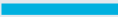


Cambridgeshire and Peterborough Local Transport Plan: Delivery Plan



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Contents

1	Introduction.....	6
2	Governance and Assurance	7
	Introduction.....	7
	Scheme Assessment	7
	Updating the Local Transport Plan	9
	Roles and Responsibilities	12
3	Delivery Programme	16
4	Scheme Funding.....	17
	Introduction.....	17
	Current Funding Sources	17
	Additional Funding Sources.....	20
	Combined Authority Funding	22
5	Monitoring and Evaluation Plan	25
	Context	25
	Introduction.....	27
	Data Collection	34
	Reporting.....	34

Figures

Figure 2.1: Cambridgeshire and Peterborough Combined Authority decision making process for new programmes/projects	11
Figure 2.2: Political governance in Cambridgeshire and Peterborough.....	12
Figure 5.1: Monitoring and evaluation logic diagram	26

Tables

Table 4.1: CPCA Transport Capital Programme	22
Table 4.2: CPCA Transport Revenue Funding (Delivery and Strategy)	24
Table 5.1: Monitoring Framework – Economic Indicators	28
Table 5.2: Monitoring Framework – Social Indicators.....	31
Table 5.3: Monitoring Framework – Environmental Indicators	33

Appendices

- A CPCA-funded schemes**
- B Non-CPCA schemes**
- C Monitoring and evaluation of priority schemes**
- D Monitoring metrics**

1 Introduction

- 1.1 Our Delivery Plan sets out the projects that the Combined Authority – together with our partners – aims to deliver over the lifetime of the Local Transport Plan, and the mechanisms through which they will be delivered. Each project will contribute towards addressing our goals and objectives, helping to make our region a more successful, attractive, healthier, and greener place to live, work and visit.
- 1.2 This document outlines how the Cambridgeshire and Peterborough Local Transport Plan will be delivered. It summarises roles and responsibilities for delivering transport infrastructure and services; explains the governance arrangements to ensure that delivery of the Local Transport Plan is coordinated and controlled; outlines a high-level schedule for delivery of transport investment; indicates the sources of funding available to pay for the investment programme; and explains how the success of the Local Transport Plan will be monitored and, in time, evaluated.

2 Governance and Assurance

Introduction

- 2.1 Delivery of the Local Transport Plan cannot be accomplished by the Cambridgeshire and Peterborough Combined Authority alone. Effective delivery will require a range of actors across both the public and private sectors, working in unison, towards the vision, goals and objectives described in the plan.
- 2.2 In order to ensure that they are all delivering mutually beneficial impacts, the Combined Authority will need to have clear oversight across the portfolio of schemes set out in this Delivery Plan. This does not, however, mean that the Combined Authority will be actively involved in the sponsorship, delivery or funding of all the schemes and initiatives needed to deliver our Growth Ambition.
- 2.3 Oversight of the Local Transport Plan will primarily be structured around, and informed by, the Monitoring and Evaluation Framework, which is described later in this chapter. This framework provides details of the metrics that will be monitored to provide empirical evidence of delivering the vision, goals and objectives of the Local Transport Plan. Many of these metrics, however, are only of use once individual schemes have been delivered and are beginning to deliver tangible improvements to residents and businesses located in, and visitors to, Cambridgeshire and Peterborough.
- 2.4 In the meantime, it is the responsibility of the Combined Authority Strategy and Assurance Director, supported by the Transport and Infrastructure Committee and, ultimately, the Combined Authority Board, to drive forward the programme of work needed to ensure that investment in our transport networks is delivered on-time, on-budget, and in-line with our vision for transport in Cambridgeshire and Peterborough.

Scheme Assessment

Inclusion in the Local Transport Plan

- 2.5 The schemes included in the Local Transport Plan have been identified and selected from multiple sources: the priority schemes and studies of the Combined Authority; previous Local Transport Plans for Cambridgeshire and Peterborough (including associated documents such as CCCs Transport Investment Plan (TIP)); the work of the Greater Cambridge Partnership; discussions with transport and planning officers; and Local Plans. These schemes have been reviewed with officers at a local, regional and national level.
- 2.6 In line with good practice and the Combined Authority's Assurance Framework, an assessment framework (based on the Department for Transport's Early Assessment and Sifting Tool (EAST)) has been developed for the Local Transport Plan. This involves considering schemes against their potential contribution towards the strategic objectives for the Local Transport Plan, as well as consideration of their value for money, affordability, environmental impacts (including air quality) and engineering deliverability.

- 2.7 On the basis of this initial assessment, a balanced and integrated package of schemes has been brought forward for inclusion in the plan. This package is designed to address key issues and opportunities across multiple objectives and priorities, as well as delivering for the entirety of the Combined Authority region.
- 2.8 Further independent assessment of schemes and policies has taken place as part of the accompanying Strategic Environmental Assessment, Habitats Regulation Assessment, and Community Impact Assessment. These assessments are provided as annexes to the Local Transport Plan and provide additional detail regarding the environmental, social and distributional impacts of our proposals.
- 2.9 Notwithstanding the high-level scheme assessment and sifting undertaken to inform this Local Transport Plan, all individual schemes will be subject to further scrutiny as plans for their delivery are progressed. These include further value for money testing (through the business case development process) and environmental assessment (including air quality and noise assessments) where required.

Decision-making process for scheme funding

- 2.10 Each scheme must proceed through relevant due diligence processes. For example, those schemes contained within existing Local Plans will have been through Examination in Public. Most importantly, however, all schemes funded in part or in full by the Combined Authority must be developed in-line with the Combined Authority's Assurance Framework¹. The Assurance Framework sets out, among other things, how all investments to be funded through the Combined Authority's Medium-Term Financial Plan (incorporating the Single Pot² and other income streams) will be appraised, prioritised, approved signed-off and delivered.
- 2.11 In particular, the Assurance Framework identifies the processes and procedures that are in place to ensure robust decision-making. These are designed to:
- achieve best value in the use of public money;
 - ensure an appropriate separation between project development and scrutiny/assurance;
 - appraise projects in a proportionate manner that is consistent with HM Treasury Green Book³ principles;
 - ensure that outputs and outcomes are delivered in a timely and resilient fashion, in accordance with any conditions placed on each investment;
 - implement effective monitoring and evaluation; and
 - ensure that all necessary checks and balances are undertaken, including local government audit accounting and scrutiny requirements.

¹ *Cambridgeshire and Peterborough Combined Authority Assurance Framework*, CPCA, September 2019

² The Combined Authority has responsibility for a 'Single Pot' of funding, including Gainshare (the annual funding awarded via the devolution deal), Housing Capital Grant, Local Growth Fund, Transforming Cities Fund and the Adult Education Budget.

³ *The Green Book: appraisal and evaluation in central government*, HM Treasury, 2018

- 2.12 All transport schemes will need a detailed business case (or ‘investment case’) to be established prior to seeking powers and consents and, ultimately, funding from the Combined Authority. In line with our Assurance Framework, and HM Treasury Green Book guidance, each business case must set out the strategic, economic, financial, commercial, and management case for the intervention, proportionate to the scale of the project. In all cases, a successful business case will be a condition for the award of capital funding, with evidence of a strong rationale and justification for each intervention before it can proceed, aligned to the Goals and Objectives of the Local Transport Plan.

Updating the Local Transport Plan

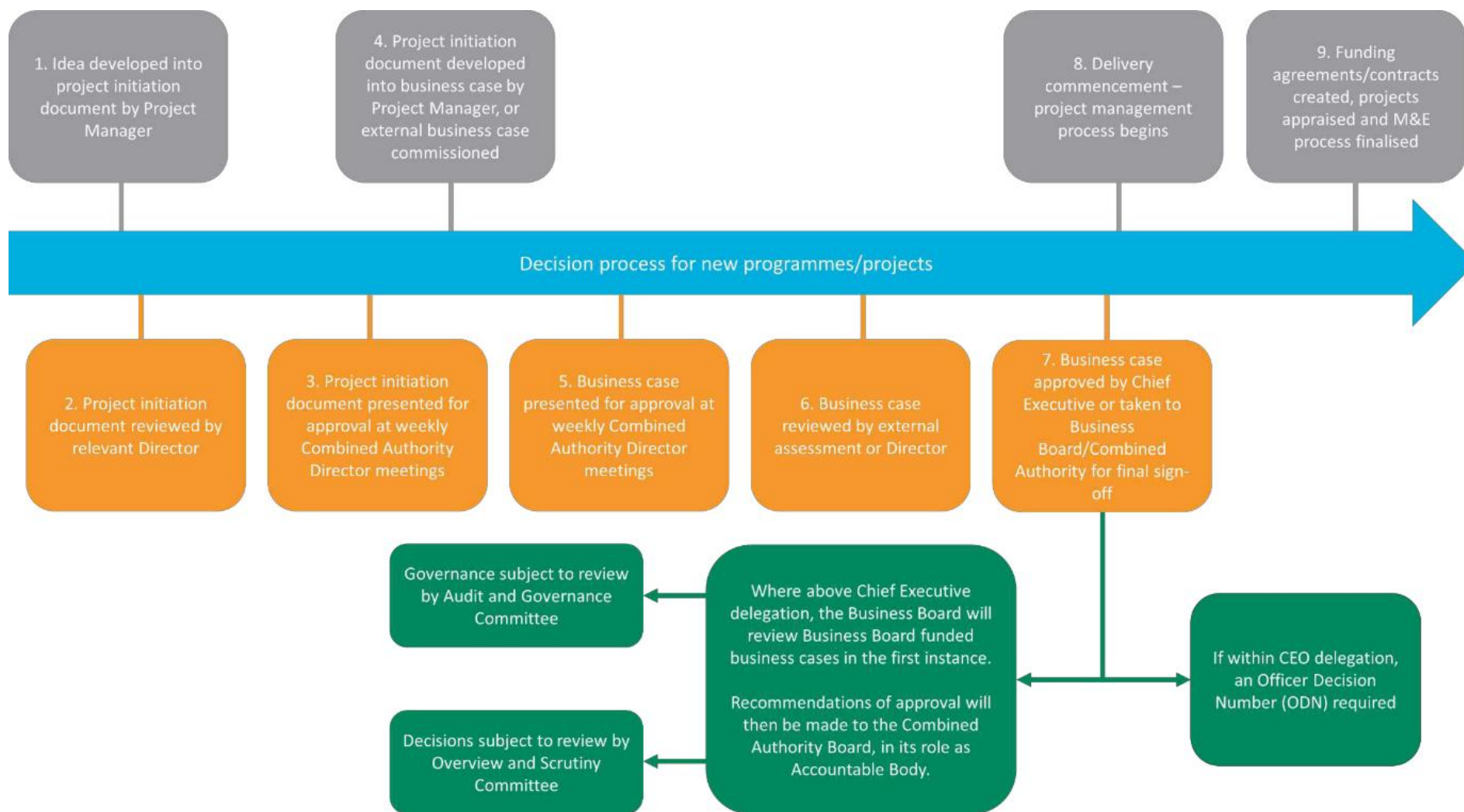
- 2.13 The Transport Act 2000 introduced a statutory requirement for local transport authorities to produce a Local Transport Plan (LTP) every five years and to keep it under review. Following an extensive consultation period, the Local Transport Act 2008 removed the requirement for plans to be renewed at least every five years, but that local transport authorities ‘must keep their local transport plan under review and alter it if they consider it appropriate to do so’ and ‘may replace their plan as they think fit’⁴.
- 2.14 In order to comply with the spirit of the legislation, and to ensure that it remains relevant, not only on the date of first publication but continues to reflect the realities of contemporary Cambridgeshire and Peterborough, this Local Transport Plan will be subject to rigorous review and challenge. To achieve this, we will:
- establish programme coordination and oversight arrangements that allow information regarding delivery of the Local Transport Plan to be shared, collated and disseminated as efficiently as possible;
 - present annual updates to the Transport Committee and Combined Authority Board regarding implementation of the Local Transport Plan, aligned with the Combined Authority’s Business Plan, comparing delivery against the programme set out in the following section;
 - review this Delivery Plan every year to ensure that it remains SMART (Specific, Measurable, Acceptable, Realistic and Time-bound). The findings of this review will be used to:
 - recommend any changes needed to ensure the Delivery Plan remains contemporary;
 - inform the Combined Authority’s annual Budget and Medium-Term Financial Plan development process;
 - consider whether there are any material changes in the policy, economic or social environment likely to warrant a full refresh of the Local Transport Plan;
 - present recommendations to the Combined Authority Board; and
 - publish a brief annual ‘progress report’ on the Combined Authority website.
 - assess, on an annual basis, whether the Local Transport Plan remains valid and fit-for-purpose.

⁴ See section 109(2) of the Transport Act 2000, as amended

Scheme Development

- 2.15 The Local Transport Plan currently includes a range of different transport investments, from projects already approved and being delivered, through to initial ideas and concepts that still need further study. A significant volume of work is, therefore, needed to develop, appraise and prioritise the transport interventions in this Delivery Plan, and to ensure that new ideas and alternative approaches, both big and small, can be accommodated within future amendments to the Local Transport Plan.
- 2.16 Any future work to develop and refine emerging investment priorities will be guided, at the highest level, by the vision, goals and objectives set out in the Local Transport Plan, and by the criteria established within the assessment framework used to determine the Local Transport Plan's wider programme of schemes (as discussed in paragraph 2.5). It will also be informed by the Combined Authority's Business Board, which operates as the Local Enterprise Partnership for Cambridgeshire and Peterborough.
- 2.17 Future iterations of the Delivery Plan, and the Local Transport Plan, will refine the programme of interventions. Some may have already been delivered, some may become priorities for delivery with greater clarity over funding and timescales, while others may prove to be unfeasible and will not be progressed any further. Additional interventions will also be considered for inclusion within the Local Transport Plan as part of its ongoing review.
- 2.18 While it is not expected that a scheme will have reached a mature stage of business case development for inclusion, all new programmes or projects will, in line with the Assurance Framework, require the scheme sponsor (or the Combined Authority) to complete a Project Initiation Document, to set out the expected costs, benefits and outcomes delivered by the project. Decisions to include additional schemes will be informed by the document and determined by the Transport Committee and Combined Authority Board in line with the ongoing review of the Plan. This process is illustrated in Figure 2.1 overleaf, sourced directly from the Assurance Framework.

