Independent Economic Review. As such the GCP needs to invest strategically in being able to evidence and model additional growth.
- 4.3. The additional budget would allow for include further Paramics modelling as conducted by the University of Cambridge to support the Future Investment Strategy, as well as enable the procurement of additional and / or external capacity to respond to short notice requests. We are also required to fund the work of SQW, the consultants appointed by Government to run the National Evaluation Panel (related to the Gateway Reviews) which evaluates the impact of the locally-appraised interventions on economic growth. The Executive Board agreed in

July 2017 to bear the required cost of £70k for the first phases of their work in the current financial year and we have just received the costs for the next two financial years (circa £300k), and so are requesting a further £230k over the next two financial year.

## 5. Funding Assumptions

5.1 The overall funding assumptions (reflecting the City Deal Grant, S106 developer contributions, New Homes Bonus and Interest) have not significantly changed since last year, although the Final Allocations of New Homes Bonus 2018/19 have now been published by the Ministry of the Housing, Communities and Local Government and are now reported and the interest estimates have been updated.

5.2. The S106 estimated profile assumes S106 receipt of £44.5m and to date £27.8m has been agreed, although some of it depends on being matched against applicable GPC schemes, and this will not be known until the detail of the GCP schemes are finalised. The estimated residual amount of S106 receipts (£16.7m) will come from both major Growth Site S106 contributions and the smaller site contributions to be agreed over the next few years. The estimated profile can be seen in Appendix 1A below.

### 5.3. New Homes Bonus position

The current GCP position on New Homes Bonus assumes the below contributions.

<b>NHB</b>	<b>15/16</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>
	£K	£K	£K	£K	£K
Cambridge City	1,986	3,166	2,385	2,238	2,039
South Cambs	1,683	2,633	1,570	1,204	1,272
CCC	917	1,485	1,023	860	726
<b>TOTAL</b>	<b>4,586</b>	<b>7,284</b>	<b>4,978</b>	<b>4,302</b>	<b>4,037</b>

## 6. Approach to Funding Shortfall\*

6.1 The current profiled costs and funding across all the Tranche 1 schemes identify a shortfall of £111m (or £18.5m if the lower-cost option for A1307 corridor is taken forward), which will be funded from a first call on the next phase of the City Deal grant funding. Given that the majority of the scheme expenditure occurs in the later years, it is considered appropriate to develop Tranche 1 on the assumption that future funding is released.

6.2 This approach was considered reasonable to ensure schemes were developed to ensure the release of future tranches of funding. If for any reason the next phase of City Deal grant funding is not released to GCP, there may be other funding streams the GCP can call upon, or as a very last resort some of the schemes will be refined to ensure that their budgets meet available resources.

*\*Please note that all financial assumptions, beyond the £100m already secured as tranche 1, assume that the GCP will be successful in securing future (£200m 2020 – 2025 and £200m 2025 – 2030) funds as agreed as part of the City Deal agreement.*

## Appendix 1A

Infrastructure Programme Investment Budget	Previously Approved Funding	Updated Funding Required	Increase in Funding	Actual Spend 2015/16	Actual Spend 2016/17	Forecast Spend 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21	Budget 2021/22	Future Years
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Milton Road bus priority	23,040	23,040	0	188	238	340	800	10,786	10,688		
Histon Road bus priority	4,280	4,280	0	199	181	120	150	400	1,639	1,591	
A428 Madingley Mulch to Grange Road segregated bus route including Park & Ride bus priority - Tranche 1 development/delivery	55,640	55,640	0	268	1,485	1,300	2,900	3,000	46,687		
A428 Cambourne to Madingley Mulch segregated bus priority - Tranche 2 development	3,400	3,400	0						3,400		
Cross-city cycle improvements	8,000	8,934	934	257	864	2,800	4,500	513			
Cambridge South East Transport Study (formally known as A1307) <b>(As referenced in para 3.2 above)</b>	39,000	141,082	102,082	157	175	600	1,150	2,300	36,700	50,000	50,000
Chisholm Trail cycle links	8,400	9,269	869	235	679	825	5,320	2,000	210		
Programme management and early scheme development	3,200	3,200	0	355	781	464	800	800			
Western Orbital	5,900	5,900	0	240	416	600	600	600	3,444		
Ely to Cambridge Transport Study	2,600	2,600	0	67	72	550	733	1,178			
A10 Cycle route - Frog End Melbourn	550	553	3		511	43					
City Centre Access Project	8,045	9,638	1,593	255	566	1,400	3,995	2,891	531		
Electric Vehicle Charging	100	100	0			25	25	25	25		

