CAMBRIDGESHIRE & PETERBOROUGH
COMBINED AUTHORITY

Agenda Item 1.9 – Appendix 1

Cambridgeshire and Peterborough Combined Authority

Devolution Deal
Monitoring and Evaluation Framework

January 2021
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Document Details

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Description:	The purpose of the Monitoring & Evaluation Framework is to provide a clear description of all the activities/policies within the Combined Authority and the Monitoring and Evaluation (M&E) arrangements for each. For policies that are covered by this framework, logic models are finalised and key monitoring metrics identified.
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Frontispiece – Cambridgeshire & Peterborough M&E Framework Structure



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- Evaluation of the CPCA Programme (key projects)
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Executive Summary

This document confirms Cambridgeshire and Peterborough Combined Authority's (CPCA) commitment to Monitoring & Evaluation and the approach to be taken by the authority. The key points are as follows:

- This framework should be viewed in the context of the publication of the Cambridgeshire & Peterborough Independent Economic Review (CPIER[1]). **The CPIER document provides a strategic baseline for the Combined Authority area** for the performance of the economy and progress on key areas such as housing, jobs and the rate of growth.

- Significant progress has been made with the framework since it was first submitted to government in October 2018, and then revised in October 2019. This reflects feedback received each time and progress with the CPCA's project programme:

    - The framework has been adjusted to reflect the latest CPCA Business Plan.

    - All projects now have evaluation logic-models, and the key priority ones have been revised and included within the appendix of this framework.

    - Where appropriate (projects nearing delivery), evaluation plans have been put in place, and several of these plans have progressed to have delivery against them.

    - As well as individual logic models, where projects overlap or it makes sense to group them (i.e. geographically) due to joint aims or outcomes, overarching logic models have been produced. These are clearly marked in the appendix.

    - The framework has been formally adopted by the CPCA Board (March 2019). The framework has also been adopted by the Business (LEP) Board (September 2019).

    - The framework reflects progress with the national evaluation work led by SQW Ltd. The one year out and full evaluation reports have now been received.

    - Additional content suggested by government, such as additional detail on indicators, evaluation approaches and counterfactual (where appropriate) has been included.

- The CPCA continues to place an emphasis on **a partnership approach to Monitoring and Evaluation.** The CPCA works very closely with the shared Cambridgeshire County Council / Peterborough City Council, Business Intelligence Service, as part of the wider CambridgeshireInsight[2] partnership. The CPCA has also taken up evaluation training with the What Works Centre for Economic Growth and regularly attends Office of National Statistics liaison meetings. The CPIER has been established as a forum for developing effective challenge regarding the nature and the rate of growth (and its measurement)

[1] www.CPIER.org.uk
[2] www.CambridgeshireInsight.org.uk

for the area. These arrangements **will collectively support the CPCA in having an effective methodology for M&E.**

- The evaluation schedule table in section three provides an overview of the practical approach to M&E that is being taken in relation to the current CPCA investment decisions.

  Projects will be subject to one of three levels of Monitoring & Evaluation
  - National Independent M&E
    (including application of the national evaluation framework agreed with government);
  - Local Independent M&E;
  - Project Self-Evaluation / metric reporting.

- COVID-19 has had relatively minimal effects on the progress of projects or monitoring and evaluation processes. There has been some disruption to activities, which has resulted in slight slippage, but the greater effect may been seen in the future where behavioural conditions (for example the use of public transport) may affect intended outcomes of projects such as the Bus Reform or rail projects and therefore reassessment will be needed. Most of the logic models and evaluation plans currently present pre-COVID-19 positions and will be revisited in future when the full extent of the pandemic has been understood.

Introduction

Background

1.1 Monitoring and evaluation (M&E) is a critical component of an effective performance management regime. *Monitoring* supports the effective tracking of a scheme or series of policy interventions ensuring that intended outputs are being achieved. *Evaluation* quantifies and assesses outcomes, including how schemes were delivered and whether the investment generated had the intended impact and ultimately delivered value for money. M&E forms a significant part of the policy feedback loop to inform future policy development, priorities and budgets.

1.2 The purpose of this document is to set out both the commitment and the approach of the Cambridgeshire and Peterborough Combined Authority (CPCA) to M&E. The Devolution Deal between government and the CPCA specifically includes a commitment to work together in developing an approach to monitoring and evaluating the impact of the Deal.

1.3 This document ensures local ownership of the commitment and provides a robust guide to how the CPCA aims to carry out its own M&E. This document will be reviewed at least annually (again in the autumn) so that it remains relevant and fully aligned to progress on delivering the Devolution Deal. It will also be shaped by ongoing dialogue with the Department for Business, Energy & Industrial Strategy (BEIS) and other relevant government departments as well as sources of best practice for evaluating schemes to encourage local economic growth.

1.4 For a complete understanding of the background, this document should be read in conjunction with a number of other publications:

- The CPCA Business Plan for 2020/21 and policy framework documents.

- The Green Book: appraisal and evaluation in central government
https://www.gov.uk/government/publications/the-green-book-appraisal-and-evaluation-in-central-government

- The Magenta Book: HM Treasury Guidance on Evaluation
https://www.gov.uk/government/publications/the-magenta-book

- Local Growth Assurance Framework 2019
https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/768356/National_Local_Growth_Assurance_Framework.pdf

- Evaluation of Local Growth Interventions Framework, SQW, 2018
(not in the public domain)

The Commitment to Monitoring and Evaluation

1.5 The CPCA is committed to implementing effective M&E so that it is able to:

a. Provide local accountability to the public by demonstrating the impact of locally devolved funding and the associated benefits being achieved.

b. Comply with external scrutiny requirements i.e. to satisfy conditions of the Devolution Deal. Specifically, M&E will be used to demonstrate local progress and delivery to senior government officials and Ministers who are ultimately accountable to parliament for devolved funds.

c. Understand the effectiveness of policies or investments and to justify reinvestment or modify or seek alternative policy. M&E provides a feedback loop for the Authority and relevant stakeholders.

d. Develop an evidence base for input into future Business Cases and for developing future funding submissions. M&E will collect, collate and analyse data which can be utilised for future work.

1.6 The remainder of this framework document aims to ensure that these commitments are delivered by setting out the approach, principles, resource and responsibilities together with the proposed approach to evaluating each element of the Devolution Deal.