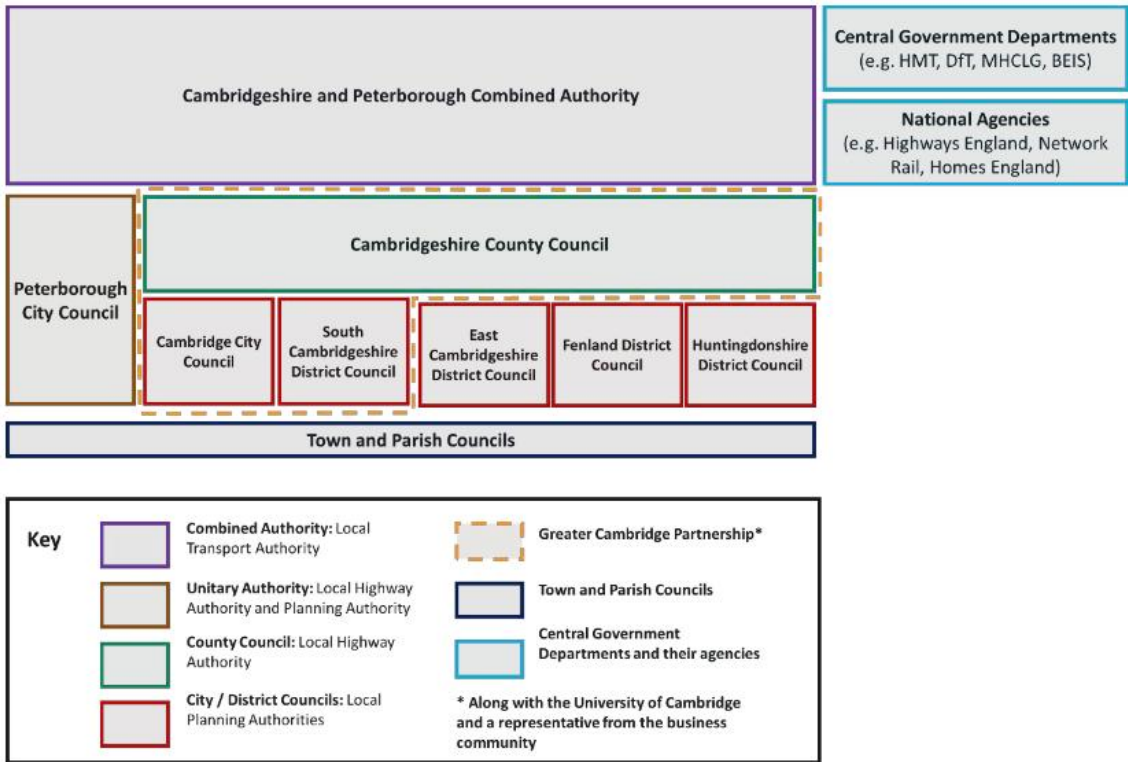
Figure 2.1: Cambridgeshire and Peterborough Combined Authority decision making process for new programmes/projects



Roles and Responsibilities

- 2.19 Across Cambridgeshire and Peterborough multiple organisations have different responsibilities for spatial planning, provision of transport infrastructure and services, and economic development, all of which shape our communities and the way we travel. A summary of these organisations is provided in Figure 2.2. The remainder of this section provides a brief description of the roles and responsibilities of these organisations with respect to transport provision.

Figure 2.2: Political governance in Cambridgeshire and Peterborough



Cambridgeshire and Peterborough Combined Authority

- 2.20 The Cambridgeshire and Peterborough Combined Authority was formed in March 2017, with its first democratically elected Mayor appointed in May 2017. The Combined Authority builds on the area's economic assets and its strategic connectivity, with devolved political, economic and planning powers, including for transport and housing. These powers are accompanied by Central Government investment fund of £600m over 30 years.
- 2.21 The powers and budgets were agreed as part of a Devolution Deal in March 2017, giving the Combined Authority responsibility for creating this statutory document, The Cambridgeshire and Peterborough Local Transport Plan. Aligned to the Local Transport Plan (LTP) is the requirement for the Combined Authority to develop a Non-Statutory Spatial Framework (NSSF). These plans have been developed in parallel with the Local Transport Plan to ensure as close fit as possible.
- 2.22 Local transport functions transferred to the Combined Authority from the Transport Act 1985, Transport Act 2000, and Local Transport Act 2008 include:
- the duty to produce a Local Transport Plan;
 - the ability to produce a Bus Strategy;

- rights to franchise local bus services within its area, subject to the completion of the process set out in the Bus Services Act 2017;
- powers to enter into quality bus partnerships and enhanced partnerships;
- responsibility for the provision of bus information and the production of a bus information strategy;
- the role of Travel Concession Authority;
- financial powers to enable the funding of community transport; and
- powers to support bus services.

- 2.23 The Combined Authority can, by agreement, further devolve responsibility for aspects of transport planning and project delivery to Cambridgeshire County Council and Peterborough City Council. In addition to the Devolution Deal, the Combined Authority has been granted the powers, responsibilities and budgets of the former Greater Cambridge Greater Peterborough Enterprise Partnership since April 2018. These were awarded through a *Growth Deal* with Central Government in July 2014. and are now overseen by The Business Board led by representatives from key business sectors, the public sector, and education community, reporting to the Combined Authority.

Cambridgeshire County Council and Peterborough City Council

- 2.24 The remaining elements of the Transport Act 1985 functions not transferred to the Combined Authority remain with Cambridgeshire County Council and Peterborough City Council.
- 2.25 Local highway functions, as per the Highways Act 1980, largely remain with Cambridgeshire County Council and Peterborough City Council. This includes responsibility for highway maintenance to ensure that rights-of-way are safe and usable, including during adverse weather conditions; maintaining records; and regulating the impacts of new residential, commercial and industrial development on highways.
- 2.26 As Local Education Authorities, both Cambridgeshire County Council and Peterborough City Council are responsible for Home to School Transport, Special Education Needs, and Adult and Social Care transport. Eligibility for such travel is outlined in local policy documentation and guidelines.
- 2.27 Peterborough City Council is a Unitary Authority, and as such is also the Local Planning Authority for Peterborough, responsible for exercising planning functions across Peterborough⁵. This includes developing the Local Plan for Peterborough in adherence to the Planning and Compulsory Purchase Act 2004 and the National Planning Policy Framework. Local Plans provide a spatial vision and a framework for the future development of the area, addressing needs and opportunities in relation to housing, the economy, community facilities and infrastructure – as well as a basis for safeguarding the environment, adapting to climate change and securing good design (e.g. setting parking standards in new developments). They are also a critical tool in guiding decisions about individual development proposals. Elsewhere in Cambridgeshire, these planning powers are held at a district council level by Cambridge City Council and South Cambridgeshire, East Cambridgeshire, Huntingdonshire and Fenland District Councils.

⁵ Unitary authorities are local authorities that are responsible for the provision of all local government services within a district. They are constituted under the Local Government Act 1992 to allow the existence of counties that do not have multiple districts.

- 2.28 In addition to developing the Local Plan, Peterborough City Council's other responsibilities as a Local Planning Authority that have bearing on transport and travel include determining planning applications, supporting development of Neighbourhood Plans and the provision of off-street parking.

Local Planning Authorities

- 2.29 Cambridgeshire is made up of five Local Planning Authorities: Cambridge City Council, East Cambridgeshire District Council, Fenland District Council, Huntingdonshire District Council and South Cambridgeshire District Council. All these Local Planning Authorities have the same powers and responsibilities for their respective areas as described for Peterborough City Council.

Town and Parish Councils

- 2.30 Town Councils and Parish Councils (and Ely City Council) have more specific responsibilities. They have a duty to provide allotments if demanded, and powers to provide and maintain a variety of local services including bridleways, burial grounds, bus shelters, car parks, commons and open spaces, community transport schemes, community safety and crime reduction measures, events and festivals, footpaths, leisure and sports facilities, litter bins, public toilets, planning, street cleaning and lighting, tourism activities, traffic calming measures, village greens and youth projects.

Greater Cambridge Partnership

- 2.31 The Greater Cambridge Partnership is the body that is responsible for delivering and administering the funding for the Greater Cambridge City Deal – a deal agreed with Central Government in June 2014 for bolstering economic growth. The City Deal devolves up to £500m of funding over 15 years from Central Government and up to another £500m from private investment for a long-term infrastructure investment fund. The City Deal devolved powers for the Greater Cambridge Partnership to be the joint decision-making body for delivery of the funding and the deal, working closely with communities, business, and industry leaders.
- 2.32 The Greater Cambridge Partnership comprises five partners: Cambridgeshire County Council, South Cambridgeshire District Council, Cambridge City Council, the University of Cambridge; and a representative from the business community, as marked with a dashed orange line in Figure 2.2.

Central Government and National Bodies

- 2.33 Central Government Departments set national policy and allocate budgets to projects and programmes, as well as devolving budgets and powers to local bodies. The main sources of transport and planning policy and funding are the Department for Transport (DfT) and the Ministry of Housing, Communities and Local Government (MHCLG).
- 2.34 National transport bodies also hold responsibilities for transport in the Cambridgeshire and Peterborough area. For example, Network Rail owns and is responsible for the majority of rail infrastructure in the UK, including railway tracks, signals, tunnels, bridges, and most stations. They also set the national rail timetable. Network Rail do not own or run passenger or freight trains or set ticket prices. This is the responsibility of train and freight operating companies. The East-West Rail Company, established by the government in 2017, is separately responsible for restoring the rail connection between Oxford and Milton Keynes and Cambridge.

- 2.35 Similarly, Highways England is responsible for operating, maintaining and improving the Strategic Highway Network (motorways and major A Roads in the UK), as well as undergoing consultation on formation of, and providing funding for, a Major Road Network which also comprises principal local roads.
- 2.36 An arms-length body of the Ministry of Housing, Communities and Local Government, Homes England brings together land, money, expertise and planning to fund new homes. It also invests in creating employment floorspace and community facilities. It is the regulator of social housing providers and works with partners to meet local priorities. Homes England consider transport connectivity in their spatial planning, for its potential to support and unlock new developments.

Transport Operators

- 2.37 The operation of most transport services is provided by private sector operators, such as train operating companies or bus companies. These companies operate on a commercial, for profit basis, and can be subsidised by different tiers of government.
- 2.38 Community transport is non-profit-making transport for individuals who do not have access to public transport, for example due to accessibility concerns. These services have Voluntary Management Committees made up of local residents and sometimes employ paid professional staff.

3 Delivery Programme

- 3.1 This delivery programme (2019 – 2025) describes what the Elected Mayor, Combined Authority, local authorities and delivery bodies collectively want to achieve in the next five years as the first steps towards delivering our vision for transport in Cambridgeshire and Peterborough. It sets out the practical actions planned to deliver the Cambridgeshire and Peterborough Local Transport Plan, achieve the mayor's ambitions, and to provide a coordinated approach to transport investment. It has been developed in parallel with both the Spatial Framework (Non-Statutory) and Local Industrial Strategy which, in combination with the Local Transport Plan, represent the Combined Authority's policy response to the Cambridgeshire and Peterborough Independent Economic Review and the mechanism through which the Growth Ambition will be realised.
- 3.2 The time horizon for this delivery programme covers the current (to 2021) and subsequent (2021 – 2025) mayoral terms. Beyond 2025 it is only possible, at this point in time, to provide a broad indication of when we might expect transport schemes to be delivered. Despite this, if our vision for transport in Cambridgeshire and Peterborough is to be delivered, a long-term investment plan is needed to secure the benefits described in the Combined Authority's Growth Ambition Statement and the Combined Authority's Business Plan (2019/20).
- 3.3 Appendices A and B provide overviews of CPCA-funded and non-CPCA funded schemes, alongside indicative timescales and funding sources. Indicative capital and operating cost ranges are provided and taken from publicly available sources or the application of professional judgement.
- 3.4 To establish the delivery programme beyond 2025 requires considerable further work. While there is a number of transport investments already underway or in advanced stages of development, for a number of our priority schemes there is still a great deal to do. In addition to capital expenditure on known interventions, this delivery programme identifies studies and concepts that need to be developed further before they can be implemented in support of our vision for transport.
- 3.5 To secure economic growth and prosperity there are, therefore, some interventions in our programme that are so significant they require development work to start immediately if they are to make a meaningful contribution to meeting the Combined Authority's Growth Ambition by 2050 e.g. delivering the Cambridgeshire Autonomous Metro network.

4 Scheme Funding

Introduction

- 4.1 The Combined Authority and its partners have several mechanisms through which transport projects can be funded. Many of our projects, particularly those to be delivered before 2025, already have some degree of funding identified. Details of those schemes that have a funding commitment either in full or in part from the Combined Authority are provided within the annual *Budget and Medium-Term Financial Plan*⁶.
- 4.2 As set out in the Governance and Assurance section above, this Delivery Plan will be reviewed on an annual basis, the findings of which will be used to inform the medium-term financial planning process for the subsequent financial year. As part of this process, the emerging cost requirements for individual schemes as they progress through the project development lifecycle will be considered and balanced against the need for and availability of Combined Authority funding. In light of this review and, where necessary, the Delivery Plan will be updated to reflect changes to the status, timing, cost and funding requirements of the portfolio of schemes needed to deliver the Local Transport Plan.
- 4.3 While funding sources for longer-term schemes are, by their nature, uncertain and, to some extent, unknown, it is possible to identify a range of indicative and potential funding sources that could be used to pay for delivery of the Local Transport Plan schemes. Where there are changes to the sources of funding available, for example the introduction of a new competitive funding pot by Central Government such as the Transforming Cities Fund, these will be reflected within the annual Delivery Plan review.
- 4.4 The remainder of this section sets out, in broad terms, the range of funding sources currently available and identifies which of these could potentially be used to pay for individual interventions identified within the Local Transport Plan.

Current Funding Sources

- 4.5 The Combined Authority and our partners are already successfully bringing forward a number of major projects over the next six years (to 2025), including a new bridge at Kings' Dyke, better rail services through upgrading the rail junctions at Ely, and the *Greenways* network of new walking and cycling routes. These schemes are typically funded through six main sources:

⁶ The Combined Authority is required to set its annual budget by 31st January each year. Good practice suggests this should be done in the context of a 3 to 5 year projected financial plan in terms of both revenue and capital expenditure.

Devolution Deal

- 4.6 Along with the Transforming Cities Fund (see paragraph 4.8), the Cambridgeshire and Peterborough ‘Devolution Deal’ - between the Combined Authority and Central Government - provides the main source of direct funding for our transport programme. Announced in 2017, it gives Cambridgeshire and Peterborough new powers over transport, planning and skills, together with a £600m investment fund over 30 years to improve our infrastructure and support the region’s growth.
- 4.7 This funding, equivalent to £20m a year, is allocated as a ‘Single Investment Pot’. The Combined Authority has flexibility in how this funding is spent and can select the projects which best support its objectives. This funding is currently being prioritised to develop and deliver our most strategically important projects. The pot is currently split 40% revenue / 60% capital and is subject to 5-year gateway reviews to evaluate whether spend has contributed to national growth.
- 4.8 The Single Investment Pot is supplemented by funding from Central Governments’ Transforming Cities Fund designed to cut congestion and support ‘innovative’ transport projects. The Combined Authority has been awarded £74m to support projects to 2021/22 and a further £21m to 2022/23.

‘Passported’ funding

- 4.9 In addition to funding from the ‘Devolution Deal’, the Combined Authority (as the region’s statutory transport authority) is awarded funding for highway maintenance and smaller capital projects (typically up to £5m) annually from the Department for Transport. These are ‘passported’ to Cambridgeshire County Council and Peterborough City Council to fund local transport improvements, such as improvements to the A47 Junction 18, A1139 Fletton Parkway Junction 3, and local walking and cycling links in Cambridgeshire.
- 4.10 Highway maintenance funding is passported based on a formula, and funding for smaller schemes based on a scheme prioritisation process, aligned to the scheme assessment framework used to inform the Local Transport Plan.