City Centre spaces & movement	150	150	0			30	120				
Developing 12 cycling greenways	480	500	20			200	300				
Travel Hubs	100	700	600			25	75	600			
Travel Audit - South Station and biomedical campus	150	150	0			58	92	0			
Residents Parking implementation	1,000	1,191	191			72	219	392	508		
Cambridge South Station	1,750	1,750	0			100	825	825			
<b>Total</b>	<b>165,785</b>	<b>272,077</b>	<b>106,292</b>	<b>2,221</b>	<b>5,968</b>	<b>9,551</b>	<b>22,604</b>	<b>26,310</b>	<b>103,832</b>	<b>51,591</b>	<b>50,000</b>

### Funding

City Deal grant	100,000	100,000		20,000	20,000	20,000	20,000	20,000			
S106 contributions	44,500	44,500				7,874	2,000	2,000	2,000	4,000	26,626
<b>Total funding</b>	<b>144,500</b>	<b>144,500</b>		<b>20,000</b>	<b>20,000</b>	<b>27,874</b>	<b>22,000</b>	<b>22,000</b>	<b>2,000</b>	<b>4,000</b>	<b>26,626</b>

<b>Net Infrastructure Budget</b>	<b>-21,285</b>	<b>-127,577</b>		17,779	14,032	18,323	-604	-2,810	-101,832	-47,591	-23,374
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Operational Investment Budget	Funding Agreed	Updated Funding Required	Increase in Funding	Actual Spend 2015/16	Actual Spend 2016/17	Forecast Spend 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21	Budget 2021/22	Future Years
	£000	£000		£000	£000	£000	£000	£000	£000	£000	£000
Programme Management	2,211	2,394	183	111	391	604	644	644			
Engagement & Communications	339	339	0			283	56				
Skills	2,907	2,907	0	47	188	201	1,231	1,240			
Evidence, economic assessment and modelling	40	590	550			30	280	280			
Cambridge Promotions Agency	150	150	0	60	90	0					
Housing Delivery Agency	400	400	0		200	200					
Affordable Housing	50	70	20		10	25	35				
Cambridgeshire County Council costs	93	93	0			31	31	31			
South Cambridgeshire District Council costs	120	120	0			40	40	40			
Cambridge Promotions	40	40	0			40					
Towards 2050	230	230	0			57	143	30			
Smart Cambridge	2,270	2,270	0		271	1009	650	340			
<b>Total</b>	<b>8,850</b>	<b>9,603</b>	<b>753</b>	<b>218</b>	<b>1,150</b>	<b>2,520</b>	<b>3,110</b>	<b>2,605</b>	<b>0</b>		

**Funding**

New Homes Bonus											
NHB - Cambridge City	11,740	11,814		1,986	3,166	2,385	2,238	2,039			
NHB - South Cambs	8,373	8,362		1,683	2,633	1,570	1,204	1,272			
NHB - CCC	4,907	5,011		917	1,485	1,023	860	726			
Interest accrued on grant funding	268	594			80	149	197	168			
<b>Total funding</b>	<b>25,288</b>	<b>25,781</b>		<b>4,586</b>	<b>7,364</b>	<b>5,127</b>	<b>4,499</b>	<b>4,205</b>	<b>0</b>		