Roles and Responsibilities

1.7 The overall responsibility for M&E (this framework and the execution of the activity associated with it) is held at director level at the CPCA within the post of Director of Delivery & Strategy[3]. The CPCA has agreed a contract with Cambridgeshire County Council (part of the wider CambridgeshireInsight partnership) to provide an appropriate level of officer support for M&E including local knowledge, expertise and supporting capacity in order to undertake the work associated with the framework in the period leading up to and including the first 'Gateway' assessment for the Authority (see Partnership Approach below).

1.8 The CPCA funds a significant amount of delivery work from third parties from both the public and private sector. As part of their funding these agencies are expected to fully engage with this framework. The CPCA may delegate the responsibility to conduct or commission appropriate M&E themselves and report findings back.

1.9 In addition, the Finance Director (Section 73 Officer) maintains a responsibility to regularly report on spend and to support the integration of this reporting with the wider M&E work. This is particularly relevant when assessing the effectiveness of specific funding streams such as the Investment Fund (£20 million over 30 years). Although this funding is added into the CPCA's 'single pot' (along with Transport Grant, Adult Education Budget and other funding), there are specific arrangements agreed with central government to evaluate each funding stream.

[3] See CPCA Leadership Structure: http://cambridgeshirepeterborough-ca.gov.uk/assets/Combined-Authority/Staff-structure.jpg

1.10 The Board for the CPCA meets bi-monthly. As part of this framework there is a commitment for the board to receive a Performance Monitoring Report together with a more Strategic Overview of Performance against key metrics. The frequency of reporting will be kept under review and is dictated in part by the availability of metrics at a local level that track, for example, the rate of economic growth or the rate of housing building completions. The work in this area will also be available for review by the CPCA Overview and Scrutiny Committee. There will also be an evaluation reporting timetable (with interim reporting where appropriate) to ensure the benefits of investment decisions are understood and lessons learnt incorporated back into policy work. Specific responsibilities are outlined in the table below.

Figure 1: Roles and Responsibilities for Monitoring and Evaluation

Responsibility	**Resource**
Setting the CPCA's strategic approach to Monitoring and Evaluation, including annual review.	Director of Delivery & Strategy reporting to CPCA Board.
Monitoring progress against Devolution Deal objectives and of the wider CPCA programme of activity, including funded projects and programmes.	Head of Evaluation and Performance Monitoring (role supplied by Cambridgeshire County Council).
Preparation of individual Monitoring and Evaluation Plans.	Project Managers / funding applicants with quality assurance carried out by the Head of Evaluation and Performance Monitoring.
Undertaking individual evaluation.	As per framework. Independent evaluation teams where appropriate. Local Evaluation and monitoring teams in all other cases (support supplied by Cambridgeshire County Council).
Developing the Local Evaluation Framework for the Single Investment Fund (SIF) in support of the Gateway Assessment.	Director of Delivery & Strategy with support from the Head of Evaluation and Performance.
Maintaining a repository of Monitoring and Evaluation data; extend and curate current evidence base.	Evaluation and Monitoring Team (supported through Cambridgeshire Insight Partnership).
Dissemination of evaluation conclusions.	Director of Delivery & Strategy supported by CPCA Communications Team.

Partnership Approach

1.11 At the core of the CPCA approach to M&E is the commitment to build a strong partnership to support activity.

- Cambridgeshire County Council / CambridgeshireInsight (CI) Partnership

The CPCA has agreed a contract with Cambridgeshire County Council to provide direct officer support in managing the M&E framework. The commissioned work includes a) refresh and manage the M&E plan; b) curate strategic evidence; c) lead performance management for the CPCA; d) manage the independent evaluation arrangements for the CPCA.

Cambridgeshire County Council's Research Team hosts the County's shared evidence based www.CambridgeshireInsight.org.uk into which a number of local partners already invest, drawing together evidence about Cambridgeshire and Peterborough's economic, housing, planning, health needs and other issues.

The Research Team supported the development of the previous versions of the CPCA M&E Plan and is familiar with the policy area and the current context as well as the historic approach to M&E for Devolution Deals. The team has also supported the Cambridgeshire and Peterborough Independent Economic Commission (CPIEC), the development of skills evidence such as supporting the Skills Advisory Panel (SAP) and other policy work of the Combined Authority. Establishing this method of leadership for M&E provides continuity of evidence across a range of organisations and strategic partners including the Greater Cambridge Partnership.

The arrangements were put in place from August 2018 onwards.

- The What Works Centre for Economic Growth[4]

The What Works Centre (WWC) for Local Economic Growth was set up in October 2013 to analyse which policies are most effective in supporting and increasing local economic growth. It is jointly run by the London School of Economics, Centre for Cities, and Arup and funded by the Economic and Social Research Council and a number of Government Departments.

It is very much the intention of central government for all Combined Authorities to engage with the Centre and build a thorough understanding of evaluation methodology. Engagement between the CPCA and the Centre identified a gap in local knowledge around M&E. For example, in relation to tracking the precise impact of skills development programmes. The WWC was used during 2019 to provide a bespoke workshop session.

[4] http://www.whatworksgrowth.org/

- SQW (Investment Fund Grant Evaluation)

Within the prescription around the Investment Fund Grant Funding, central government has committed to having an independent expert group reporting every five years on how investments have made a difference to the local economy. The Secretary of State (MHCLG) will then decide whether or not the funding should continue for the next five years.

SQW Ltd have been appointed to manage the independent expert group and to also lead evaluation of selected initiatives within each Combined Authority area. The CPCA has agreed the exact focus of this work with SQW (see later sections of the framework) and has also received an evaluation plan, a 'strategic baseline report', one year out report and full evaluation reports from SQW to date.

Importantly the engagement with SQW around the scoping of their work has served to increase understanding of evaluation approaches within the CPCA and the Combined Authority will look to enhance and apply this knowledge (and approaches learnt from engagement with SQW) across the rest of its programme (outside of the Investment Fund Grant) going forward. We have also noted the importance in learning from other Combined Authorities / Devolution deals through the national steering group.

- Cambridgeshire and Peterborough Independent Economic Review Team (CPIER)

The CPIER has been commissioned by the Combined Authority to enable Cambridgeshire and Peterborough to articulate the case for greater devolution, demonstrate how the area delivers benefits across the UK and to allow local stakeholders (through its partnership approach) to unite behind a common economic strategy.