Local Growth Fund

- 4.11 The Greater Cambridge Greater Peterborough Local Enterprise Partnership (now the Cambridgeshire and Peterborough Combined Authority Business Board) secured £71.1m of funding from Central Government to support economic growth from 2015 to 2021, designed specifically to:
- drive innovation and supporting business growth;
 - improve transport connectivity to enable business and housing growth; and
 - grow the skills base to support expanding sectors.
- 4.12 This funding has already supported delivery of the Ely Southern Bypass, improvements to Bourges Boulevard and the A147 Junction 20 in Peterborough. The Local Growth Fund will also make a significant contribution to the new bridge at Kings Dyke, replacing the existing level crossing. It is time-limited and awarded to support the delivery of specific capital projects pre-2021. Following the establishment of the Business Board, the Combined Authority is now directly responsible for allocation of this funding.

Greater Cambridge City Deal

- 4.13 The Greater Cambridge Partnership is responsible for the allocation of up to £1 billion of funding to support the delivery of approximately 35,000 homes and 45,000 jobs within Cambridge and South Cambridgeshire by 2031. This will support the delivery of a series of improvements to local public transport and walking and cycling within and around Cambridge, including the Cambourne – Cambridge and A1307 segregated public transport corridors; new travel hubs across Greater Cambridge; the Chisholm Trail; and a further twelve, segregated, active travel corridors.
- 4.14 While the Greater Cambridge Partnership is responsible for allocating this funding, the Combined Authority is working closely with the partnership to ensure that the funding and projects maximise the benefits for the wider region.

Transport Levy

- 4.15 Cambridgeshire County Council (CCC) and Peterborough City Council (PCC) remain the local highway authorities for existing roads. The Transport Levying Bodies (Amendment) Regulations 2018 came into force on the 1st October 2018 and enables the Combined Authority to levy CCC and PCC for the cost of delivering the transport functions. Whilst it is understood and accepted that the Transport Levy needs to be set this year, the most effective way to operate in 2019/20 will be to base it on existing budgets and minimise the impact of the change while options for the future are considered.
- 4.16 For 2019/20 the operation of these services will continue to be delivered through the existing arrangements with CCC and PCC and the levy charged will be equal to the 2019/20 budgeted cost of delivering these services – formally agreed to be £8.738m for Cambridgeshire County Council and £3.631m for Peterborough City Council. For 2019/20 only, funds will be passported directly back to CCC and PCC in order to continue to deliver the existing provision of services⁷.

Other Local Authority's capital expenditure

- 4.17 Local Authorities also have their own funding sources available, including from Council Tax receipts and parking revenue. Schemes can be brought forward by those authorities, working with and consented by the relevant partners, and in engagement with local communities. Typically for smaller schemes, these could be for walking and cycling links within and between communities or to connect to other infrastructure, to subsidise and maintain local services and infrastructure, or for access works for new development.
- 4.18 Another source of funding for Local Authorities is **Developer Contributions (typically through Section 106 agreements)**. Developer Contributions refer to funding secured locally from new development to fund local improvements and help mitigate any negative impacts from development. These contributions can and will be used to fund the sorts of interventions listed above, as well as contributing to major infrastructure.

⁷ Source: Cambridgeshire and Peterborough Combined Authority Budget Consultation 2019/20. Retrieved online December 2019: <https://cambridgeshirepeterborough-ca.gov.uk/assets/Uploads/CPCA-Budget-Consultation-2019-20-.pdf>

Other funding sources

- 4.19 There are also a number of specific funding sources that could support delivery of the Cambridgeshire Autonomous Metro (CAM) network and were previously set out in the CAM Strategic Outline Business Case. These include:
- **Private business contributions**, reflecting how CAM could deliver significant financial benefits to specific landowners or businesses, with these landowners or businesses making a specific additional funding contribution to the project over and above that normally secured through developer contributions. An example is the funding from Heathrow Airport and Canary Wharf Group towards London's Crossrail project.
 - Other funding sources, including the Government's **National Productivity Investment Fund**, a potential Cambridgeshire and Peterborough **Mayoral Community Infrastructure Levy**, **Business Rate Supplement / Retention** measures, **Land Value Capture** and **farebox surpluses** may also be available.

Additional Funding Sources

- 4.20 Beyond those sources of funding currently being used or planned/considered to deliver transport improvements in Cambridgeshire and Peterborough, there are a range of other funding opportunities that can be used to support delivery of the Local Transport Plan. In the longer-term, the Combined Authority is working to deliver a series of transformational projects designed to support the region's growth and prosperity for generations to come, including the Cambridgeshire Autonomous Metro, the A47 investment programme, and the March to Wisbech Rail Link.
- 4.21 These projects, among others, are complex and work is currently underway with our partners to identify the preferred funding packages. This is expected to include funding from a range of sources additional to those above, from both national and local government, and from the private sector.

Rail industry funding

- 4.22 Dedicated funding is also available for investment in the rail network, with the Government allocating £47.6 billion of funding for Control Period 6 (2019 to 2024). Schemes to be funded through this allocation are determined in partnership between the Department for Transport and the rail industry, in line with the Department for Transport's High-Level Output Specification (HLOS). This is designed to support renewals and upgrades to the railway, with specific funding allocations also available for specific categories of project (such as the New Stations Fund).
- 4.23 Funding has already been committed for the Ely Area Capacity Enhancements (EACE) and upgrades to the East Coast Main Line, to be delivered pre-2025. We are also working with the rail industry to secure funding within Control Period 6 for Cambridge South Station and within Control Period 7 (2024-29) to further investment in the railway, including track doubling to Newmarket, four tracking between Cambridge and Cambridge South, and the March to Wisbech Rail Link.

Road Investment Strategy 2

- 4.24 Road Investment Strategy funding is allocated by the Department for Transport (DfT) for investment in the Strategic Highway Network (SRN), managed by Highways England, between 2020 and 2025. It is intended to help deliver a safer, greener, more reliable and integrated highway network that supports the economy and takes advantage of new vehicle and

infrastructure technologies. We are currently working with Highways England to secure Road Investment Strategy 2 (RIS2) funding for the dualling of the A428 between Black Cat and Caxton Gibbet, and improvements to the A47 and A1 corridors.

Major Road Network investment funding

- 4.25 The Major Road Network (MRN) pot is a new funding programme, allocated by DfT, for investment in the Major Road Network, the network of roads of strategic regional and national importance but which are managed locally by highway authorities. Designed to support the objectives within the Government's Transport Investment Strategy, it will provide funding for new bypasses, 'missing links' and road widening, with a typical DfT funding contribution of between £20m and £50m. In general, local or third-party contributions should be at least 15% of total scheme costs. We have submitted two bids to the fund: one for £24m for the A1139 junction in Peterborough to support the development of the new University of Peterborough on the Embankment site, and another for £37m for local junction improvements to the A10 (including at Milton Interchange).

Large Local Majors funding

- 4.26 Large Local Majors funding is allocated by the DfT for large-scale investment (> £50 million) in local transport authority schemes (predominately but not exclusively in the Major Road Network) that could not be funded through other local means, such as the 'Devo Deal'. As with MRN schemes, as a general guideline LLM schemes should aim for local or third-party contributions to be at least 15% of the total scheme costs. Through the region's sub-national transport body, England's Economic Heartland, we have submitted a bid to the fund for £264m for dualling of the A10 between Cambridge and Ely, and future funding bids are intended for significant investment in Peterborough's Parkway network (e.g. A1260 Nene Parkway Junction 32/33).

Housing Infrastructure Funding

- 4.27 The allocation of Housing Infrastructure Fund (HIF) grant funding is administered by the Ministry of Housing, Communities and Local Government to provide large-scale funding for capital infrastructure that supports the delivery of housing that would not otherwise be delivered e.g. junction capacity enhancements and access facilities. It represents a potential funding source for large transport schemes specifically designed to support additional housing.

Combined Authority Funding

4.28 Table 4.1 provides an extract from the CPCA 2020/21 Budget and Medium-Term Financial Plan 2020 to 2024, summarising the Combined Authority's committed capital expenditure programme. It includes information on:

- capital projects which, subject to the necessary approvals, funding and business cases, the Combined Authority anticipates bringing forward in the period to March 2024; and
- 'passported' funding, used to fund the delivery of local enhancements through Cambridgeshire County Council and Peterborough City Council.

Table 4.1: CPCA Transport Capital Programme

Scheme (£m)	2020-21	2021-22	2022-23	2023-24
Capital Budget				
Peterborough University Business Case				
<i>Approved project costs</i>	11.15	-	-	-
Market Town Master Plan Pump Priming				
<i>Subject to approval</i>	3.50	1.00	-	-
A10 Dualling				
<i>Approved project costs</i>	0.25	-	-	-
A47 Dualling				
<i>Subject to approval</i>	0.22	0.22	0.58	0.72
King's Dyke (CPCA contribution)				
<i>Approved project costs</i>	5.92	9.09	-	-
Cambridge South Station				
<i>Subject to approval</i>	0.75	7.00	8.00	-
Regeneration of Fenland railway stations				
<i>Approved project costs</i>	1.50	-	-	-
<i>Subject to approval</i>	0.87	5.56	-	-
Soham Station				
<i>Approved project costs</i>	6.00	13.10	0.90	-
Wisbech Rail				
<i>Subject to approval</i>	0.99	2.00	3.00	5.00
A16 Norwood Dualling				
<i>Subject to approval</i>	0.40	0.73	12.0	-
A141 Capacity Enhancements				
<i>Subject to approval</i>	0.50	1.00	-	-
A605 Oundle Rd Widening				
<i>Subject to approval</i>	0.80	-	-	-
A1260 Nene Parkway Junction 15				
<i>Subject to approval</i>	0.22	8.00	-	-
A1260 Nene Parkway Junction 32-33				
<i>Subject to approval</i>	4.53	3.50	-	-
Coldhams Lane Roundabout Improvements				

Scheme (£m)	2020-21	2021-22	2022-23	2023-24
Capital Budget				
<i>Subject to approval</i>	0.70	1.50	-	-
Digital Connectivity Infrastructure Programme				
<i>Subject to approval</i>	2.68	1.87	-	-
Ely Area Capacity Enhancements				
<i>Subject to approval</i>	4.14	-	-	-
Fengate Access Study Phase 1				
<i>Subject to approval</i>	1.00	4.89	-	-
Fengate Access Study Phase 2				
<i>Approved project costs</i>	0.10	-	-	-
<i>Subject to approval</i>	0.12	0.70	1.28	-
M11 Junction 8				
<i>Subject to approval</i>	1.00	-	-	-
March Junction Improvements				
<i>Approved project costs</i>	0.11	-	-	-
<i>Subject to approval</i>	3.20	1.55	-	-
St Neots Masterplan Capital (including St Neots River Crossing [cycling bridge])				
<i>Subject to approval</i>	3.20	-	-	-
Wisbech Access Strategy				
<i>Approved project costs</i>	9.50	-	-	-
<i>Subject to approval</i>	0.93	3.00	-	-
Wisbech Garden Town				
<i>Approved project costs</i>	0.75	0.75	-	-
Sub-totals	64.93	64.71	25.76	5.72
<i>Approved project costs</i>	35.18	22.19	0.90	-
<i>Subject to approval</i>	29.75	42.52	24.86	5.72
Passported funding				
LTP Schemes with PCC and CCC				
<i>Approved project costs</i>	23.08	23.08	-	-
Total	88.01	87.79	25.76	5.72
<i>Approved project costs</i>	58.26	45.27	0.90	-
<i>Subject to approval</i>	29.75	42.52	24.86	5.72

4.29 In addition, the Combined Authority provides revenue funding, to support the operation of existing transport services within Cambridgeshire and Peterborough, and to undertake business case and option development for typically larger transport projects. These revenue allocations, sourced from the CPCA's 2020/21 Budget and Medium-Term Financial Plan 2020 to 2024, are outlined in Table 4.2.

Table 4.2: CPCA Transport Revenue Funding (Delivery and Strategy)

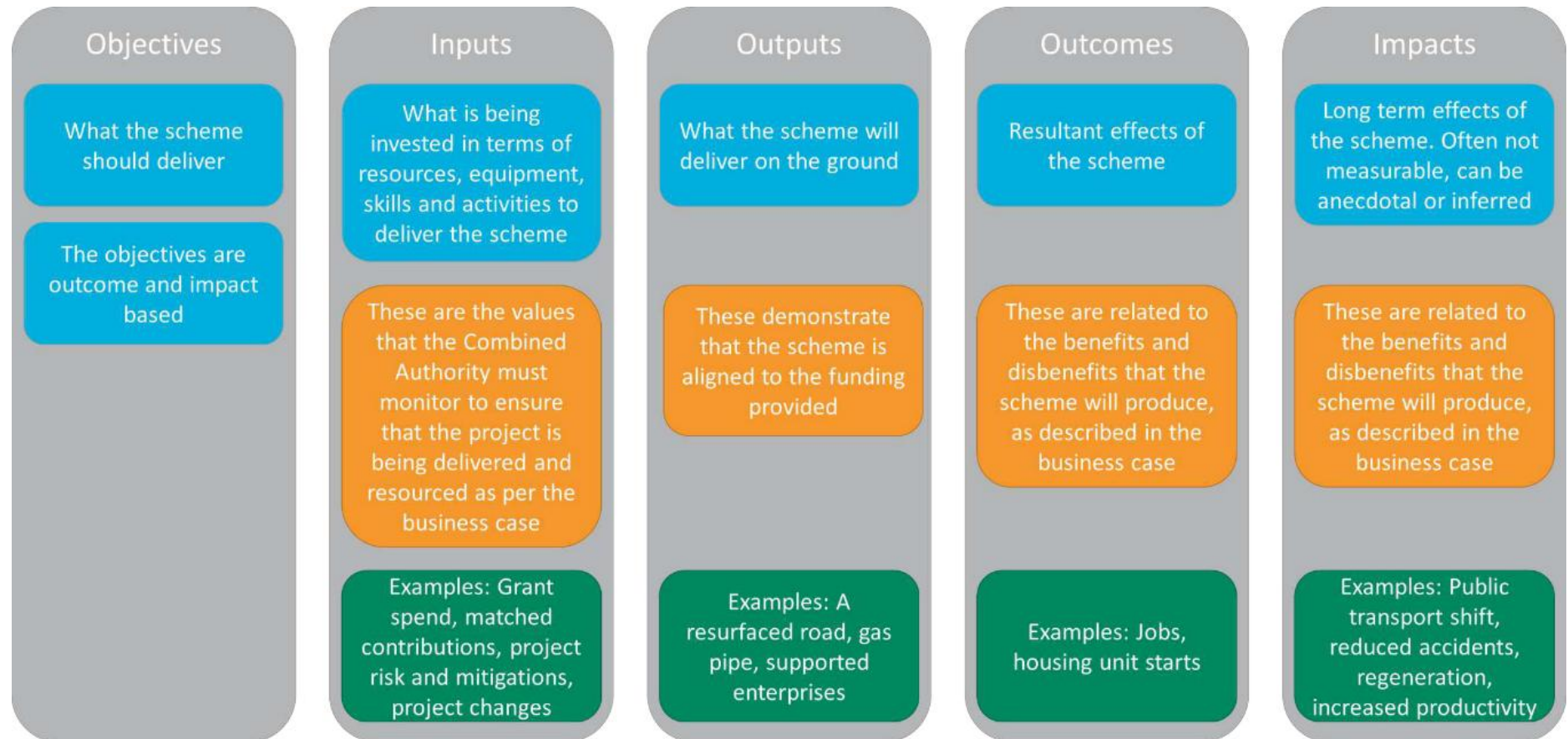
Scheme (£m)	2020-21	2021-22	2022-23	2023-24
Revenue Budget				
Bus Review Implementation				
<i>Subject to approval</i>	1.20	-	-	-
Cambridgeshire Autonomous Metro				
<i>Approved project costs</i>	0.97	-	-	-
Cambridge South Station				
<i>Subject to approval</i>	1.50	-	-	-
Huntingdon 3 rd River Crossing				
<i>Approved project costs</i>	0.10	-	-	-
Schemes and Studies				
<i>Subject to approval</i>	0.10	-	-	-
Sustainable Travel				
<i>Subject to approval</i>	0.15	-	-	-
Transport Levy CCC				
<i>Approved project costs</i>	8.91	9.09	9.27	9.46
Transport Levy PCC				
<i>Approved project costs</i>	3.70	3.78	3.85	3.93
Total Transport Revenue (Delivery and Strategy)	16.63	12.87	13.12	13.39
<i>Approved project costs</i>	13.68	12.87	13.12	13.39
<i>Subject to approval</i>	2.95	-	-	-