<b>Net Operational Budget</b>	16,438	16,178		4,368	6,214	2,607	1,389	1,600	0		
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## Appendix 2

### Update on Independent Economic Assessment Panel

#### Overview of Gateway Review process

The Greater Cambridge Partnership's City Deal is one of a number of 'Gainshare' deals between Government and groups of local partners: the Cambridgeshire and Peterborough Devolution Deal is another. The aim of 'Gainshare' deals is that Government agrees to invest in an area, for the economic benefit of that area and the UK as a whole. A condition of the Greater Cambridge City Deal agreement – and all other Gain share deals – is that a Gateway Review is conducted every 5 years by an Independent Economic Assessment Panel, to inform future funding decisions. This work is being led by consultancy firm SQW.

Central Government funding under the GCP's City Deal Agreement (all in equal annual instalments) is:

- £100 million for 2015/16-2019/20.
- Up to £200 million for 2020/21-2024/25, depending on the outcome of the 2019 Gateway Review.
- Up to £200 million for 2025-35 (or 2025 to 2030 if we can deliver quickly), depending on the outcome of the 2024 Gateway Review.

GCP's first Gateway Review will be in December 2019. This first Review is expected to evaluate whether we are delivering on track and on budget, whether our investments are realising the expected benefits, the added value from our partnership and, if they can be identified as early as December 2019, any wider economic benefits.

The economic assessment work is an opportunity to ensure that the GCP's activities are evidence-driven and will assist us in continuously improving the performance monitoring and evaluation of our investments.

The Independent Economic Assessment Panel is overseen by a Steering Group of the Locality Partnerships with Gain Share deals, as well as Government representatives. This shares lessons between Localities and has overseen the work on an overarching National Framework as well as individual Locality Frameworks for each Locality Partnership with a Gain share deal.

- The National Framework effectively provides a menu from which the Locality Frameworks have been developed.
- The Locality Frameworks tailor the National Framework to local circumstances and the details of the individual Deals, recognising that local factors will be key in evaluation.

Officers from the GCP Team have been working closely with those from the Combined Authority to take a consistent approach to working with the panel.

Separately from the economic assessment work, the Cambridgeshire and Peterborough Combined Authority has established an Independent Economic Commission (CPIEC), whose work will be available for the GCP to use to inform its decision-making as part of the FIS. The GCP has provided a response to the CPIEC's call for evidence and is represented within its governance structure.

### *Progress since last update*

The panel has now completed the National Framework and is in the final stages of completing the Locality Framework for Greater Cambridge. GCP officers have worked very closely with SQW and Government to develop our Locality Framework, to ensure it has developed in a way that suits the needs and details of the GCP's City Deal.

The panel's work is being broken down into three phases:

1. **Design** – broken down into three further stages:

- a) Development of the National Evaluation Framework
- b) Co-production of Locality Evaluation Frameworks
- c) Development of Outline Evaluation Plans for each Locality Framework

2. **Implementation**

3. **Reporting**

The Board delegated authority for phase 1 sign off to the Chief Executive in July 2017. Phase 1a of the work is now completed and was signed off by the Chief Executive in October 2017. The cost of this work was £30,500.

Since the last update in July 2017 officers have been working with SQW to refine phase 1b and 1c. Following an intensive period of work officers and SQW have agreed a draft version of both the Locality Evaluation Framework and the Outline Evaluation Plan. In July 2017 phases 1b and 1c were not sufficiently progressed to be able to accurately estimate their cost but estimated costs can now also be confirmed at c£300,000.

During this process officers have also worked with other UK Cities in receipt of City Deal Gainshare funds to collaborate on the thinking behind and progression of this phase of work.