The CPEIR (through its work on reviewing the region's economy) provides an excellent independent evidence baseline against which to evaluate the progress of the Cambridgeshire and Peterborough economy. It was published in mid-September 2018 and its evidence has been fully incorporated into the M&E framework and has led to the development of the area's Local Industrial Strategy. Through the technical review team for the CPEIR the CPCA has established access to a robust level of challenge in regard to economic policy and a growing body of local evidence to both complement and challenge input from the Office of National Statistics (ONS).

Our local understanding of business growth has been enhanced by the on-going work of Cambridge University[6] on the 'Cambridge Cluster'. Tracking the extent to which Cambridge and Peterborough based companies are growing and contributing to the national economy and the extent to which national statistics underestimate local growth.

[5]https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/608527/Plain_English_Guides_to_Devolution_Cam_and_Peter.PDF

[6] https://www.cbr.cam.ac.uk/research/research-projects/cambridge-ahead-the-cambridge-corporate-database-regional-growth/

- The Office of National Statistics (ONS)

The CPCA is working closer with ONS through the Cities Analysis Team and attend its regular liaison meetings.

Specific areas for development are having a localised view of UK exports[7], reaching an agreed understanding of the precise rate of employment growth within the Cambridge Sub-region and gaining value for the monitoring work of the CPCA from the ONS Data Science Campus[8].

The development of the relationship is on-going with the key point of contact being between Cambridgeshire County Council (through Cambridgeshire Insight) and the ONS Cites Team.

1.12 Collectively these strands of work will come together to provide a significant level of support around the CPCA for M&E and the development of a robust evidence base for the area.

Integration with LEP (Business Board)

1.13 The relationship between the CPCA and its local LEP is unique. The work of the LEP for Cambridgeshire and Peterborough is now conducted by a 'Business Board' which is supported by the Business and Skills Team within the CPCA.

1.14 The government's published[9] guidance requires both the Business Board (LEP) and CPCA Local Assurance Frameworks to reference their M&E arrangements and it recommends that these are completed as part of the same body of work. Therefore, the Business Board has co-adopted this M&E Framework alongside renewal of their Local Assurance Framework.

1.15 Further the government has stated its determination to "help local areas learn from what works best and where, so that we can work together to refine and maximise the impacts of major investments. Government will support all Local Enterprise Partnerships to develop a strong local evidence base of economic strengths, weaknesses and comparative advantages within a national and international context. We will require robust evaluation of individual projects and interventions." (Page 18, Strengthening Local Enterprise Partnerships, 2018). Therefore, emphasis has been placed on further developing and strengthening the 'shared evidence' base as far as possible. This includes considering the co-impact of Local Growth Fund investments alongside other CPCA investment funding.

[7] https://blog.ons.gov.uk/2017/10/02/building-a-better-understanding-of-local-level-service-exports/

[8] https://www.ons.gov.uk/aboutus/whatwedo/datasciencecampus

[9] https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/768356/National_Local_Growth_Assurance_Framework.pdf - page 49 paragraph 189.

The CPCA Programme and Funding

Policy Framework and 2020/21 Business Plan

2.1 One of the first Devolution Deal commitments to be implemented was the establishment of the *Cambridgeshire and Peterborough Independent Economic Review (CPIER*) which was chaired by Dame Kate Barker. The CPIER endorsed the ambition of doubling GVA over 25 years. It also said that growth is of strategic importance for the future global competitiveness of a Britain that must prosper outside the EU. And it has emphasised, as the CPCA does, the diversity of our economy and the difference between the challenges the strongly growing large cities and other parts of the area face. The CPIER threw down a challenge by saying that current efforts are not enough to secure that growth. This was picked up by the CPCA through its *Growth Ambition Statement*, setting out key principles and priorities, reflecting the CPIER's analysis and recommendations, to guide the Combined Authority in taking its work forward.

2.2 The Mayor and the CPCA have then, together with partners, taken this work forward and published a suite of documents that together form the policy framework for the Combined Authority; these are accompanied by a Medium-Term Financial Plan (MTFP) and a 2020/21 Business Plan. Collectively these documents provide the reference material for our M&E activity. Each of the interlocking strategic documents, from the Local Transport Plan to the Local Industrial Strategy detail how those plans will be delivered on the ground.

- The Local Transport Plan (2020) details the delivery of a world-class transport network which supports sustainable growth and opportunity for all. It describes the projects that the Combined Authority and its partners deliver and how, sets out the vision, goals and objectives that define how transport will support the Combined Authority's Growth Ambition, and our approach to meeting these objectives.

- The Non-Statutory Spatial Framework (2018) detailed how more than 90,000 new jobs and 100,000 new homes described in Local Plans could be supported via a spatial strategy. The framework is about how strategic planning can shape growth to make the economy more inclusive, sustainable, while strengthening communities and enhancing quality of life. Phase 2 (in development) will build further on that work to shape growth to 2050 and beyond.

- The Local Industrial Strategy (2018) sets out how Cambridgeshire and Peterborough will maximise the economy's strengths and remove barriers that remain to ensure the economy is fit for tomorrow's world. The strategy identifies our ambitions to expand and build upon the clusters and networks that have enabled Greater Cambridge to become a global leader in innovative growth, and looks at how we can increase sustainability and broaden the base of local economic growth and therefore improving the long-term capacity for growth in our economic geographies by supporting the foundations of productivity.

- The Housing Strategy (2018) represents a new, ambitious and flexible approach to accelerating building rates and making homes more affordable in order to help tackle the severe shortage of housing of all types across Cambridgeshire and Peterborough. The Housing Strategy will enable the Combined Authority to meet its ambition to deliver 100,000 additional homes and 40,000 affordable homes by 2037 and help to address the affordability of housing, particularly for key workers, first time buyers and those in low and medium paid

employment, who cannot easily access the home ownership market without family or other third-party support.

- The Skills Strategy (2018) is a blueprint for designing and applying skills policies that makes the most of the region's workforce and for maximising the skills of its residents to drive up productivity, enable economic growth and support social inclusion.