5 Monitoring and Evaluation Plan

Context

- 5.1 This Monitoring and Evaluation Plan has been developed to align with the Cambridgeshire and Peterborough Devolution Deal Monitoring and Evaluation Framework. This framework sets out both the commitment and approach to monitoring and evaluation by CPCA. It provides detailed guidance about how to monitor and evaluate individual schemes, including their socio-economic impacts, much of which is applicable to this Local Transport Plan.
- 5.2 For individual schemes, the CPCA Monitoring and Evaluation Framework sets out specific guidance for how the Combined Authority's 'Priority Schemes' will be monitored. Nine of these schemes are transport schemes, all of which will be monitored in-line with the methods outlined by the Monitoring and Evaluation Framework. These requirements are detailed in Appendix C.
- 5.3 The Combined Authority Monitoring and Evaluation Framework also outlines how other projects and schemes will be monitored and evaluated, describing how monitoring metrics should be chosen and how targets for these metrics should be set. Details of this advice are set out in Appendix D. The framework we have established for monitoring and evaluating the Local Transport Plan closely follows this guidance, and a logic diagram showing how objectives are linked with inputs, outputs, outcomes and impacts is shown overleaf in Figure 5.1.
- 5.4 The Combined Authority Monitoring and Evaluation Framework provides guidance about how to monitor the wider impacts of a collective of schemes through the use of 'Key Performance Indicators'. Given its breadth, and its coverage of schemes, initiatives and policies, monitoring of the Local Transport Plan will need to take a slightly different form than that recommended in the Combined Authority Framework.
- 5.5 The approach to monitoring and evaluation outlined below, and the indicators that have been selected, have been determined to ensure good alignment with the Combined Authority Monitoring and Evaluation Framework, yet also fulfil the specific requirements of this Local Transport Plan.

Figure 5.1: Monitoring and evaluation logic diagram



Introduction

- 5.6 Monitoring the effectiveness of the Local Transport Plan is essential to understand where and why policies and schemes have been successful or otherwise, to ensure that lessons learned are fed back into future scheme and policy development and delivery, and to act as an early-warning system where outputs, outcomes and impacts are not as anticipated. A robust framework of indicators and targets is therefore required to check progress towards delivering the Local Transport Plan and realising its vision.
- 5.7 As this Delivery Plan becomes a reality, we will need to assess whether the schemes and policies identified are ultimately helping to deliver our Growth Ambition. In order to do this, we will measure performance through a series of key performance indicators (KPIs). These represent progress towards achieving the objectives, goals and vision for the Local Transport Plan.
- 5.8 The indicators detailed in the remainder of this section have been chosen because they align closely with the vision, goals and objectives which are outlined in the Local Transport Plan. By collecting, reviewing and reporting these indicators to the Combined Authority Board on an annual basis, we can monitor the success of the Local Transport Plan and understand if and where modifications may be needed. The intention is to have made material progress towards the targets associated with each indicator by 2025 in the first instance.
- 5.9 In addition to regular monitoring, the database of indicators will be used to inform a programme-level evaluation that will be carried out four years post-adoption, and which will be used to inform the next iteration of the Local Transport Plan. Moreover, monitoring metrics will be made available to delivery partners to examine, where suitable, the performance of individual schemes.
- 5.10 As far as possible, monitoring indicators have been identified and sourced from administrative datasets which offer detail specific to the Combined Authority or its constituent geographies. By making use of existing datasets, the cost of collecting and collating monitoring data is minimised and can be absorbed within the ongoing operating costs of the Combined Authority.
- 5.11 The tables which follow (Table 5.1, Table 5.2 and Table 5.3) summarise the indicators that will be used to monitor delivery of the Local Transport Plan. Each table refers to a different goal (grouped under economy, society and environment) and the indicators are grouped thematically under the objectives to which they refer.

Table 5.1: Monitoring Framework – Economic Indicators

Objective	Indicator	Target	Data Owner	Frequency of Collection				Type of Indicator <i>Output (P) Outcome (C) Impact (I)</i>	Geography
				Daily	Monthly	Quarterly	Annually		
Housing	Number of new homes started within 400m of a public transport node	Higher development density in vicinity of transport nodes	Local Authority/National Dataset		✓			C	Combined Authority
	Number of new homes started within 800m of a public transport node	Higher development density in vicinity of transport nodes	Local Authority/National Dataset		✓			C	Combined Authority
	Number of new homes started within 1500m of a public transport node	Higher development density in vicinity of transport nodes	Local Authority/National Dataset		✓			C	Combined Authority
	Affordability ratio of housing for median quartile	Increase in affordability	Office for National Statistics				✓	I	Local Authority
	Affordability ratio of housing for lower quartile	Increase in affordability	Office for National Statistics				✓	I	Local Authority
	Traffic flows at key cordon points	Percentage growth rate in traffic flows is below population growth rate	Department for Transport			✓		C	Corridor
Employment	Percentage of population within 30 minutes of a major employment site by public transport and/or walking	Increase in percentage	Department for Transport				✓	C	County
	Percentage of population within 30 minutes of a major employment site by cycle	Increase in percentage	Department for Transport				✓	C	County
	Percentage of population within 30 minutes of a major employment site by car	Increase in percentage	Department for Transport				✓	C	County

Objective	Indicator	Target	Data Owner	Frequency of Collection				Type of Indicator <i>Output (P) Outcome (C) Impact (I)</i>	Geography
				Daily	Monthly	Quarterly	Annually		
	Average minimum journey times by walking or public transport to nearest selected rail station (Department for Transport, AM peak)	Decrease in average minimum journey times	Department for Transport				✓	I	County
	Total passenger journeys on local bus services during AM/PM peak hour	Percentage growth rate in bus passenger journeys is above population growth rate	Department for Transport				✓	C	Combined Authority
	Average excess waiting time for frequent bus services i.e. services with a 10-min frequency or less	Decrease in excess waiting time	Department for Transport				✓	C	County/Unitary Authority
	Percentage of method of travel to work by active modes	Increase in percentage	Office for National Statistics				✓	C	County/Unitary Authority
	Rail counts at all rail stations	Percentage growth rate in rail counts is above population growth rate	Office of Rail and Road				✓	C	Local
Businesses and Tourism	Percentage of businesses surveyed that believe the transport network in the local area is of a high standard	Increase in percentage	CPCA Business Board			✓		I	Combined Authority
	Average minimum journey times by public transport to the nearest of selected airports (Department for Transport, Morning Peak)	Decrease in average minimum journey times	Department for Transport				✓	I	Local Authority
Resilience	Percentage of local "A" roads requiring structural maintenance, by LHA	Decrease in percentage	Department for Transport				✓	C	Local Authority

Objective	Indicator	Target	Data Owner	Frequency of Collection				Type of Indicator <i>Output (P) Outcome (C) Impact (I)</i>	Geography
				Daily	Monthly	Quarterly	Annually		
	Percentage of local "B" & "C" roads requiring structural maintenance, by LHA	Decrease in percentage	Department for Transport				✓	C	Local Authority
	Percentage of non-frequent bus services running on time	Increase in percentage	Department for Transport				✓	C	Local Authority

Table 5.2: Monitoring Framework – Social Indicators

Objective	Indicator	Target	Data Owner	Frequency of Collection				Type of Indicator <i>Output (P) Outcome (C) Impact (I)</i>	Geography
				Daily	Monthly	Quarterly	Annually		
Safety	Total number of people killed or seriously injured in road traffic accidents per annum	Decrease in total number	Department for Transport				✓	I	Combined Authority
	Total number of slight injuries in traffic accidents	Decrease in total number	Department for Transport				✓	I	Combined Authority
	Perception of safety at bus stops	Increase in percentage of 'very satisfied' responses to personal safety	Transport Focus			✓		C	Combined Authority
	Perception of safety on the bus	Increase in percentage of 'very satisfied' responses to personal safety	Transport Focus			✓		C	Combined Authority
	Perception of safety at railway stations	Increase in percentage of 'very satisfied' responses to personal safety	Transport Focus			✓		C	Combined Authority
	Perception of safety on board trains	Increase in percentage of 'very satisfied' responses to personal safety	Transport Focus			✓		C	Combined Authority
Accessibility	Percentage of income that residents in the most deprived decile in Cambridgeshire and Peterborough would have to spend to match the average household expenditure on transport, excluding purchase of vehicles	Decrease in percentage	Office for National Statistics				✓	I	Local Authority

Objective	Indicator	Target	Data Owner	Frequency of Collection				Type of Indicator <i>Output (P) Outcome (C) Impact (I)</i>	Geography
				Daily	Monthly	Quarterly	Annually		
	Perception of bus services as very good value for money	Increase in percentage of 'very satisfied' responses to value for money	Transport Focus			✓		C	Combined Authority
	Rail station accessibility	Increase the number of step-free stations and improve the experience of users with a disability	UKGOV/Network Rail				✓	C	Local Stations
Health and Wellbeing	Percentage of the population who make journeys by walking at least three times per week for any purpose	Increase in percentage	Department for Transport				✓	C	County/Unitary Authority
	Percentage of the population who cycle at least three times per week for any purpose	Increase in percentage	Department for Transport				✓	C	County/Unitary Authority
	Percentage of adults that walk or cycle for travel at least once a week for any purpose	Increase in percentage	Department for Transport				✓	C	County/Unitary Authority
Air Quality	Number of Air Quality Management Areas (AQMAs)	Reduction in total number	Local Authority/DEFRA				✓	C	Combined Authority
	Fraction of mortality attributable to particulate air pollution	Decrease in fraction of mortality	Public Health England				✓	I	County/Unitary Authority
	Number of EV charging points	Increase in total number	UKGOV		✓			P	Combined Authority
	NO ₂ concentration at a range of monitoring sites remains below the annual mean objective of 40 µg/m ³	No exceedances of annual mean objective	District Councils				✓	C	Local Authority
	PM ₁₀ concentration at a range of monitoring sites remains below the annual mean objective of 40 µg/m ³	No exceedances of annual mean objective	District Councils				✓	C	Local Authority

Table 5.3: Monitoring Framework – Environmental Indicators

Objective	Indicator	Target	Data Owner	Frequency of Collection				Type of Indicator <i>Output (P) Outcome (C) Impact (I)</i>	Geography
				Daily	Monthly	Quarterly	Annually		
Environment	Delivery of all schemes to demonstrate bio-diversity net gain	All schemes	Natural England		✓			I	Combined Authority
	Delivery of all schemes to demonstrate no detrimental impact on historic environment	All schemes	Natural England		✓			C	Combined Authority
Climate Change	Level of estimated total volume of Carbon Dioxide emissions from transport (kt CO ₂)	Reduction in kt CO ₂ – working towards net zero carbon	Office for National Statistics				✓	C	Local Authority
	Number of miles of cycleway	Increase in number of miles of cycleway	Peterborough City Council Cambridgeshire County Council				✓	P	County / Unitary Authority
	Number of new registrations for ultra-low emissions vehicles per year	Increase in ratio of new registrations for ultra-low emissions vehicles to new registrations for diesel/petrol vehicles	To be confirmed			✓		P	County / Unitary Authority

Data Collection

- 5.12 Monitoring and evaluation will need to occur at two different ‘levels’; for individual schemes and the programme as a whole. For each individual scheme a Monitoring and Evaluation Plan will need to be developed as part of the management case, in which the inputs, outputs, outcomes and expected impacts of each scheme will be summarised. This will be developed in-line with the Combined Authority Monitoring and Evaluation Framework. As part of this requirement a plan for collecting monitoring metrics and undertaking process and project evaluation is also needed.
- 5.13 This Delivery Plan describes the monitoring and evaluation arrangements required at a programme-level to identify the outcomes and impacts secured by the Local Transport Plan. It should not, therefore, be relied upon for monitoring and evaluation of the individual schemes which constitute the Delivery Plan.
- 5.14 Most of the indicators described in Table 5.1, Table 5.2 and Table 5.3 are already monitored at a national level, for example by the Office for National Statistics or the Department for Transport. These indicators will, therefore, continue to be monitored throughout the life of the Local Transport Plan. Other indicators are collected by local authorities, local planning authorities and other independent groups such as Transport Focus. The Combined Authority will ensure that these indicators continue to be collected on a sufficiently regular basis for the duration of this Delivery Plan, or until the Local Transport Plan is refreshed.
- 5.15 Once this data has been collected it is critical that it is collected and stored in a safe, well-organised and future-proof location, and supplemented with sufficient supporting documentation. Where available, these indicators will be updated and reported to the Transport Committee and Combined Authority Board as part of the annual update procedures described in paragraph 2.14.

Reporting

- 5.16 The first monitoring report i.e. beyond annual updates will be produced in 2021-22 i.e. two years into the implementation of the plan. This report will set out the progress of the plan as measured by the indicators identified above to provide a snapshot of progress to date. Subsequent monitoring reports will be published on a biennial basis.
- 5.17 An initial evaluation will be undertaken in 2023-24, four years into the implementation of the plan. This evaluation will formally assess progress against the Delivery Plan (both this version and any subsequent revisions) to inform decision regarding whether or not a refresh of the Local Transport Plan is required. The findings from this report will feed into the design of the subsequent Local Transport Plan.