As reported above, the previously agreed budget for this work is £70k (a guesstimate made in advance of working with SQW to refine the work). As such, the budget will need to be increased by £230,000 for this specific aspect of impact evaluation. Officers propose to split this across 2018/2019 and 2019/2020. Although the Chief Executive has delegated authority to sign this work off officers are keen to keep the Joint Assembly and Executive Board up to date with progress being made.

### *Next steps*

As above, officers have gone through an intensive period of work to refine phase 1b and 1c of this work which, is in its final stage of development. As a result, the Chief Executive expects to be able to sign off both the Locality Evaluation Framework and the Outline Evaluation Plan by the end of February 2018. Over the next 22 months, officers will continue to work with SQW and with Government to ensure the evaluation process continues to progress to time and to budget.

## Appendix 3

### Update on the progress of the Spaces and Movement SPD project

#### 1. Summary

- The project is now being actively progressed, and there is good collaboration between City Council and GCP staff.
- A clear brief for the project has been agreed with the sponsor (Stephen Kelly).
- The procurement of a consultancy organisation is underway, and the successful bidder is expected to be identified in March.
- The recruitment of a project manager during Jan/Feb 18 has proved unsuccessful. However, interim arrangements to support the project are in place until permanent arrangements can be made.
- The proposed Market Square project is included in the SPD work and will be delivered by the same team.
- A firm schedule will be established once the consultancy organisation is in place.

#### 2. Project aim and objectives

The aim of the Spaces and Movement Supplementary Planning Document (SPD) is to set out a 'people centric' strategy that steers and shapes future investment and decision making around public and private sector investments in the City in a way which emphasises people and maintaining a sense of place at the heart of the city's development, and prioritises the enhancement of the city's spaces, streets, cycleways and walkways in the context of increased use resulting from its phenomenal success and continuing growth.

The objectives of the SPD are:

- To clearly articulate the current and future roles and functions of the city's hierarchy of spaces, streets, cycleways and walkways, ensuring a strategic, holistic and integrated approach to long-term management;
- To establish the key design principles for each classification, to be incorporated in the creation of new or improved spaces, streets, cycleways and walkways; and
- To set out the delivery strategy, including inter-relationships with existing and planned City Access and other projects, priorities for further interventions, and immediate and longer-term funding options.

#### 3. Key activities progressed to date

##### Procurement

A brief for the procurement of expert consultants to support this work has been prepared by the City Council planning team in conjunction with GCP staff. The purpose is to procure a consultancy that can offer through its supply chain both urban designers with an international reputation and proven skills in stakeholder and community engagement.

Procurement is now underway using the Homes and Communities Agency (HCA) Multi-Disciplinary framework. The programme has a number of stages:

- Expression of interest stage (complete) – 8 bidders expressed interest

- Sifting stage (complete) – 7 bidders have submitted responses from which 5 have been selected to proceed to the next stage
- Full brief stage (ongoing) – the five bidders are currently preparing their written responses which will be evaluated in late Feb/early Mar
- Interview stage – this is scheduled for 8 Mar 18
- Selection of successful bidder

We expected to select the preferred bidder in March. Once appointed, the combined team of city planners and GCP staff will work with the consultants to develop the detailed programme of work.

### Stakeholder Engagement

There has been some early stakeholder engagement which the project expects to build upon following the appointment of the consultancy team. Key highlights include:

- Cambridge Past, Present and Future (CPPF) event on 13 Jan 18 at which a high level of interest and engagement was demonstrated by attendees
- Representatives from CPPF and FeCRA have been invited to take part in the interview stage of the procurement for the consultancy organisation. These representatives along with Smarter Cambridge Transport have also been invited to provide comment on the procurement brief.
- Some names have been put forward for a reference group. However, significant further work is required to ensure that this group includes representatives from the wide range of stakeholders who will be impacted by the SPD. This will be progressed with the consultants once appointed.

### Project Management

A project manager is required to support this work (including the proposed Market Square initiative). The recruitment of a project manager during Jan/Feb 18 has proved unsuccessful. Interim arrangements are in place to maintain momentum until the project manager is in place.