Key Projects

2.3 When the Board conducts its mid-year review of the Combined Authority's budget MTFP and Business Plan, it agrees to review the set of Key Projects. The Board revisited this list in September 2020 and included two additional projects. The table below sets out the CPCA ambitions for all 18 projects:

Cambridge Autonomous Metro



The Cambridge Autonomous Metro (CAM) forms a key component of the Combined Authority's vision for the Cambridgeshire and Peterborough economy. It aims to unlock growth across the region through the provision of high quality and high frequency metro services, in turn addressing severe housing and congestion pressures within the city of Cambridge.

A10



Improvements to the Ely-Cambridge transport corridor were identified within the CPIER report as critical in connecting Fenland to the Cambridge economy. Enhancing the A10 – the main connecting route in the corridor – to unlock key opportunities, such as a new town north of Waterbeach and development on the Cambridge Science Park.

King's Dyke Level Crossing



Construction of the A605 King's Dyke Level Crossing bypass commenced in November 2018. This significant and complex project will tackle the current congestion at the level crossing and provide future economic expansion and housing stimulation within the Whittlesey area. The construction consists of new roundabout construction at either end of the diverted route, with underpass access for the continuing extraction of minerals by the adjacent business and bridge over the mainline rail route.

A47



The Combined Authority is working in partnership with Highways England to produce a suite of documents, to enable Highways England to assess the viability of the A47 Dualling proposal between Peterborough and Walton Highway, for inclusion in the Roads Investment Strategy Period 3 (RIS3) programme.

Soham Station



In 2018, the Combined Authority assumed direct responsibility for developing the new Soham Railway station with the intention of accelerating delivery, compressing Network Rail's usual processes by a year, ensuring that the town is reintegrated into the national rail network by 2021.

Cambridge South Railway Station



The delivery of an interim train station at Cambridge South, ahead of the development of a permanent north-south and east-west route solution, builds on the key CPIER recommendation for rapid infrastructure responses to be introduced where need is most pressing. As Cambridge's biomedical campus continues to flourish, the case for this intervention has received national attention.

Wisbech Rail



Mott MacDonald have been appointed to undertake a Heavy Rail study (GRIP 3B) for the currently disused rail line between Wisbech and March, with a non-heavy rail alternative study report. The intention is to produce a single option public transport solution primarily between Wisbech and March, ultimately linking Wisbech to the wider region and national rail networks.

Affordable Housing Programme



As part of the Devolution Deal the Combined Authority was allocated £170 million to deliver 2,500 new affordable homes by 31 March 2022. Of these, 500 are being delivered by Cambridge City Council who have been allocated £70 million and 2,000 by the Combined Authority in other areas, using £100 million.

A New University for Peterborough



There is a long-standing ambition between public sector partners, employers and the residents of Peterborough and surrounding areas to have an independent university. The University is part of the Devolution Deal to address Peterborough as a cold spot for Education and Skills, providing high-quality curriculum and qualifications fit for the modern workforce.

Market Towns Masterplans



The Combined Authority has pioneered this programme elevating and supporting the role that Market Towns play in our economy as vibrant and prosperous places. By the end of 2019, each Market Town will have a plan setting out future economic growth potential and highlighting the strategic interventions that are needed to achieve that. Naturally, these interventions will vary in nature, reflecting local characteristics.

Fenland Station Regeneration Programme



A project to deliver a range of interventions across March, Manea and Whittlesea. To include car park improvements, lighting, ticket machine improvements, platform lengthening at Manea and Whittlesea and to promote more frequent and later services from all three stations.

Bus Review Task Force



Work designed to implement the recommendations and findings of the 2018 Strategic Bus Review. In 2020, the Bus Reform Task Force received the Business Cases for a range of options for procuring bus services in the future. These range from partnerships with several bus operators with legally binding fare and frequency guarantees, to a franchising model where the bus routes are fully integrated with the CAM and buses that connect with each other across the whole of the Combined Authority's area to improve transport links and reduce car dependency. The Business Cases will be subject to public consultation and independent audit.

Adult Education Budget



In 2020/21, the Combined Authority will enter its second year of operation for the Adult Education Budget (AEB) after it was devolved from central government in 2019/20. The allocation of £11.53 million for Cambridgeshire & Peterborough will be used to continue to transform adult learning with a greater emphasis on the outcomes and impacts upon the local economy and communities from the education and training participation of residents and the achievement of learning aims.

Business Board Growth Investments



During the September Refresh, the name of this project was updated to better reflect its scope. This will now focus on spending and monitoring of the Local Growth Fund (LGF) and to date, 22 projects have been completed, potentially creating 1,319 new jobs. See appendix 5 for more information on the evaluation requirements.

Business Growth Service



The Business Growth Service aims to connect resources for growth, investment and skills support to firms across the economy. This Business Growth Service will bring together five of the interventions into a new, targeted approach to business growth support. This is evolution of the Growth Hub which will continue to operate within the new service.

A141



The CPCA wishes to develop a Strategic Outline Business Case for the A141 offline bypass north of Huntingdon. This study is needed to develop and assess a range of options to support growth in the Huntingdonshire area. An Options Assessment Report, completed in July 2020, established that the emerging preferred option was an offline by-pass.

Community Land Trust



The Community Land Trust (CLT) project aims to increase the delivery of affordable homes through community-led housing projects. In 2020/21, to support the 'scaling up' of community-led housing across Cambridgeshire and Peterborough, the Combined Authority will mobilise public support for new homes; widen the range of housing products that are available, including homes for local people that are priced out of home ownership; boost community ownership of assets; diversify the local housebuilding market by building collaboration, innovation, skills and local supply chains, and inspiring stronger local communities with increased confidence, capacity and control.