Appendices

A Appendix A: CPCA-funded schemes

Table A.1: CPCA-funded schemes

Project <i>Project sponsor</i>	Description	Local Issues Addressed	Wider Regional Objectives										Timescale	Estimated Cost	Scheme and Funding Status	Non-CPCA Funding Sources	Delivery Partners
			Housing	Employment	Business & Tourism	Resilience	Safety	Accessibility	Health & Wellbeing	Air Quality	Environment	Climate Change					
Peterborough																	
Sustainable Travel Improvements <i>Peterborough City Council</i>	Promoting sustainable travel and infrastructure improvements in Peterborough	Poor quality walking and cycling infrastructure within Peterborough Scope to increase levels of active travel within Peterborough											Ongoing	Capital < £10m Operating £	Committed for 2019/20 workstreams. Future workstreams subject to scheme development, business case and funding Combined Authority revenue budget	Developer contributions	Peterborough City Council
Peterborough University Access <i>Peterborough City Council</i>	A package of improvements to create and enhance walking and cycling links to the University, improve highway access to the Parkway network, and consider how best to replace the surface-level parking provision that currently occupies the University site.	Peak-time traffic congestion at this junction on the Parkway network Issues with walking and cycling facilities		✓				✓	✓				Pre-2021	Capital < £10m Operating £	Commitment to fund business case Combined Authority direct funding	Developer contributions	Peterborough City Council
Eastern Industries Fengate Capacity <i>Peterborough City Council</i>	Improvements to existing roads and junctions Pedestrian and cycling improvements	Peak-time traffic congestion Additional business and manufacturing development at Fengate	✓	✓	✓								Pre-2021	Capital £50m – £100m Operating ££	Costed but not yet committed Combined Authority direct funding	Developer contributions	Peterborough City Council
A1260 Nene Parkway Junction 15 <i>Peterborough City Council</i>	Capacity enhancements at junction (lane widening)	Peak-time traffic congestion		✓	✓	✓							Pre-2021	Capital < £10m Operating £	Costed but not yet committed Combined Authority direct funding	Developer contributions	Peterborough City Council
A605 Oundle Road Widening - Alwalton to	Provide additional lanes inbound to Lynch Wood Business Park and accompanying junction improvements	Peak-time traffic congestion		✓	✓	✓							Pre-2021	Capital £10m – £50m Operating	Costed but not yet committed	Developer contributions	Peterborough City Council

Project <i>Project sponsor</i>	Description	Local Issues Addressed	Wider Regional Objectives										Timescale	Estimated Cost	Scheme and Funding Status	Non-CPCA Funding Sources	Delivery Partners
			Housing	Employment	Business & Tourism	Resilience	Safety	Accessibility	Health & Wellbeing	Air Quality	Environment	Climate Change					
Lynch Wood Business Park <i>Peterborough City Council</i>														£	Combined Authority (direct funding)		
A1260 Nene Parkway Junction 32/33 <i>Peterborough City Council</i>	Carriageway widening to three lanes in each direction over River Nene, and/or alternative options to relieve traffic flow	Peak-time traffic congestion on the Parkway network		✓	✓	✓							2021-25	Capital £100m – £500m Operating ££	Costed but not yet committed Combined Authority direct funding	Large Local Majors funding Developer contributions	Peterborough City Council
A47 corridor improvement programme <i>Highways England</i>	Capacity improvements to A47 corridor, with the long-term aspiration of dualling the route throughout	Peak-time traffic congestion Limited accessibility and slow journey times between Peterborough, the Fens and the wider highway network		✓	✓	✓							Guyhirn junction upgrade by 2021; dualling of the route by 2026-30	Capital £10m – £50m (Guyhirn improvement); £100m – £500m (dualling) Operating £ / £££	Subject to scheme development, business case and funding Combined Authority direct funding	Road Investment Strategy 2 (RIS2)	Highways England
A16 Norwood Dualling <i>Peterborough City Council</i>	Dualling a small section near the Norwood development with a longer-term aspiration of dualling into South Lincolnshire	Peak-time traffic congestion Limited accessibility and slow journey times between Peterborough, Lincolnshire, and the wider highway network		✓	✓								2021-25 for dualling to Norwood, 2026-30 for dualling to Southern Lincolnshire	Capital £10m – £50m (dualling to Norwood); £50m – £100m (dualling to Southern Lincolnshire) Operating ££	Commitment to fund business case Combined Authority direct funding	Developer contributions	Peterborough City Council
Greater Cambridge																	
Cambridge South Station <i>Network Rail</i>	Delivery of a new station at Cambridge South, neighbouring the Cambridge Biomedical Campus, including four-tracking and associated junction improvements	Poor rail accessibility to the Cambridge Biomedical Campus		✓	✓	✓		✓					2021-25	Capital £100m – £500m Operating	£1.5m capital expenditure to fund business case and feasibility study	DfT rail block funding Developer contributions	Greater Cambridge Partnership Network Rail

Project <i>Project sponsor</i>	Description	Local Issues Addressed	Wider Regional Objectives										Timescale	Estimated Cost	Scheme and Funding Status	Non-CPCA Funding Sources	Delivery Partners
			Housing	Employment	Business & Tourism	Resilience	Safety	Accessibility	Health & Wellbeing	Air Quality	Environment	Climate Change					
														£££	of interim solution Combined Authority direct funding	Private business contributions	
Strategic Bus Review <i>Combined Authority</i>	Implementing recommendations from the Strategic Bus Review within Greater Cambridge, with the aim of ensuring a more reliable, better quality and more attractive bus network to passengers.	Limited accessibility and poor reliability of the existing bus network Traffic congestion, poor reliability and slow journey times within Central Cambridge		✓	✓			✓	✓	✓	✓	✓	2021-25	£150k	Committed Combined Authority revenue funding		Cambridgeshire County Council Greater Cambridge Partnership
CAM Central tunnelled infrastructure within Cambridge <i>Combined Authority</i>	Delivery of a segregated, high-quality mass transit network connecting market towns and new settlements in Greater Cambridge to key destinations in Cambridge. This section of route provides high quality, segregated connectivity – unaffected by traffic congestion – for CAM services across and within Cambridge, transforming accessibility to key destinations and employment sites from across Cambridgeshire and Peterborough.	Traffic congestion within Cambridge city centre and key radial highway corridors Slow and unreliable public transport links between market towns in Greater Cambridge and key employment sites Poor public transport accessibility to major housing developments Limited public transport capacity (including Park & Ride) Need to deliver a step-change in public transport quality and attractiveness to encourage modal shift	✓	✓	✓		✓	✓		✓		✓	2026-30	Capital > £500m Operating ££££	Committed and funded to Outline Business Case Combined Authority revenue funding	Direct government contribution Greater Cambridge City Deal Private business contributions Developer contributions Greater Cambridge City Access Housing Infrastructure Fund Mayoral Community Infrastructure Levy	Greater Cambridge Partnership Cambridgeshire County Council

Project <i>Project sponsor</i>	Description	Local Issues Addressed	Wider Regional Objectives										Timescale	Estimated Cost	Scheme and Funding Status	Non-CPCA Funding Sources	Delivery Partners
			Housing	Employment	Business & Tourism	Resilience	Safety	Accessibility	Health & Wellbeing	Air Quality	Environment	Climate Change					
																Business Rate Supplement / Retention Land Value Capture Farebox surplus	
CAM Cambridge towards St Ives, Huntingdon, Alconbury Weald and Peterborough and/or Fenland <i>Combined Authority</i>	<p>Delivery of a segregated, high-quality mass transit network connecting market towns and new settlements in Greater Cambridge to key destinations in Cambridge.</p> <p>This section will connect St Ives, at the end of the Cambridgeshire Guided Busway, to Huntingdon and Alconbury Weald, with the potential for further extensions to Peterborough and/or Fenland.</p> <p>The route will also include high-quality provision for pedestrians, cyclists, horse riders and other non-motorised users, encouraging active travel by providing safe and attractive facilities.</p>	<p>Traffic congestion within Cambridge city centre and key radial highway corridors</p> <p>Slow and unreliable public transport links between market towns in Greater Cambridge and key employment sites</p> <p>Poor public transport accessibility to major housing developments</p> <p>Limited public transport capacity (including Park & Ride)</p> <p>Need to deliver a step-change in public transport quality and attractiveness to encourage modal shift</p> <p>Poor public transport provision and interchange facilities within the Alconbury Weald site</p>	✓	✓	✓			✓		✓			2026-30	<p>Capital £100m – £500m</p> <p>Operating £££</p>	Committed and funded to route options appraisal	<p>Greater Cambridge City Deal</p> <p>Developer contributions</p> <p>Greater Cambridge City Access</p> <p>Housing Infrastructure Fund</p> <p>Land value capture</p>	<p>Greater Cambridge Partnership</p> <p>Cambridgeshire County Council</p>
CAM Cambridge East towards Mildenhall <i>Combined Authority</i>	<p>Delivery of a segregated, high-quality mass transit network connecting market towns and new settlements in Greater Cambridge to key destinations in Cambridge.</p>	<p>Traffic congestion within Cambridge city centre and key radial highway corridors</p> <p>Slow and unreliable public transport links between</p>	✓	✓	✓			✓		✓			2026-30	<p>Capital £100m – £500m</p> <p>Operating £££</p>	Committed and funded to route options appraisal	<p>Greater Cambridge City Deal</p> <p>Developer contributions</p>	<p>Greater Cambridge Partnership</p> <p>Cambridgeshire County Council</p>

Project <i>Project sponsor</i>	Description	Local Issues Addressed	Wider Regional Objectives										Timescale	Estimated Cost	Scheme and Funding Status	Non-CPCA Funding Sources	Delivery Partners
			Housing	Employment	Business & Tourism	Resilience	Safety	Accessibility	Health & Wellbeing	Air Quality	Environment	Climate Change					
	<p>This section of the route will provide important connectivity to the east of Cambridge, opening up development for 2,500 homes, and includes a connection to the Newmarket Road P&R site and/or the relocation of the P&R site to Airport Way closer to the A14.</p> <p>The route will also include high-quality provision for pedestrians, cyclists, horse riders and other non-motorised users, encouraging active travel by providing safe and attractive facilities.</p>	<p>market towns in Greater Cambridge and key employment sites</p> <p>Poor public transport accessibility to major housing developments</p> <p>Limited public transport capacity (including Park & Ride)</p> <p>Need to deliver a step-change in public transport quality and attractiveness to encourage modal shift</p>														<p>Greater Cambridge City Access</p> <p>Housing Infrastructure Fund</p> <p>Land value capture</p>	
A10 Ely to Cambridge Capacity Improvements <i>Combined Authority</i>	<p>Dualing of the A10 (either completely, or at particular sections) between the Milton Interchange and the A10/A142 'BP' roundabout in Ely, improvements to the A14/A10 Milton interchange in Cambridge, and a parallel segregated walking and cycling route.</p> <p>Designed to increase capacity and support proposed housing development at Waterbeach.</p>	<p>Traffic congestion along the A10 corridor</p> <p>Poor road safety and severance for non-motorised traffic</p> <p>Major development at Waterbeach New Town</p>	✓	✓	✓	✓	✓						2026-30	<p>Capital £100m – £500m</p> <p>Operating £££</p>	<p>Committed and funded to Strategic Outline Case</p> <p>Combined Authority direct funding</p>	<p>DfT Large Local Majors funding</p> <p>Developer contributions</p> <p>Major Road Network investment programme (junction improvements only)</p>	<p>Greater Cambridge Partnership</p> <p>Cambridgeshire County Council</p>
Royston To Granta Park Strategic Growth and Transport Study <i>Combined Authority</i>	<p>A strategic economic growth and transport study to include outline business case development for a scheme(s) in the area to facilitate growth at the internationally important biotech cluster to the south of Cambridge</p>	<p>Local highway congestion</p> <p>Poor orbital public transport connectivity</p> <p>Local development opportunities</p>	✓	✓	✓	✓		✓					TBC	TBC	<p>Committed and funded to strategic outline business case</p> <p>Combined Authority direct funding</p>		Cambridgeshire County Council
Coldhams Lane Improvements <i>Cambridgeshire County Council</i>	<p>Design phase of improvements to the junction of Coldhams Lane, Brooks Road and Barnwell Road, Cambridge. Aim to improve safety for cyclists.</p>	<p>Safety concerns and poor-quality existing cycling infrastructure</p>					✓	✓	✓	✓			TBC	<p>Capital < £10m</p> <p>Operating £</p>	<p>Costed but not yet committed</p> <p>Combined Authority direct funding</p>	Developer contributions	Cambridgeshire County Council

Project <i>Project sponsor</i>	Description	Local Issues Addressed	Wider Regional Objectives										Timescale	Estimated Cost	Scheme and Funding Status	Non-CPCA Funding Sources	Delivery Partners
			Housing	Employment	Business & Tourism	Resilience	Safety	Accessibility	Health & Wellbeing	Air Quality	Environment	Climate Change					
Huntingdonshire																	
St Neots River Great Ouse cycle bridge <i>Cambridgeshire County Council</i>	Delivery of a new foot and cycle bridge in St Neots, located to the north of the town, offering a safer, traffic-free crossing of the River Great Ouse.	Major development within St Neots Limited walking and cycling provision across the Great Ouse						✓	✓	✓	✓	✓	Pre-2021	Capital < £10m Operating £	Committed Combined Authority direct funding	Developer contributions	Cambridgeshire County Council
A141 Huntingdon Capacity Study <i>Combined Authority / Cambridgeshire County Council</i>	Study to consider highway capacity challenges in the area. Includes consideration of junction upgrades and potential improvements to the highway network	Severe peak-time traffic congestion Major development at Alconbury Weald and in Huntingdon, and potential long-term development at Wyton Airfield	✓		✓	✓							2021-25	TBC	Committed and funded through to feasibility study Combined Authority direct funding	TBC	Cambridgeshire County Council
East Cambridgeshire																	
Ely Area Capacity Enhancements (EACE) <i>Network Rail</i>	Junction upgrade at Ely North to enable additional freight and passenger trains, while retaining road access for Prickwillow, Queen Adelaide and North Ely residents.	Significant frequency and reliability constraint on the local rail network		✓	✓	✓		✓					2021-25	Capital £50m – £100m Operating ££	Committed and funded through to Outline Business Case Combined Authority direct funding	DfT rail block funding Local Growth Deal funding	Network Rail
Soham station <i>Combined Authority</i>	Construction of a new railway station at Soham, served by Ipswich to Peterborough rail services	No direct access to the rail network from Soham Major development within Soham	✓	✓	✓			✓					2021-25	Capital £10m – £50m Operating ££	Commitment to fund GRIP 3 study, Further work costed but not yet committed. Combined Authority direct funding	DfT rail block funding Local Growth Deal funding (feasibility study only) Developer contributions DfT New Stations Fund	Network Rail
Fenland																	
Regeneration of Fenland railway	A package of improvements, including platform lengthening, with the aim of encouraging rail travel and allowing	Poor quality passenger facilities at March, Manea and Whittlesea stations						✓					Pre-2021	Capital £10m – £50m	Costed but not yet committed	DfT rail block funding	Network Rail