## **4. Budget**

An indicative budget of £150k was identified (from existing City Access budget) to cover the ‘core’ SPD development (excluding the Streetscape manual and the Market Square). A more detailed budget will be prepared once a consultant has been appointed.

## **5. Key risks and mitigations**

	<b>Risk</b>	<b>Mitigation</b>
1	Failure to procure a consultancy of sufficiently high standing resulting in a poor outcome and/or a loss of stakeholder confidence	The procurement brief and evaluation process have been designed to reduce this risk. Key criteria include a supply chain covering both urban designers with an international reputation and proven skills in stakeholder and community engagement
2	The cost of the consultancy work exceeds expectations leading to delays or a poor outcome (if budget cannot be found)	The likely costs will only emerge during the procurement process. If costs are higher than expected, this will be escalated via standard governance processes
3	A suitably experienced project manager cannot be appointed resulting in a loss of project momentum	Continue interim arrangements by agreement with GCP.

## **6. Next steps**

- Complete consultancy organisation procurement
- Review project manager recruitment
- Finalise project governance arrangements
- Provide outline schedule (once consultancy organisation in place)

## Appendix 4

### Executive Board forward plan of decisions

Notice is hereby given of:

- Decisions that that will be taken by the GCP Executive Board, including key decisions as identified in the table below
- Confidential or exempt executive decisions that will be taken in a meeting from which the public will be excluded (for whole or part).

A 'key decision' is one that is likely:

- a) to result in the incurring of expenditure which is, or the making of savings which are, significant having regard to the budget for the service or function to which the decision relates; or
- b) to be significant in terms of its effects on communities living or working in the Greater Cambridge area.

Executive Board: 21 March 2018		Reports for each item to be published: 9 March 2018	Report author	Key Decision	Alignment with Combined Authority
Histon Road	To consider the preferred option preliminary design for Histon Road along with the strategic outline business case as a basis for public consultation to facilitate the final preliminary design and outline business case.		Peter Blake	Yes	CA LTP Passenger Transport Strategy
City Access Strategy	To update on the City Access programme including recent evidence base work, intelligent signals, electric/hybrid buses, freight management, Space & Movement SPD, city bus network review and demand management principles		Peter Blake	No	CA LTP Passenger Transport / Walking & Cycling / Streetscape Strategy
Western Orbital (Girton Interchange, Smart Motorway and M11 J11 Park & Ride)	To approve the public consultation on the M11 J11 Park and Ride site. To update Executive Board on the response to Highways England on the M11 Smart Motorway proposals and RIS2 for the Girton Interchange		Peter Blake	Yes	CA LTP Passenger Transport / Interchange Strategy
GCP Future Investment Strategy & 2018/19 budget setting	To approve the principles of the Future Investment Strategy and the budget for 2018/19		Rachel Stopard	Yes	CA Prospectus/ 4-year plan
GCP quarterly progress report	To monitor progress across the GCP workstreams, including: <ul style="list-style-type: none"> <li>• Smart workstream update and presentation of 'Real Time Travel Information' screens</li> </ul>		Niamh Matthews	No	N/A