£100k Homes

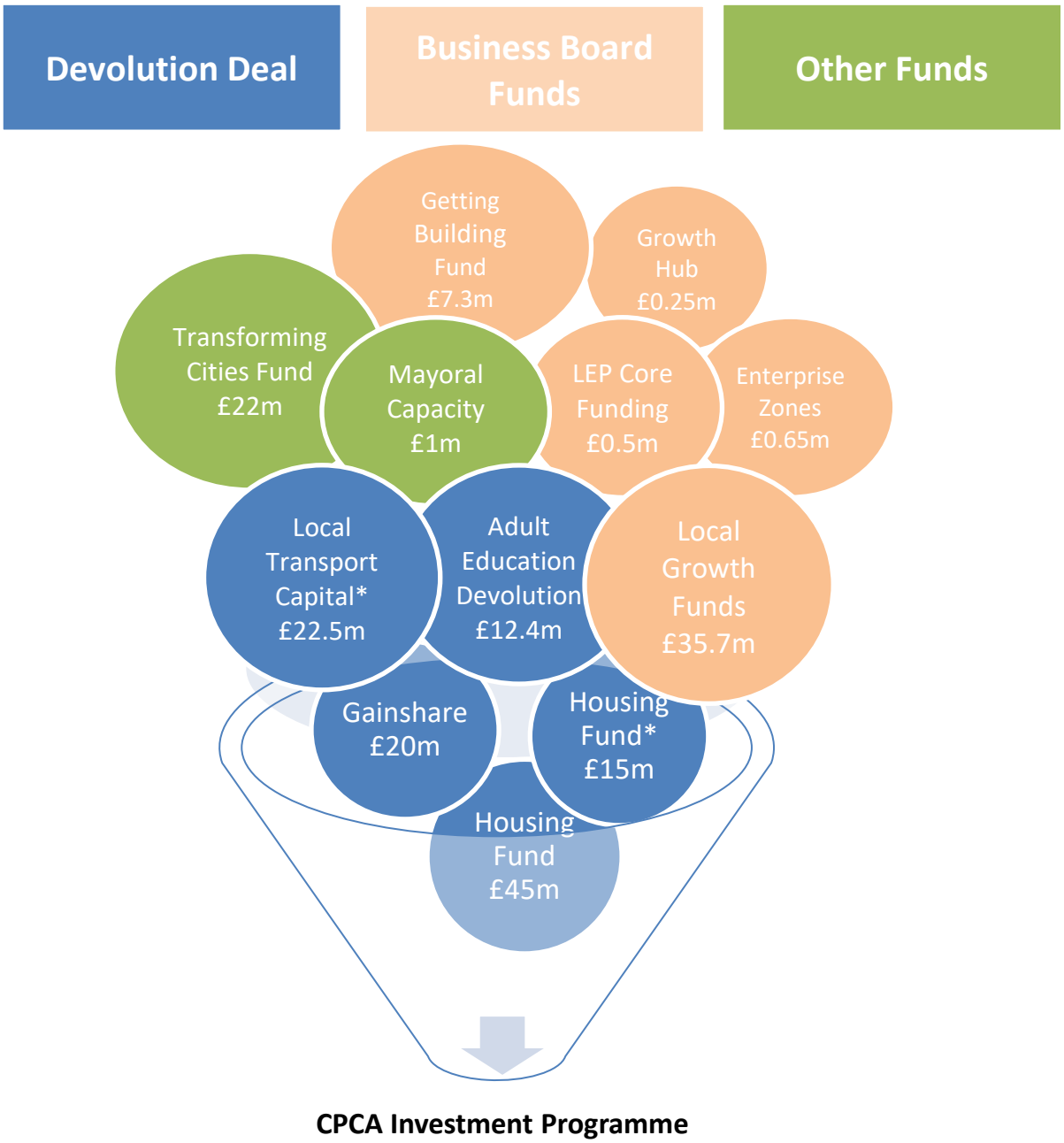


The £100k Homes Project is an innovative new form of affordable home ownership and offer an affordable step on the property ladder for first-time buyers who live or work in Cambridgeshire and Peterborough. It is a more affordable home ownership option than other models, such as Shared Ownership, because purchasers will own 100% of their home and as such, will have no additional rental payments to make. The affordability of the property will also be secured for future purchasers in perpetuity.

Project Funding

2.4 The project funding available to support this programme is considerable and although summarised as a 'single pot' comes from a variety of sources / government departments. This graphic illustrates the added complication of the CPCA due to its unique position in managing funding normally devolved to Local Enterprise Partnerships (LEPs). The Local Growth Funded projects are in the scope of this document, although a separate plan has been approved at the Combined Authority Board and is appendix 5 of this document, this plan will be updated in 2021.

Figure 2: Cambridgeshire & Peterborough Combined Authority – Major Sources of Funding 2020/21



*Local Transport Capital is passported funding to Cambridgeshire County Council and Peterborough City Council

* Cambridge Housing Fund is passported funding to Cambridge Council

Coordinating separate Monitoring and Evaluation Requirements

2.5 Whilst each of the funding streams has different M&E requirements this understanding comes with the proviso that the Investment Fund (sometimes referred to as Gainshare) also has an overarching purpose in supporting strategy development in order to coordinate and gain 'best value' from all devolved funds (one example is the funding of the CPIER report).

- **All funds** are covered by this M&E Framework; including the Investment Funds (see below) as well as the additional freedoms, powers and responsibilities typically related to skills, employment support and planning/ housing.

- **Investment Funds** are subject to a five-year gateway process at which point Ministers will review the performance and management of the funds and their interventions and decide on future funding levels. An independent evaluation of the economic impact of the Investment Fund in each area helps inform this review. SQW Ltd has been commissioned to carry out the independent evaluation. This evaluation will look at the progress, of locally-appraised growth interventions, financed through Investment Funds as well as partnership development and capacity building.

- **Housing funds** are subject to additional M&E. The initial focus will look at delivery of outputs, value per unit and additionality of affordable housing and at a later stage, the Economic impact – using outcomes and monitoring data to assess the costs and benefits of the programme – will be assessed.

- **Health & Work Programme (DWP Innovation Pilots)** are subject to an agreed independent M&E framework. The interim study on the CPCA Pay and Progression Pilot has been completed and further reporting is due in October 2021.

- **Adult Education Budget (AEB)** are subject to M&E requirements set out by the Department for Education in the National Local Growth Assurance Framework. The CPCA must provide the information specified in Annex C of the framework by the end of January each year, starting January 2021.

- **Transforming Cities Fund** are subject to M&E requirements set out by the Department for Transport in Annex B of the National Local Growth Assurance Framework. At present the evaluation is being led a national level by an independent consortium appointed by central government. A draft evaluation framework has been developed, and the CPCA have agree a set of basic metrics for output reporting.

- **Local Growth Funds** are subject to longstanding monitoring requirements, including quarterly monitoring returns and mid-year and annual performance reports and reviews of the LEP (in this case the Business Board of the CPCA).