Project <i>Project sponsor</i>	Description	Local Issues Addressed	Wider Regional Objectives										Timescale	Estimated Cost	Scheme and Funding Status	Non-CPCA Funding Sources	Delivery Partners
			Housing	Employment	Business & Tourism	Resilience	Safety	Accessibility	Health & Wellbeing	Air Quality	Environment	Climate Change					
stations – March, Manea and Whittlesea <i>Combined Authority</i>	longer trains with greater capacity to call at these stations.													Operating £	Combined Authority direct funding		
A605 King's Dyke level crossing replacement <i>Combined Authority</i>	Highway improvement and level crossing replacement	Severe traffic congestion and safety issues caused by the King's Dyke level crossing		✓		✓	✓						Pre-2021	Capital £10m – £50m Operating Financially positive	Committed Combined Authority direct funding	Local Growth Deal funding DfT rail block funding	Network Rail Cambridgeshire County Council
March Access Package <i>Cambridgeshire County Council</i>	Package of measures to increase capacity and improve accessibility to March including the March Northern Link Road and junction improvements	Major development within March Local traffic congestion	✓					✓					Pre-2021 initial improvements; other measures TBC	Capital £10m – £50m Operating ££	Commitment to fund study Combined Authority direct funding	Developer contributions	Cambridgeshire County Council
Wisbech Access Study package <i>Cambridgeshire County Council</i>	Study investigating the feasibility of a package of individual transport schemes that aim to improve the transport network in Wisbech. Includes the following schemes: New Bridge Lane/Cromwell Road Signals A47/Cromwell Road roundabout upgrade A47/Elm High Road roundabout improvements Relocated A47/Elm High Road roundabout Weasenham Lane junction improvement Weasenham Lane/Elm High Road roundabout Freedom Bridge Roundabout Improvements Wisbech Bus Station including new access Link road between the B198 South Brink / Cromwell Road and the B1169 Dowgate Road / A1101 Leverington Road, including a new bridge crossing the River Nene	Major development within Wisbech, including the proposed Wisbech Garden Town Local traffic congestion within Wisbech	✓	✓	✓			✓					2021-25	Capital £10m – £50m Operating ££	Commitment to fund study Combined Authority direct funding	DfT rail block funding Housing Infrastructure Fund Developer contributions	Cambridgeshire County Council

Project <i>Project sponsor</i>	Description	Local Issues Addressed	Wider Regional Objectives										Timescale	Estimated Cost	Scheme and Funding Status	Non-CPCA Funding Sources	Delivery Partners
			Housing	Employment	Business & Tourism	Resilience	Safety	Accessibility	Health & Wellbeing	Air Quality	Environment	Climate Change					
	Western link Road – Northern section Western link Road – Southern section Southern Access Road A47/Broad End Road Roundabout																
Wisbech Rail <i>Combined Authority</i>	Reopening of the disused railway line between March and Wisbech, with direct services from Wisbech to Ely and Cambridge	Major development within Wisbech, including the proposed Wisbech Garden Town No direct access from Wisbech to the rail network	✓	✓	✓			✓					2026-30	Capital £100m – £500m Operating £££	Commitment to fund GRIP 3 study and outline business case. Combined Authority direct funding	DfT rail block funding Housing Infrastructure Fund Developer contributions	Network Rail

B Appendix B: Non-CPCA schemes

Table B.1: Non-CPCA schemes: national and regional networks

Project <i>Project sponsor</i>	Description	Local Issues Addressed	Wider Regional Objectives										Timescale	Estimated Cost	Non-CPCA Funding Sources	Delivery Partners	Status
			Housing	Employment	Business & Tourism	Resilience	Safety	Accessibility	Health & Wellbeing	Air Quality	Environment	Climate Change					
Peterborough																	
Closure of level crossings <i>Network Rail</i>	Network Rail led initiative to replace or remove level crossings. Doing so will improve safety and journey times across the transport network	Peak-time traffic congestion Road safety					✓						Ongoing (to 2025)	Capital £50m – £100m Operating Financially positive	DfT rail block funding	Network Rail	Subject to scheme development, business case and funding
Werrington Dive Under <i>Network Rail</i>	New grade-separated railway junction north of Peterborough to provide additional rail freight capacity	Limited capacity for additional passenger and freight trains through Peterborough Pathing conflicts between freight and passenger services		✓	✓			✓					Pre-2021	Capital £100m – £500m Operating ££	DfT rail block funding	Network Rail	Under construction
Huntingdon to Peterborough Four Tracking <i>Network Rail</i>	Reinstating four tracks from Huntingdon to Peterborough along the East Coast Main line to provide additional capacity	Limited capacity for additional passenger and freight trains south of Peterborough Pathing conflicts between freight and passenger services		✓	✓			✓					2021-25	Capital £100m – £500m Operating ££	DfT rail block funding	Network Rail	Subject to scheme development, business case and funding
Hampton East Coast Main Line (ECML) Rail Crossing <i>Developer-led scheme</i>	Developer-led proposals for a new bridge and link road between the A605 Stanground Bypass and the London Road / The Serpentine roundabout	Peak-time traffic congestion Significant housing development at Stanground	✓										2021-25	Capital £50m – £100m Operating ££	Developer contributions	Network Rail Private developer	Committed via S106
Greater Cambridge																	
CAM Cambridge Biomedical Campus towards Haverhill (Cambridge South East Transport Study) <i>Greater Cambridge Partnership / Combined Authority</i>	Delivery of a segregated, high-quality mass transit network connecting market towns and new settlements in Greater Cambridge to key destinations in Cambridge. This section will connect the future Cambridge South station, Cambridge Biomedical Campus and Babraham Research Campus to new developments in Granta Park, and a new Park & Ride site at the A11, with the potential for a future extension to Haverhill. The route will also include high-quality provision for pedestrians, cyclists, horse riders and other non-motorised users, encouraging active travel by providing safe and attractive facilities.	Traffic congestion within Cambridge city centre and key radial highway corridors Slow and unreliable public transport links between market towns in Greater Cambridge and key employment sites Poor public transport accessibility to major housing developments Limited public transport capacity (including Park & Ride) Need to deliver a step-change in public transport quality and attractiveness to encourage modal shift	✓	✓	✓			✓		✓			2021-25	Capital £100m – £500m Operating £££	Greater Cambridge City Deal Developer contributions Greater Cambridge City Access	Greater Cambridge Partnership	Committed and funded to route options appraisal

Project <i>Project sponsor</i>	Description	Local Issues Addressed	Wider Regional Objectives										Timescale	Estimated Cost	Non-CPCA Funding Sources	Delivery Partners	Status
			Housing	Employment	Business & Tourism	Resilience	Safety	Accessibility	Health & Wellbeing	Air Quality	Environment	Climate Change					
Includes a segregated public transport corridor from the Cambridge Biomedical Campus to Granta Park and an accompanying Park & Ride site, being delivered by the Greater Cambridge Partnership																	
CAM Cambridge Science Park to Waterbeach (Cambridge North East Transport Study) <i>Greater Cambridge Partnership / Combined Authority</i> Includes segregated public transport corridors from Waterbeach to central Cambridge and accompanying Park & Ride sites, being delivered by the Greater Cambridge Partnership	<p>Delivery of a segregated, high-quality mass transit network connecting market towns and new settlements in Greater Cambridge to key destinations in Cambridge.</p> <p>This component of the route will help to connect Waterbeach New Town to the Science park and City Centre, encouraging the development of over 9,000 new homes in Waterbeach and 5,000 jobs at the Science Park as well as supporting development at Cambridge Northern Fringe East. It will also provide new Park & Ride capacity on the A10 corridor, at an expanded Milton Park & Ride and/or a new site near Waterbeach.</p> <p>The route will also include high-quality provision for pedestrians, cyclists, horse riders and other non-motorised users, encouraging active travel by providing safe and attractive facilities.</p>	<p>Traffic congestion within Cambridge city centre and key radial highway corridors</p> <p>Slow and unreliable public transport links between market towns in Greater Cambridge and key employment sites</p> <p>Poor public transport accessibility to major housing developments</p> <p>Limited public transport capacity (including Park & Ride)</p> <p>Need to deliver a step-change in public transport quality and attractiveness to encourage modal shift</p>	✓	✓	✓		✓		✓			2026-30	Capital £100m – £500m Operating £££	Greater Cambridge City Deal Developer contributions Greater Cambridge City Access Housing Infrastructure Fund	Greater Cambridge Partnership	Committed and funded to route options appraisal	

Project <i>Project sponsor</i>	Description	Local Issues Addressed	Wider Regional Objectives										Timescale	Estimated Cost	Non-CPCA Funding Sources	Delivery Partners	Status
			Housing	Employment	Business & Tourism	Resilience	Safety	Accessibility	Health & Wellbeing	Air Quality	Environment	Climate Change					
CAM Cambridge to Cambourne and St Neots <i>Greater Cambridge Partnership / Combined Authority</i>	<p>Delivery of a segregated, high-quality mass transit network connecting existing market towns and new settlements in Greater Cambridge to key destinations in Cambridge.</p> <p>This section will connect Central Cambridge to Cambourne, serving major developments at West Cambridge, Bourn Airfield and Cambourne, with potential for a future extension to St Neots.</p> <p>The route will also include high-quality provision for pedestrians, cyclists, horse riders and other non-motorised users, encouraging active travel by providing safe and attractive facilities.</p> <p>Includes segregated public transport corridors from Cambridge to Cambourne and an accompanying Park & Ride site, being delivered by the Greater Cambridge Partnership</p>	<p>Traffic congestion within Cambridge city centre and key radial highway corridors</p> <p>Slow and unreliable public transport links between market towns in Greater Cambridge and key employment sites</p> <p>Poor public transport accessibility to major housing developments</p> <p>Limited public transport capacity (including Park & Ride)</p> <p>Need to deliver a step-change in public transport quality and attractiveness to encourage modal shift</p>	✓	✓	✓		✓	✓		✓		✓	2026-30 Cambourne to Grange Road segregated public transport corridor to open as Phase 1 in 2024	Capital £100m – £500m Operating £££	Greater Cambridge City Deal Developer contributions Greater Cambridge City Access Local Growth Deal funding Housing Infrastructure Fund Land value capture	Greater Cambridge Partnership	Committed and funded to route selection for route between Cambourne and Cambridge
Newmarket to Cambridge Track Doubling <i>Network Rail</i>	<p>Additional passing loops or double tracking to enable half-hourly services between Cambridge, Newmarket and Ipswich.</p>	<p>Traffic congestion, poor reliability and slow journey times within Central Cambridge</p> <p>Unattractive frequency of existing rail services along Cambridge <> Newmarket corridor</p>		✓	✓			✓					2026-30	Capital £10m – £50m Operating ££	DfT rail block funding	Network Rail	Subject to scheme development, business case and funding
Oxford to Cambridge Expressway and A428 Dualling <i>Highways England</i>	<p>Delivering a grade-separated Expressway between Oxford, Milton Keynes and Cambridge, including a new highway corridor between the M1 and M40 ('missing strategic link').</p> <p>Includes dualling of the A428 between Caxton Gibbet and Black Cat and capacity improvements at the A428/A1198 Caxton Gibbet roundabout</p>	<p>Major housing and employment development along the Oxford to Cambridge corridor</p> <p>Traffic congestion on the Strategic Highway Network (SRN)</p> <p>Poor strategic highway connectivity along the Oxford to Cambridge corridor</p>	✓		✓								2026-2030 A428 Black Cat to Caxton Gibbet to open 2025/26	Capital > £500m Operating ££££	Road Investment Strategy 2 (RIS2)	Highways England	Highways England committed funding
East West Rail (Central Section) <i>East West Rail Company</i>	<p>Delivering a new railway corridor between Bedford and Cambridge, which will enable direct rail services between Cambridge, Milton Keynes and Oxford</p>	<p>Major housing and employment development along the Oxford to Cambridge corridor</p> <p>Poor strategic public transport connectivity along the corridor</p>	✓	✓	✓							✓	Post-2030	Capital > £500m Operating ££££	DfT rail block funding Developer contributions	East West Rail Company	Funded by DfT through to Strategic Outline Business Case

Project <i>Project sponsor</i>	Description	Local Issues Addressed	Wider Regional Objectives										Timescale	Estimated Cost	Non-CPCA Funding Sources	Delivery Partners	Status
			Housing	Employment	Business & Tourism	Resilience	Safety	Accessibility	Health & Wellbeing	Air Quality	Environment	Climate Change					
Electrification of Rural Rail Routes <i>Network Rail</i>	Electrification to allow electric freight trains to serve the Port of Felixstowe, and electric passenger services between Cambridge and Ipswich, Cambridge and Norwich, Peterborough and Ipswich and Stansted Airport and Birmingham New Street. Routes include: Felixstowe to Nuneaton (Newmarket to Peterborough in strategy area). Cambridge to Newmarket. Ely to Norwich.	Slow and infrequent rural rail services Poor air quality and carbon emissions from diesel passenger and freight trains						✓		✓		✓	TBC	TBC	DfT rail block funding	Network Rail	Subject to scheme development, business case and funding
Cambridgeshire Rail Capacity Study <i>Network Rail</i>	Strategic rail study identifying network constraints on the Cambridgeshire rail network, with the view to identifying potential improvements to facilitate additional services and/or routes Likely to overlap with other rail scheme e.g. Electrification of rural routes in Cambridgeshire and surrounding counties, Ely North Junction improvements, and Newmarket to Cambridge track doubling	Limited frequency and capacity on some key rail corridors within Greater Cambridge (e.g. Newmarket to Cambridge)		✓	✓			✓					TBC	TBC	DfT rail block funding	Network Rail	Completed
M11 ‘Smart Motorway’ <i>Highways England</i>	Upgrade of the M11 to the west of Cambridge to three-lane ‘smart motorway’ standard	Major development to the west of Cambridge Traffic congestion and poor reliability Limited highway capacity	✓	✓	✓		✓						TBC	Capital £50 - £100m Operating ££	Future Road Investment Strategies	Highways England	Subject to scheme development, business case and funding
Huntingdonshire																	
Oxford to Cambridge Expressway and A428 Dualling <i>Highways England</i>	Delivering a grade-separated Expressway between Oxford, Milton Keynes and Cambridge, including a new highway corridor between the M1 and M40 ('missing strategic link') Includes dualling of the A428 between Caxton Gibbet and Black Cat and capacity improvements at the A428/A1198 Caxton Gibbet roundabout	Major housing and employment development along the Oxford to Cambridge corridor Traffic congestion on the Strategic Highway Network (SRN) Poor strategic highway connectivity along the Oxford to Cambridge corridor	✓		✓								2026-2030 A428 Black Cat to Caxton Gibbet to open 2025/26	Capital > £500m Operating ££££	Road Investment Strategy 2 (RIS2)	Highways England	Committed Highways England funding
East West Rail (Central Section) <i>East West Rail Company</i>	Delivering a new railway corridor between Bedford and Cambridge, which will enable direct rail services between Cambridge, Milton Keynes and Oxford	Major housing and employment development along the Oxford to Cambridge corridor Poor strategic public transport connectivity along the corridor	✓	✓	✓							✓	Post-2030	Capital > £500m Operating ££££	DfT rail block funding	East West Rail Company	Funded by DfT through to Strategic Outline Business Case
East Cambridgeshire																	
Ely to Soham track doubling <i>Network Rail</i>	Doubling the track between Ely and Soham, facilitating additional passenger and freight services	Infrequent rail services between Ipswich and Peterborough			✓			✓				✓	2021-25	Capital £10m – £50m	DfT rail block funding	Network Rail	Subject to scheme development,

Project <i>Project sponsor</i>	Description	Local Issues Addressed	Wider Regional Objectives										Timescale	Estimated Cost	Non-CPCA Funding Sources	Delivery Partners	Status
			Housing	Employment	Business & Tourism	Resilience	Safety	Accessibility	Health & Wellbeing	Air Quality	Environment	Climate Change					
		Limited capacity for freight services												Operating ££			business case and funding