	<ul style="list-style-type: none"> <li>• The latest financial monitoring information</li> <li>• Six-monthly report on skills</li> <li>• Milton Road update</li> <li>• Update on CBC Travel audit study</li> <li>• Six-monthly update on GCP Strategic Risk Register</li> </ul>				
<b>Executive Board: 4 July 2018</b>		<b>Reports for each item to be published: 22 June 2018</b>	<b>Report author</b>	<b>Key Decision</b>	<b>Alignment with Combined Authority</b>
A428 Cambourne to Cambridge	Full Outline Business Case for options for investment in Cambourne to Cambridge.	Peter Blake	Yes	CA LTP Passenger Transport Strategy	
Milton Road	To consider the preferred option preliminary design for Milton Road along with the strategic outline business case as a basis for public consultation to facilitate the final preliminary design and outline business case.	Peter Blake	Yes	CA LTP Passenger Transport Strategy	
City Access	To update on the City Access programme including a detailed intelligent signals review delivery plan and to give approval to consult on demand management principles and measures	Peter Blake	Yes	CA LTP Passenger Transport / Walking & Cycling / Streetscape Strategy	
Greenways	To consider the outcomes of initial engagement and approve public consultation on proposals.	Peter Blake	No	CA LTP Walking & Cycling Strategy	
GCP Future Investment Strategy	To agree prioritised list for future investment.	Rachel Stopard	Yes	CA Prospectus/ 4-year plan	
GCP quarterly progress report	To monitor progress across the GCP workstreams, including: <ul style="list-style-type: none"> <li>• The latest financial monitoring information</li> <li>• Six-monthly report on housing.</li> <li>• Six-monthly report on Smart Cambridge</li> <li>• Cambridge South East Corridor – inform results of public consultation and note preparation of Outline Business Case.</li> <li>• Foxton Level Crossing and Travel Hub update and options</li> <li>• A10 Melbourn to Royston Business Case</li> </ul>	Niamh Matthews	No	N/A	

<b>Executive Board: 11 October 2018</b>		<b>Reports for each item to be published: 1 October 2018</b>	<b>Report author</b>	<b>Key Decision</b>	<b>Alignment with Combined Authority</b>
Histon Road	To consider results of the public consultation and give approval to any proposed modifications to the final preliminary design for Histon Road and to approve the outline business case as a basis the detailed engineering design and final business case.		Peter Blake	Yes	CA LTP Passenger Transport Strategy
GCP quarterly progress report	To monitor progress across the GCP workstreams, including: <ul style="list-style-type: none"> <li>• The latest financial monitoring information</li> <li>• Six-monthly report on skills</li> <li>• Six-monthly update on GCP Strategic Risk Register</li> </ul>		Niamh Matthews	No	N/A
<b>Executive Board: 6 December 2018</b>		<b>Reports for each item to be published: 26 November 2018</b>	<b>Report author</b>	<b>Key Decision</b>	<b>Alignment with Combined Authority</b>
Chisholm Trail cycle links	To approve construction of phase 2 of the scheme subject to planning permission.		Peter Blake	Yes	CA LTP Walking & Cycling Strategy
Milton Road	To consider the results of Public Consultation and give approval to any proposed modifications to the final detailed design and to approve the outline business case, as a basis for the detailed engineering design and final business case.		Peter Blake	Yes	CA LTP Passenger Transport Strategy
Foxton Level Crossing and Travel Hub	Present options and give approval for public consultation		Peter Blake	Yes	CA LTP Passenger Transport Strategy
GCP quarterly progress report	To monitor progress across the GCP workstreams, including: <ul style="list-style-type: none"> <li>• The latest financial monitoring information</li> <li>• Six-monthly report on housing.</li> <li>• Six-monthly report on Smart Cambridge</li> <li>• City Access update</li> </ul>		Niamh Matthews	No	N/A

Executive Board: Early 2019			Report author	Key Decision	Alignment with Combined Authority
Western Orbital (M11 J11 Park and Ride)	Full Outline Business Case for P&R Expansion at J11.		Peter Blake	Yes	CA LTP Passenger Transport / Interchange Strategy

#### Corresponding meeting dates

Executive Board meeting	Reports for each item published	Joint Assembly meeting	Reports for each item published
8 February 2018	29 January 2018	18 January 2018	8 January 2018
21 March 2018	9 March 2018	28 February 2018	16 February 2018
4 July 2018	22 June 2018	14 June 2018	4 June 2018
11 October 2018	1 October 2018	20 September 2018	10 September 2018
6 December 2018	26 November 2018	15 November 2018	5 November 2018