- **Specific Projects** funded from any other source are subject to specific Value for Money (VfM) assessments. Direct funding from the DfT will also have specific reporting requirements.

Project Management and Monitoring

Best Practice that Underpins Monitoring and Evaluation

3.1 The CPCA's approach uses the Magenta Book[10] definition of monitoring and impact evaluation: -

- Monitoring: Seeks to check progress against planned targets, formal reporting and evidencing that spend and outputs are successfully delivered, and milestones met.

- Evaluation: The assessment of effectiveness and efficiency during and after policy/intervention implementation. It seeks to measure outcomes and impacts to assess whether anticipated benefits are realised.

3.2 The CPCA approach also makes wider use of the guidance within the Magenta Book (as complementary guidance to the HM Treasury Green Book[11]) which itself acknowledges that whilst it is the *"recommended central government guidance on evaluation that sets out best practice for departments to follow",* it is "*not a textbook on policy evaluation and analysis, rather, it is written and structured to meet the specific and practical needs of policy makers and analysts working in public policy"*. This encapsulate the CPCA's own broad intentions which are to make best use of academic advice and to also be guided by practical considerations around capacity when implementing M&E across a large range of different projects.

3.3 The Green Book presents the recommended framework for the pre-appraisal and evaluation of all policies, programmes and projects. This framework is known as the "ROAMEF" policy cycle, and sets out the key stages in the development of a proposal, from the articulation of the Rationale for intervention and the setting of Objectives, through to options Appraisal (long list and short list) and, eventually, implementation, Monitoring and Evaluation, including the Feeding back of evaluation evidence into the policy cycle.

3.4 HM Treasury Business Case Guidance also provides the framework for preparing business cases for spending proposals. Business cases are prepared according to a model which views proposals from 5 interdependent dimensions – known as the Five Case Model[12] outlined below. The CPCA has committed to following this model which in this context provides the thinking upon which the M&E work will be based, for example by providing the strategic and economic case against which to assess if predicted benefits will be or have been achieved.

[10] https://www.gov.uk/government/publications/the-magenta-book

[11] https://www.gov.uk/government/publications/the-green-book-appraisal-and-evaluation-in-central-governent

[12] https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/190609/Green_Book_guidance_short_plain_English_guide_to_assessing_business_cases.pdf

Figure 3: The Five Business Case Model

Five Cases	Detail
Strategic Case	The strategic case sets out the rationale for the proposal, it makes the case for change at a strategic level. It should set out the background to the proposal and explain the objective that is to be achieved.
Economic Case	The economic case is the essential core of the business case and should be prepared according to Treasury's Green Book guidance. This section of the business case assesses the economic costs and benefits of the proposal to society as a whole, and spans the entire period covered by the proposal.
Commercial Case	The commercial case is concerned with issues of commercial feasibility and sets out to answer the question "can the proposed solution be effectively delivered through a workable commercial deal or deals?" The first question, therefore, is what procurement does the proposal require, is it crucial to delivery and what is the procurement strategy?
Financial Case	The financial case is concerned with issues of affordability, and sources of budget funding. It covers the lifespan of the scheme and all attributable costs. The case needs to demonstrate that funding has been secured and that it falls within appropriate spending and settlement limits.
Management Case	The management case is concerned with the deliverability of the proposal and is sometimes referred to as programme management or project management case. The management case must clearly set out management responsibilities, governance and reporting arrangements - if it does not then the business case is not yet complete. The Senior Responsible Officer should be identified.

Project Monitoring

3.5 The first step for establishing a project is for a Project Initiation Document (PID) to be completed by the named Project Manager. At this stage the Project Manager must produce a Gantt chart setting out the timescales for each stage of the project, to be updated regularly throughout the full project life cycle. Project Managers must also clearly define what outputs and outcomes will be achieved and approximately by when. The baseline dates can then be amended through following the CPCA change control process. This ensures the CPCA is able to clearly identify the evaluable outcomes the project is aiming to achieve at the outset as well as track any changes that take place along the way.

3.6 Following approval of the PID, the project concept must then go to CPCA Board to get approved funding for the next stage of the project which for many projects will be a Business Case. Prior to Board the Project Manager must secure the Chief finance Officer's (CFO) agreement to the proposed budget for the project and once approved at Board will be linked to a budget line in the Medium-term Financial Plan (MTFP). Throughout the project lifetime where forecasts deviate from the MTFP, the Project Manager may need to go back to Board, and as a project moves to the next stage, such as from an Outline to Full Business Case or into delivery/construction, then the Project Manager would also need to go back to Board for approval.

3.7 Once the PID and board paper/ budget has been approved, the concept becomes a project. From this point individual performance monitoring commences. This involves monthly project highlight reports produced by Project Managers, commenting on key activities, budget, spend, milestones and risks (see appendix 4 for example template). A monthly finance report is also submitted by the Project Manager for each project which feeds into the highlight reporting and includes an overview of the year-to-date actual spend, budget and a full year forecast. It is also at this stage where a logic model must be developed by the Project Manager.

3.8 Project Managers are 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.

3.9 Data from these monthly highlight reports are used to populate a Performance Dashboard, which is sent to the relevant members of CMT. This report forms the basis of detailed discussions/scrutiny of management action to address issues.

3.10 Once a quarter, 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 based on the monthly highlight report process; and
- Information on movement across the whole programme, plus a total of all projects with a Red rating.

3.11 In addition, an exception report of all red and amber rated projects is also shared with Board Members as a confidential appendix. Board Members can request more information on these projects as they so wish.