Table B.2: Non-CPCA schemes: local

Project <i>Project sponsor</i>	Description	Local Issues Addressed	Wider Regional Objectives										Timescale	Estimated Cost	Non-CPCA Funding Sources	Delivery Partners	Status
			Housing	Employment	Business & Tourism	Resilience	Safety	Accessibility	Health & Wellbeing	Air Quality	Environment	Climate Change					
Peterborough																	
A47 Wansford to Sutton <i>Highways England</i>	Dualling of the A47 between Wansford and Sutton, and associated junction improvements at the Wansford / A1 roundabouts	Peak-time traffic congestion Poor road safety due to substandard road alignment		✓	✓								Pre-2021	Capital £50m – £100m Operating ££	Road Investment Strategy 2 (RIS2)	Highways England	Highways England committed funding
A47 Junction 18 improvements <i>Peterborough City Council</i>	Capacity enhancements, refurbishment and renewal of existing footbridges, and new signalised crossings for pedestrians and cyclists	Peak-time traffic congestion at this junction on the Parkway network Issues with walking and cycling facilities Structural problems with existing footbridges		✓		✓	✓						Pre-2021	Capital < £10m Operating £	Developer contributions Passported funding	Highways England Peterborough City Council	Committed
A1139 Fletton Parkway Junction 3 <i>Peterborough City Council</i>	Capacity enhancements at junction, including full signalisation and/or widening of A1139 off-slips	Severe peak-time traffic congestion at this major junction Poor bus reliability Significant housing development at Hampton and Stanground		✓	✓		✓						Pre-2021	Capital < £10m Operating £	Developer contributions Passported funding	Peterborough City Council	Commitment to fund business case. Further work costed but not yet committed
Stanground Access <i>Peterborough City Council</i>	Improvements to the A605 / B1095 junction by creating an additional right turn lane	Severe peak-time traffic congestion Poor road safety due to junction alignment Significant housing development at Stanground		✓	✓		✓						Pre-2021	Capital < £10m Operating £	Developer contributions Passported funding	Peterborough City Council	Subject to scheme development, business case and funding
Midgate, Broadway and Northminster public realm improvements <i>Peterborough City Council</i>	Completion of public realm improvements, including new paving, lighting and street furniture, within Peterborough city centre	Poor quality public realm, acting as a deterrent to walking and cycling Significant city centre regeneration and new development						✓	✓	✓	✓		Pre-2021	Capital < £10m Operating £	Developer contributions Passported funding	Peterborough City Council	Subject to scheme development, business case and funding
Stanground Bypass Dualling <i>Peterborough City Council</i>	Dualling of the eastern end of the Stanground Bypass	Peak-time traffic congestion Significant housing development at Stanground		✓	✓								2021-25	Capital £10m – £50m Operating £	Developer contributions	Peterborough City Council	Subject to scheme development, business case and funding

Project <i>Project sponsor</i>	Description	Local Issues Addressed	Wider Regional Objectives										Timescale	Estimated Cost	Non-CPCA Funding Sources	Delivery Partners	Status
			Housing	Employment	Business & Tourism	Resilience	Safety	Accessibility	Health & Wellbeing	Air Quality	Environment	Climate Change					
Queensgate Bus Interchange <i>Peterborough City Council</i>	Improvements to the bus interchange and better links with the railway station	Poor quality environment for bus passengers, acting as a deterrent to travelling by bus						✓			✓		2021-25	Capital < £10m Operating £	Integrated transport block	Peterborough City Council	Subject to scheme development, business case and funding
A1 Wittering Improvement <i>Highways England</i>	New grade separated junction to improve road safety and access to Wittering village	Poor road safety due to poor junction and highway alignment Limited access to Wittering due to high volumes of traffic		✓			✓						2021-25	Capital £10m – £50m Operating £	Road Investment Strategy 2 (RIS2)	Highways England	Subject to scheme development, business case and funding
Stanground Fire Station Junction <i>Peterborough City Council</i>	Junction improvements	Peak-time traffic congestion Poor bus reliability Significant housing development at Stanground	✓	✓									2021-25	Capital < £10m Operating £	Developer contributions Passported funding	Peterborough City Council	Subject to scheme development, business case and funding
North Westgate Redevelopment <i>Peterborough City Council</i>	Highway improvements are still being determined and these will be developed as part of the master planning process.	Significant city centre regeneration and new development	✓					✓	✓				2021-25	Capital < £10m Operating £	Developer contributions Passported funding	Peterborough City Council	Subject to scheme development, business case and funding
Fletton Quays New Footbridge <i>Peterborough City Council</i>	Provision of a new footbridge across the River Nene between Fletton Quays and the Embankment	Major development at Fletton Quays and the future University site on Bishop's Road Limited walking and cycling provision across the River Nene	✓					✓	✓	✓	✓	✓	2021-25	Capital < £10m Operating £	Developer contributions Passported funding	Peterborough City Council	Subject to scheme development, business case and funding
Crescent Bridge Pedestrian and Cycle Bridge <i>Peterborough City Council</i>	Enhancements to bridge across railway line to improve pedestrian and cycle facilities	Poor walking and cycling facilities on a key corridor into Peterborough city centre Limited walking and cycling permeability across the East Coast Main Line					✓	✓	✓	✓	✓	✓	2021-25	Capital < £10m Operating £	Developer contributions Passported funding	Peterborough City Council	Subject to scheme development, business case and funding
Peterborough Rail Station Western Access <i>Peterborough City Council</i>	New entrance to Peterborough station to serve the western side of the city, with improved pedestrian and cycle facilities	Limited accessibility to Peterborough station for areas west of the railway line						✓	✓				2021-25	Capital £10m – £50m Operating ££	DfT rail block funding Developer contributions	Peterborough City Council Network Rail	Costed but not yet committed
Frank Perkins Parkway Junction 4 - 5 widening <i>Peterborough City Council</i>	Widening of Parkway to three lanes in each direction	Peak-time traffic congestion Significant housing development at Stanground and in the Fengate area	✓	✓	✓			✓					2021-25	Capital £100m – £500m Operating ££	Large Local Majors funding Developer contributions	Peterborough City Council	Subject to scheme development, business case and funding

Project <i>Project sponsor</i>	Description	Local Issues Addressed	Wider Regional Objectives										Timescale	Estimated Cost	Non-CPCA Funding Sources	Delivery Partners	Status
			Housing	Employment	Business & Tourism	Resilience	Safety	Accessibility	Health & Wellbeing	Air Quality	Environment	Climate Change					
A15 Paston Parkway Junction 22 to Glington Roundabout <i>Peterborough City Council</i>	Dualling of the A15 between Junction 22 and the Glington Roundabout and associated junction improvements. Longer term goal of dualling into southern Lincolnshire.	Peak-time traffic congestion on the Parkway network Significant housing development at Norwood	✓	✓	✓	✓							2021-25 to Glington Roundabout, 2026-30 for dualling to Southern Lincolnshire	Capital £10m – £50m (dualling to Norwood); £50m – £100m (dualling to Southern Lincolnshire) Operating ££	Developer contributions Passported funding	Peterborough City Council	Subject to scheme development, business case and funding
A1139 Fletton Parkway Junction 3 – 3A <i>Peterborough City Council</i>	Carriageway widening to three lanes in each direction over East Coast Main Line	Peak-time traffic congestion on the Parkway network Significant housing development at Hampton and Stanground	✓	✓	✓								2026-30	Capital £100m – £500m Operating ££	Large Local Majors funding Developer contributions	Peterborough City Council	Subject to scheme development, business case and funding
Greater Cambridge																	
Wider Cambridgeshire Cycling Interventions <i>Cambridgeshire County Council</i>	Local cycling improvements across Cambridgeshire (outside the Greenway network). Within Greater Cambridge, these include: A10 Cycleway between Cambridge Research Park and A1123 / Stretham Melbourn to Royston Pedestrian and Cycle Way, including A505 bridge Wider Waterbeach pedestrian/cycle network Wider Cambourne pedestrian/cycle network B1046 cycle schemes A603 cycle schemes Cycleway improvement between Trumpington and Great Shelford	Need for safer, more attractive walking and cycling infrastructure						✓	✓	✓	✓	✓	2021-25	Capital £10m – £50m Operating £	Developer contributions Potential DfT Access funding Passported funding	Cambridgeshire County Council	Subject to scheme development, business case and funding
Additional M11 Park & Ride capacity <i>Greater Cambridge Partnership</i>	Increasing capacity for Park & Ride to the West of Cambridge by either further expanding the existing site at Trumpington or providing a new site adjacent to Junction 11 of the M11 Improving public transport reliability into the city centre along Trumpington Road.	Traffic congestion, poor reliability and slow journey times within Central Cambridge Insufficient existing Park & Ride capacity						✓		✓		✓	2021-25	Capital £50m – £100m Operating ££	Greater Cambridge City Deal	Greater Cambridge Partnership	Committed to feasibility study
City Access and Choices for Better Journeys	The Greater Cambridge Partnership recently sought the public's views on a number of potential	Severe traffic congestion within Cambridge City					✓	✓	✓	✓			2021-25	Capital TBC	TBC	Greater Cambridge Partnership	Subject to scheme development,

Project <i>Project sponsor</i>	Description	Local Issues Addressed	Wider Regional Objectives										Timescale	Estimated Cost	Non-CPCA Funding Sources	Delivery Partners	Status
			Housing	Employment	Business & Tourism	Resilience	Safety	Accessibility	Health & Wellbeing	Air Quality	Environment	Climate Change					
<i>Greater Cambridge Partnership</i>	measures to improve journeys into and around Cambridge and tackle poor air quality, including: A future public transport network to make it much easier for more people to get into and around Cambridge; Options for managing demand for road space and funding public transport, including: restricting access for cars to specific roads or areas; charging motor vehicles to drive into and around Cambridge at peak times; introducing a pollution charge; introducing a workplace parking levy; making changes to parking controls, for example reducing parking availability or increasing charges	Poor quality walking, cycling and public transport provision Need to provide sustainable, long-term funding for better public transport												Operating Financially positive			business case and funding
A10 Foxton Travel Hub <i>Greater Cambridge Partnership</i>	Exploring the opportunity for Foxton railway station to act as a Travel Hub to enable onward rail trips into Cambridge and Cambridge North stations, and the future Cambridge South station	Traffic congestion, poor reliability and slow journey times into and out of central Cambridge				✓	✓	✓					2021-25	Capital < £10m Operating £	Greater Cambridge City Deal	Greater Cambridge Partnership Cambridgeshire County Council	Costed but not yet committed
Histon Road: Bus, Cycling and Walking Improvements <i>Greater Cambridge Partnership</i>	Project aiming to provide better bus, walking and cycling facilities for those travelling on Histon Road, a key arterial route into Cambridge. Including a range of measures e.g. a new bus lane, improve cycle lanes, changes to on-street parking and enhancements to landscape and environment.	Speed and reliability of public transport journeys into and out of central Cambridge. Congestion (particularly at peak times). Insufficient/unsuitable cycling and walking facilities and environment hindering active travel.		✓			✓	✓	✓	✓	✓	✓	2021-25	Capital £10m – £50m Operating £	Greater Cambridge City Deal	Greater Cambridge Partnership	Committed
Milton Road: Bus, Cycling and Walking Improvements <i>Greater Cambridge Partnership</i>	Project aiming to provide better bus, walking and cycling facilities for those travelling on Milton Road, a key arterial route into Cambridge.	Speed and reliability of public transport journeys into and out of central Cambridge. Congestion (particularly at peak times). Insufficient/unsuitable cycling and walking facilities and environment hindering active travel. Air pollution.		✓	✓		✓	✓	✓	✓	✓	✓	2021-25	Capital £10m - £50m Operating £	Greater Cambridge City Deal	Greater Cambridge Partnership	Subject to final GCP Executive Board approval
Chisholm Trail <i>Greater Cambridge Partnership</i>	New walking and cycling route, creating a mostly off-road and traffic-free route between Cambridge Station and Cambridge North Station. The 3.5km	Congestion. Access to major employment sites and railway stations.		✓			✓	✓	✓	✓		✓	2021-25	Capital £10m - £50m	Greater Cambridge City Deal	Greater Cambridge Partnership	Under construction

Project <i>Project sponsor</i>	Description	Local Issues Addressed	Wider Regional Objectives										Timescale	Estimated Cost	Non-CPCA Funding Sources	Delivery Partners	Status
			Housing	Employment	Business & Tourism	Resilience	Safety	Accessibility	Health & Wellbeing	Air Quality	Environment	Climate Change					
	route includes the new Abbey-Chesterton bridge over the River Cam.	Insufficient/unsuitable cycling and walking facilities and environment hindering active travel.												Operating £	Developer contributions Cycle City Ambition grant	Cambridgeshire County Council	
Greenways <i>Greater Cambridge Partnership</i>	A set of planned routes to facilitate walking, cycling and equestrian active travel between South Cambridgeshire villages and the city. Proposals have been developed following significant consultation and options to take forward will be considered in 2020.	Access to major employment and leisure sites. Insufficient/unsuitable active travel facilities and environment, hindering uptake.		✓			✓	✓	✓	✓	✓	✓	2021-25 (TBC)	Capital £10m - £50m (TBC) Operating £	Greater Cambridge City Deal	Greater Cambridge Partnership	Subject to scheme development, business case and funding
Madingley Road: Cycling and Walking Improvements <i>Greater Cambridge Partnership</i>	Work to improve walking and cycling facilities along Madingley Road, a key arterial route into Cambridge.	Insufficient/unsuitable cycling and walking facilities and environment hindering active travel. Access to major employment and residential sites.	✓	✓			✓	✓	✓	✓	✓	✓	2021-25 (TBC)	Capital £10m - £50m (TBC) Operating £	Greater Cambridge City Deal	Greater Cambridge Partnership	Subject to scheme development, business case and funding
Whittlesford Travel Hub <i>Greater Cambridge Partnership</i>	A package of work to deliver interventions to improve the local transport network centred on Whittlesford Parkway rail station.	Access to major employment and leisure sites. Local congestion, including parking. Insufficient/unsuitable cycling and walking facilities and environment, hindering active travel.		✓			✓	✓		✓		✓	TBC	Capital TBC Operating £	Greater Cambridge City Deal	Greater Cambridge Partnership	Subject to scheme development, business case and funding
Mitigation of Local Impacts of Waterbeach Development <i>Developer-led scheme</i>	Package of schemes to mitigate development impacts, including wider Waterbeach pedestrian / cycle network.	Major development at Waterbeach New Town Poor quality existing walking and cycling infrastructure						✓	✓	✓			2021-25	Capital < £10m Operating £	Developer contributions	Local developers	Subject to S106 discussions between planning authority, highways authority and developer
Waterbeach Station Relocation <i>Network Rail</i>	Relocation of Waterbeach station to better serve future development at Waterbeach New Town, and provide capacity for longer 8 – 12 car trains.	Limited public transport accessibility to Waterbeach New Town development Short platforms and insufficient parking capacity at existing Waterbeach station	✓					✓				✓	2021-25	Capital £10m – £50m Operating £	Developer contributions DfT rail block funding	Network Rail Local developers	Subject to scheme development, business case and funding

Project <i>Project sponsor</i>	Description	Local Issues Addressed	Wider Regional Objectives										Timescale	Estimated Cost	Non-CPCA Funding Sources	Delivery Partners	Status
			Housing	Employment	Business & Tourism	Resilience	Safety	Accessibility	Health & Wellbeing	Air Quality	Environment	Climate Change					
Longstanton Park & Ride Expansion <i>Cambridgeshire County Council</i>	Expansion of Longstanton Park & Ride to 1,000 spaces.	Traffic congestion, poor reliability and slow journey times within central Cambridge Insufficient existing Park & Ride capacity						✓		✓		✓	TBC	Capital £10m – £50m Operating £	Greater Cambridge City Deal	Cambridgeshire County Council	Subject to scheme development, business case and funding
Mill Road <i>Cambridgeshire County Council</i>	Investigate improvements to Mill Road including introducing priority measures for pedestrians and cyclists	Safety concerns and poor-quality existing cycling infrastructure					✓	✓	✓	✓	✓	✓	TBC	Capital < £10m Operating £	Developer contributions Passported funding	Cambridgeshire County Council Greater Cambridge Partnership	Subject to scheme development, business case and funding
Jesus Green Lock <i>Cambridgeshire County Council</i>	Upgrades to cycling routes and resolve crossing (new bridge) in the vicinity of Jesus Green Lock existing pedestrian bridge	Safety concerns and poor-quality existing cycling infrastructure					✓	✓	✓	✓	✓	✓	TBC	Capital < £10m Operating £	Greater Cambridge City Deal Developer contributions Potential DfT Access funding Passported funding	Cambridgeshire County Council	Subject to scheme development, business case and funding
Riverside Improvements Phase 2 between Priory Road and Stourbridge Common <i>Cambridgeshire County Council</i>	Public realm improvements.	Poor quality public realm and cycling provision Local safety concerns						✓	✓				TBC	Capital < £10m Operating £	Developer contributions Greater Cambridge City Deal Passported funding	Cambridgeshire County Council	Subject to scheme development, business case and funding
Girton Interchange Study <i>Cambridgeshire County Council</i>	Exploring the case for improvements to Girton Interchange to add additional links not served by the existing junction, subject to engineering feasibility and value-for-money.	Key highway links (e.g. A428 West to M11 South) are not facilitated by the current junction layout		✓	✓	✓							TBC	Capital £10m – £50m Operating £	Future Road Investment Strategies Major Road Network investment programme DfT Large Local Majors funding	Highways England Cambridgeshire County Council	Subject to scheme development, business case and funding

Project <i>Project sponsor</i>	Description	Local Issues Addressed	Wider Regional Objectives										Timescale	Estimated Cost	Non-CPCA Funding Sources	Delivery Partners	Status
			Housing	Employment	Business & Tourism	Resilience	Safety	Accessibility	Health & Wellbeing	Air Quality	Environment	Climate Change					
Huntingdonshire																	
Wider Huntingdon and St Ives area pedestrian/cycle network <i>Cambridgeshire County Council</i>	Improvements to the walking and cycling network within Huntingdonshire	Safety concerns and poor-quality existing cycling infrastructure					✓	✓	✓	✓			Pre-2021	Capital < £10m Operating £	Developer contributions Potential DfT Access funding Passported funding	Cambridgeshire County Council	Subject to scheme development, business case and funding
A141 / Alconbury Weald Enterprise Zone Southern Access <i>Developer-led scheme</i>	Highway schemes to mitigate development impact, which will also support high-quality bus provision from St Ives (Busway) to Huntingdon / Alconbury	Major development at Alconbury Weald Poor public transport accessibility through Alconbury Weald site	✓	✓				✓				✓	New junction on A141 by 2021, southern link road 2021-25	Capital £10m – £50m Operating £	Developer contributions Passported funding	Cambridgeshire County Council Local developers	Subject to scheme development, business case and funding
St Ives capacity enhancements <i>Cambridgeshire County Council</i>	Junction capacity enhancements around St Ives	Severe peak-time traffic congestion Proposed long-term major development at Wyton Airfield	✓		✓	✓							2021-25	Capital < £10m Operating £	Developer contributions Passported funding	Cambridgeshire County Council	Subject to scheme development, business case and funding
A1 Baldock – Brampton capacity improvements <i>Highways England</i>	Improvements to the A1 between Baldock (near Biggleswade) and Brampton (near Huntingdon), including a new upgraded alignment and/or junction improvements	Peak-time traffic congestion Poor road safety due to poor junction and highway alignment		✓	✓								2026-30	Capital > £500m Operating £££	Road Investment Strategy 2 (RIS2)	Highways England	Subject to scheme development, business case and funding
Hartford transport interchange <i>Cambridgeshire County Council</i>	A transport interchange to intercept car trips and provide access to the St Ives to Wyton Airfield and Alconbury Weald, and St Ives to Huntingdon High Quality Bus Network routes.	Major development at Alconbury Weald and in Huntingdon, and proposed long-term development at Wyton Airfield Limited interchange facilities between local public transport services	✓	✓				✓		✓			2025-30	Capital < £10m Operating £	Developer contributions Passported funding	Cambridgeshire County Council	Subject to scheme development, business case and funding
High quality bus network infrastructure, St Ives (Busway) to Huntingdon <i>Cambridgeshire County Council</i>	A high-quality bus corridor providing quick and reliable journeys between the end of the Busway at St Ives and Huntingdon town centre / station.	Major development in Huntingdon and proposed long-term development at Wyton Airfield Poor public transport accessibility through Alconbury Weald site	✓	✓				✓		✓			2026-30 Integrated into emerging CAM network	Capital < £10m Operating £	Developer contributions Passported funding	Cambridgeshire County Council Local developers	Subject to scheme development, business case and funding
High quality bus infrastructure linking Alconbury	A high-quality bus corridor providing quick and reliable journeys between the Enterprise Zone at Alconbury and Huntingdon town centre / station.	Major development at Alconbury Weald	✓	✓				✓		✓			2026-30	Capital < £10m	DfT Large Local Majors funding	Cambridgeshire County Council	Subject to scheme development,

Project <i>Project sponsor</i>	Description	Local Issues Addressed	Wider Regional Objectives										Timescale	Estimated Cost	Non-CPCA Funding Sources	Delivery Partners	Status
			Housing	Employment	Business & Tourism	Resilience	Safety	Accessibility	Health & Wellbeing	Air Quality	Environment	Climate Change					
Weald to Huntingdon <i>Cambridgeshire County Council</i>		Poor public transport accessibility through Alconbury Weald site											Integrated into emerging CAM network	Operating £	Developer contributions Passported funding		business case and funding
Safeguarding of a future A141 northern Huntingdon bypass alignment <i>Cambridgeshire County Council</i>	Safeguarding of an alignment for the possible future re-routing of the A141 Huntingdon northern bypass.	Severe peak-time traffic congestion Major development at Alconbury Weald and in Huntingdon, and proposed long-term development at Wyton Airfield	✓		✓								Route safeguarded, delivery timescale TBC	TBC	TBC	Cambridgeshire County Council	Subject to scheme development, business case and funding
A1 Buckden roundabout capacity and safety improvements <i>Highways England</i>	Local capacity improvements to accommodate increased demand and improve road safety	Peak-time traffic congestion Poor road safety due to poor junction alignment		✓			✓						TBC	Capital < £10m Operating £	Road Investment Strategy 2 (RIS2)	Highways England	Subject to scheme development, business case and funding
St Neots northern link to Little Paxton <i>Scheme promoter to be determined</i>	New highway link to the north of St Neots	Major development within St Neots Traffic congestion within St Neots town centre	✓		✓	✓							TBC	Capital £10m - £50m Operating £	Developer contributions Passported funding	Cambridgeshire County Council	Subject to scheme development, business case and funding
East Cambridgeshire																	
East Cambridgeshire Walking and Cycling Improvements <i>Cambridgeshire County Council</i>	Improvements to the walking and cycling network within East Cambridgeshire, including: <ul style="list-style-type: none">Local cycle improvements within ElySoham to Ely cycle route (via Stuntney)Soham to Wicken Fen cycle routeFoot/cycle path extensions in Little ThetfordQuy to Lode cycle improvementsSutton to Mepal cycle improvementsLode/Swaffham Bulbeck to Swaffham Prior cycle improvementWicken to Waterbeach cycle improvementWicken to Soham cycle improvementWilburton village to Cottenham pedestrian and cycle improvement Improved cycle and pedestrian access in Littleport	Safety concerns and poor-quality existing cycling infrastructure					✓	✓	✓	✓	✓	✓	2021-25	Capital £10m – £50m Operating £	Developer contributions Potential DfT Access funding Passported funding	Cambridgeshire County Council	Subject to scheme development, business case and funding
Improved parking and interchange facilities at Ely station <i>Network Rail</i>	Improved parking and interchange facilities at Ely station	Poor quality passenger facilities at Ely station						✓					2021-25	Capital < £10m Operating £	DfT rail block funding	Network Rail	Subject to scheme development, business case and funding

Project <i>Project sponsor</i>	Description	Local Issues Addressed	Wider Regional Objectives										Timescale	Estimated Cost	Non-CPCA Funding Sources	Delivery Partners	Status
			Housing	Employment	Business & Tourism	Resilience	Safety	Accessibility	Health & Wellbeing	Air Quality	Environment	Climate Change					
Bus access to North Ely development <i>Cambridgeshire County Council</i>	Measures to provide reliable and timely bus links to the new North Ely development	Major development to the north of Ely Limited accessibility by public transport	✓					✓		✓			2021-25	Capital < £10m Operating £	Developer contributions Passported funding	Cambridgeshire County Council Local developers	Subject to scheme development, business case and funding
Newmarket West Chord <i>Network Rail</i>	New chord to enable direct services between Soham, Newmarket and Cambridge	Current track layout does not allow services to operate directly from Soham towards Cambridge		✓	✓			✓					TBC	Capital £10m – £50m Operating ££	DfT rail block funding	Network Rail	Subject to scheme development, business case and funding
A142 capacity and safety improvements <i>Cambridgeshire County Council</i>	Local capacity and safety improvements on the A142 between Ely and Chatteris	Peak-time traffic congestion along the A142 corridor Poor road safety			✓	✓	✓						TBC	Capital < £10m Operating £	Passported funding	Cambridgeshire County Council	Subject to scheme development, business case and funding
Queen Adelaide Road study <i>Cambridgeshire County Council</i>	Scheme to mitigate the journey time and safety impacts of increased periods of level crossing closures	Traffic congestion and poor road safety caused by level crossing closures				✓	✓						TBC	Capital £10m – £50m Operating Financially positive	DfT rail block funding Integrated block funding	Network Rail Cambridgeshire County Council	Complete to Strategic Outline Business Case
A14 junction 37 and 38 improvements <i>Highways England</i>	Joint study with Suffolk County Council and West Suffolk Council to assess demand and options for junction upgrades, including an all-movements junctions to increase capacity at J38.	Traffic congestion and limited highway capacity			✓								TBC	Capital £10m – £50m Operating £	Future Road Investment Strategies	Highways England	Subject to scheme development, business case and funding
Fenland																	
Wisbech Garden Town feasibility studies <i>Combined Authority</i>	Under plans set out in the Wisbech 2020 initiative, Fenland District Council and Cambridgeshire County Council are developing the Garden Town to reduce population pressure on Cambridge. In June 2017, the Cambridgeshire and Peterborough Combined Authority provided funding for feasibility studies: Connectivity Study, Flood Modelling, and Rail Study.	Proposed major development at Wisbech Garden Town	✓										2021-25	TBC	TBC	Cambridgeshire County Council Local developers	Committed
Central March cycle bridge <i>Cambridgeshire County Council</i>	New cycle bridge in the centre of March	Poor quality walking and cycling provision within March						✓	✓	✓	✓	✓	TBC	Capital < £10m Operating £	Developer contributions Passported funding	Cambridgeshire County Council	Subject to scheme development, business case and funding

C Appendix C: Monitoring and evaluation of priority schemes

Context

- C.1 The following text is taken directly from the Combined Authority Monitoring and Evaluation Framework. It outlines the approach which the Combined Authority will take to monitoring and evaluation of its 'Priority Schemes'.

Project Delivery

- C.2 "Once the business case and budget have been approved, the concept becomes a project. From this point individual performance monitoring commences. This involves a monthly project highlight report produced by Project Managers, commenting on key activities, budget, spend, milestones and risks (see annex X for example template).
- C.3 Project Managers are also required to produce a risk register for each project, which includes a description of the risks, RAG rating and mitigation. Those risks identified as programme risks are then fed into a programme risk register to be reviewed by the programme director or equivalent.
- C.4 These monthly highlight reports are used to populate two reports, the first of which is a Performance Dashboard of all projects and is reviewed by the Project Management Office. A second, similar report is also created for projects rated red or amber and this exception report is reviewed internally by the Senior Management Team. This report forms the basis of detailed discussions/scrutiny of management action to address issues.
- C.5 Annually, the Combined Authority Board receives an update on Performance Reporting. This includes a delivery dashboard, with detail on the following:
- Updated data on key CPCA metrics (see below);
 - An overview on the top priority projects from the portfolio of live projects, with ratings on a Red/Amber/Green (RAG) scale; and
 - Information on movement across the whole programme, plus a total of all projects with a Red rating.
- C.6 In addition, the exception report is also shared with Board Members as a confidential appendix. Board Members can request more information on these projects as they so wish.
- C.7 To align with sharing this exception report with Board Members, Critical Friend clinic sessions are arranged internally with members of the Project Management Office and Project Managers. This provides an opportunity for Combined Authority officers and Directors to review the data in these reports in further detail."

D Appendix D: Monitoring metrics

Context

- D.1 The following text is taken directly from the Combined Authority Monitoring and Evaluation Framework, and outlines the approach recommended by the Combined Authority for deciding which monitoring metrics should be used and how targets should be set for each of these metrics when monitoring individual schemes.

Monitoring Project Key Performance Indicators

- D.2 “In addition to overall key performance indicators (KPIs), each project/programme will be expected to define and monitor KPIs that are specific to individual project/programmes. Proportionally timed (at least annual) monitoring returns will be used to capture progress against agreed milestones and metrics as part of the funding contracts.
- D.3 Effective monitoring indicators at a project level can help to understand how the projects are working or can be improved.
- D.4 The following questions can help when defining effective KPIs:

Understanding the context

- What is the vision for the future?
- What is the strategy? How will the strategic vision be accomplished?
- What are the organisation's objectives? What needs to be done to keep moving in the strategic direction?
- What are the Critical Success Factors? Where should the focus be to achieve the vision?

In defining KPIs

- Which metrics will indicate that you are successfully pursuing your vision and strategy?
- How many metrics should you have? (Enough, but not too many!)
- How do we define indicators?
- How often should you measure?
- Where does the data come from?
- Are there any caveats/warnings/problems?
- Are particular tests needed such as standardisation, significance tests, or statistical process control to test the meaning of the data and the variation they show?
- Who is accountable for the metric?
- How complex should the metric be?
- What should you use as a benchmark?
- How do you ensure the metrics reflect strategic drivers for organisational success?
- What negative, perverse incentives would be set up if this metric was used, and how will you ensure these perverse incentives are not created?

- D.5 Having agreed the title and definition of the performance measures, appropriate targets can be set. It is important that targets are achievable with an appropriate level of additional effort i.e. stretch targets. The useful acronym is that targets need to be SMART: Specific, Measurable, Achievable, Realistic, Time bound.”