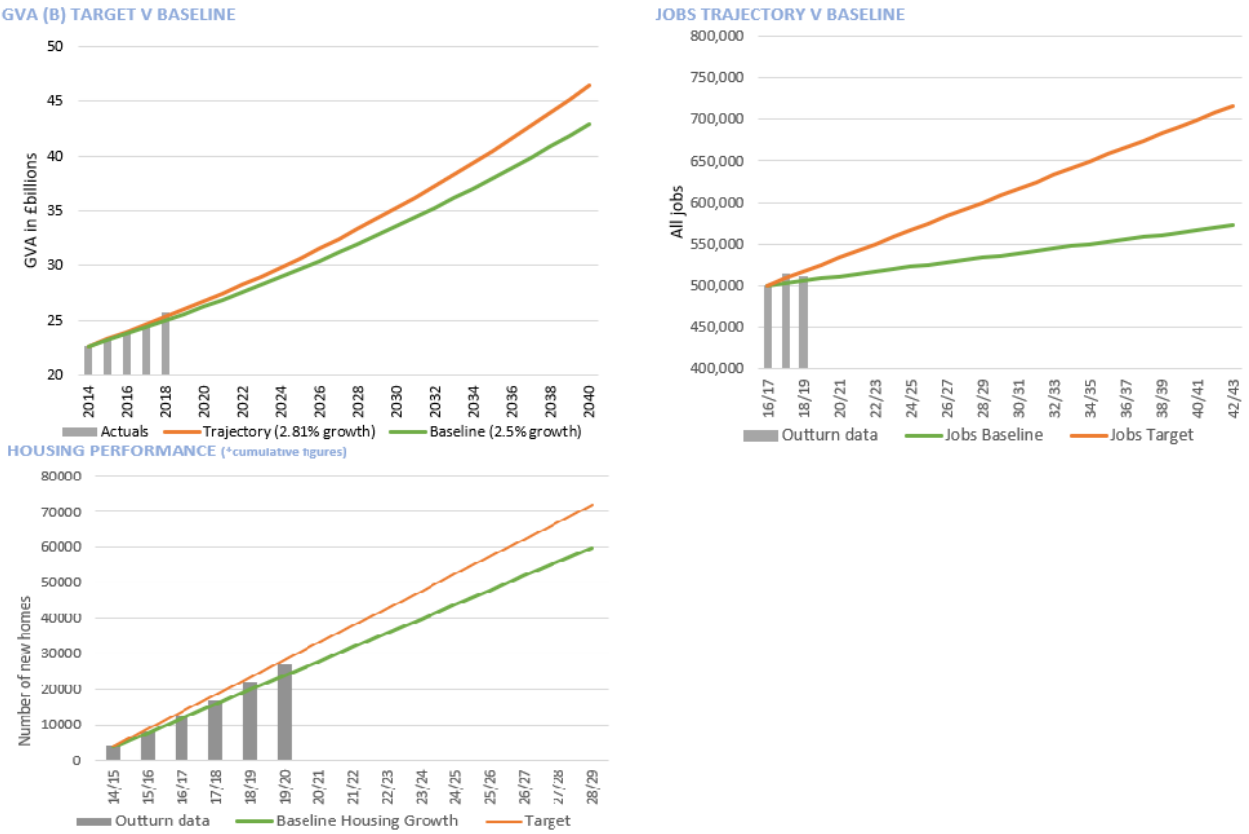
3.12 To align with sharing this exception report with Board Members Project Managers are given the opportunity to discuss highlight reports in more detail with the PMO and relevant Director, if required.

3.13 A 10-Point Guide to Project Management has also been created and distributed across the organisation. This important document contains key information that Project Managers require for delivering successful Combined Authority projects, to a consistent framework, including how to initiate and close a project. It also establishes a shared language for project management across the organisation.

Strategic Key Performance Indicators

3.14 The Combined Authority has established some key metrics, as outlined in the Combined Authority Business Plan 2020-21, to help show progress. The metrics are collected and monitored by the board on a regular basis as part of the performance reporting (see example Figure 5 below).[13]

Figure 4: Strategic Indicator Example



Target	Data Source and notes
Doubling GVA over 25 years	Office for National Statistics, 2018 (next release delayed to April 2021 due to COVID-19) Annual estimates of economic activity by UK country, region and local area using gross domestic product (GDP). Estimates are available in current market prices and in chained volume measures and include a full industry breakdown of balanced regional gross value added (GVA(B)). See Cambridgeshire & Peterborough Economic review for a detailed commentary on the target.
	https://www.ons.gov.uk/releases/regionaleconomicactivitybygrossdomesticproductuk1998to2018
Jobs Growth	Office for National Statistics (released via NOMIS)
	https://www.ons.gov.uk/releases/regionallabourmarketstatisticsintheukoctober2019
72,000 homes built by 2032	Local District Council Monitoring, Cambridgeshire County Council, Business Intelligence Unit (Fenland, Hunts, South Cambs and City); Peterborough City Council, East Cambs Council.
	https://www.gov.uk/government/statistical-data-sets/live-tables-on-house-building

[13] *Note: the number of key metrics has decreased from the 2019/20 business plan at the request of Members, who requested a focus on metrics at the heart of the Devolution Deal instead, looking at the performance of the Combined Authority's projects in the context of growth.*

Achievement of wider impacts

3.15 One of the mechanisms being used to measure change and to help assess the performance of the projects, both individually and collectively, is through the use of Key Performance Indicators (KPIs). At an organisational level, a KPI is a quantifiable metric that reflects how well an organisation is achieving its stated goals and objectives.

3.16 Using the intended outcomes and impacts of the Mayor's key projects identified in the 2020-21 Business Plan as a starter, a draft indicator framework (see appendix 1) has been developed to support the CPCA M&E process. This seeks to integrate monitoring across a range of themes.

Wider Strategic Performance Monitoring

3.17 It is important to draw as far as practical on external evidence that can be appropriately utilised for M&E purposes. This includes socio-economic data available from national sources, for example labour market and business statistics from Nomis and publications/data from the Office for National Statistics (ONS). A key part of the CPCA's partnership approach will be to work with ONS to ensure the required measures are available.

3.18 As part of the overall CPCA M&E process, the following indicators for measuring wider impacts are in development. Initially, a scoping phase has started to align indicators to projects and determine baseline data available, possible sources and gaps which need addressing. These will be built upon and developed to form part of the annual CPCA performance monitoring process. For example, environmental quality measures, social deprivation and wider inequality measures.

Monitoring Project Key Performance Indicators

3.19 In addition to overall KPIs, each project/programme will be expected to define and monitor KPIs that are specific to individual project/programmes. These will be identified through the logic model process and form part of the evaluation plan (where appropriate).

3.20 Effective monitoring indicators at a project level can help to understand how the projects are working or can be improved.

3.21 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?

3.22 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. Targets need to be SMART: Specific, Measurable, Achievable, Realistic, Time bound.

Evaluation

4.1 In addition to monitoring impacts and progression, CPCA are developing a range of evaluation activities suitable for the wide range of project/programme activity. These will enable the Combined Authority to:

- Assess the additionality of activities (and impacts) and to assess whether a project or programme has achieved VfM.
- Identify the sustainability of impacts, and the equality implications of activities.
- Inform future investment prioritisation and resource allocation.
- Identify what works (and what does not), and in what circumstances, to inform future activities and delivery and the sharing of best practice.

4.2 Broadly, there are three main types of evaluation:

A. *Process evaluations* assess whether a policy is being implemented as intended and / or what, in practice, is felt to be working more or less well, and why.

B. *Impact evaluations* attempt to provide an objective test of what changes have occurred, and the extent to which these can be attributed to the policy.

C. *Economic evaluations*, in simple terms, compare the benefits of the policy with its costs.

4.3 The choice of evaluation type/approach should be based on a statement of the policy's underlying theory or logic model and stated objectives – the effect the policy was supposed to have on its various target outcomes. The more complex the underlying logic, the more important it will be to account for other factors which might affect the outcome. Having a clear idea about the questions that need to be addressed and the required type(s) of evaluation at an early stage will help inform the design of the evaluation and the expertise required therefore each project will be expected to have an accompanying 'logic model' at the outset.

4.4 The issue of sustainability relates to longevity of a project, for example the investment in new affordable homes. In this case a shorter-term objective maybe reached, achieving the target number of homes, but the scale may not be sufficient to have a sustained impact on the long-term supply of affordable homes and therefore achieve the policy objective.

A set of Logic Models for the CPCA's key projects can be found in appendix 2.

4.5 Evaluation plans will be proportionate, corresponding with procedures for appraisal, and be in line with government department guidance where relevant. This will enable assessment of the effectiveness and impact of investing public funds, and the identification of best practice and lessons learnt that can inform decisions about future delivery.

4.6 Evaluation plans will also be timely. Whilst logic models can be built relatively early in the project development process, detailed evaluation plans need to be written towards the end of this development stage just prior to delivery (e.g. construction). Projects funded through investment

funding (gainshare) may be subject to progress evaluation as part of the national framework.

4.7 The CPCA will identify the projects that will be subject to a more detailed evaluation. The level of evaluation will depend on the following questions?

- A. Is the project funded through *investment funding* (in the CPCAs' case the core agreement with central government to devolve £20m per year over 30 years) or *Transforming Cities Funding*. If so, it is subject to the agreed independent national evaluation framework.

- B. Is the project funded through other streams and identified as being '*key*' in terms of the expected benefits to be achieved. If so, it is subject to a full independent evaluation commissioned by the CPCA.

- C. Is the project identified as one where *significant learning* is available that would help to inform future policy making either locally or nationally. This will include projects that are innovative or considered 'pilots'. If so evaluation work in this case would be either be commissioned independently or carried out locally within the public sector.

- D. Other projects not included above would be subject to minimal *'self-evaluation'* based on submitted business cases. The funding partner may be responsible for this.

4.8 Evaluation progress to date for all those projects/programmes identified as levels A-C above can be shown in figure 6 below.

4.9 Prompted by initial discussions with the 'What Works Centre for Local Economic Growth', the CPCA does not intend to undertake an evaluation of the whole Devolution Deal as the overall effectiveness of such an approach is likely to prove negligible, and come at a very high cost. It is also likely that such an approach would duplicate significant aspects of the five-yearly gateway reviews and future Revisions of the CPIER.

4.10 All M&E arrangements (which will form part of final Business Cases) and interim and final M&E reports will be published on the CPCA website. The CPCA Overview and Scrutiny Committee will also have the opportunity to review decision making against the above criteria.

Independence:

4.11 To ensure independence for evaluations, these will be expected to be conducted externally to the commissioning department or organisation. Evaluation will either be undertaken 'in-house' where the department conducting the evaluation is independent of the commissioning department and where appropriate ethical walls exist, or else by external parties who are independent from the business case or project being evaluated.

Quality Assurance:

4.12 In a further effort to ensure the quality of all evaluation work, the CPCA will further develop its relationships with the 'What Works Centre for Local Economic Growth', the academic community and other organisations such as the Urban Transport Group plus government departments. External quality reviews will be undertaken on evaluation activities.

National Evaluation Approach – (evaluation level A)

4.13 As part of funding conditions there are national evaluation frameworks for Investment Fund (Gainshare) and Transforming Cities. The purpose of the Investment Fund evaluation is to provide evidence on the impact of the funds in delivering local growth outcomes to inform the first Gateway Review in early 2021. The focus of the evaluation is therefore on interventions that have been approved formally and where Investment Fund expenditure has been incurred within the first Gateway Review period. The framework for Transforming Cities has been drawn differently, looking at the collective impact of similar schemes across the whole of England and Wales.

Investment Fund Evaluated Schemes

4.14 SQW have produced an evaluation plan for the interventions they will be focusing on for gateway one[14]. The evaluation plan does not include any impact evaluation at this stage and will therefore focus on progress evaluation only. This reflects a number of different factors. For example, the scope and scale of some interventions funded to date means that it will be too early for impact evaluation at the time of the first Gateway Review. For other interventions, resources are being used for feasibility studies or early phases of longer-term developments, and so again impact evaluation would be inappropriate.

Figure 10: SQW Evaluation specific elements

Strategy development and partnership working: The evaluation will examine the contribution to partnership working and capacity building, and also the extent to which there is a shared view as to what the CPCA is seeking to achieve thematically and geographically, and the role of the Investment Fund in this. As part of this, we will also undertake a case study on the role of the CPIER, which has provided thinking and insight to inform the priorities and early focus for the new Combined Authority. It also provides an example of partners coming together to work collectively and collaboratively on a key strategic development.

Digital Connectivity: Investment Funding in the MTFP represents a significant investment, and which has been important in securing the continuation of the Connecting Cambridgeshire programme which has been working to improve connectivity across Cambridgeshire for many years. This also includes £10 million funding from Cambridgeshire County Council and has attracted £4 million Local Full Fibre Networks (LFFN) to: provide fibre upgrades to around 30 public buildings; increase full fibre availability along a 'digital innovation corridor' from St Ives to Linton; and support businesses to access Gigabit fibre networks. While the Gainshare investment is not expected to generate outcomes that can be measured through a formal impact evaluation at scale and in advance of the Gateway Review, a progress evaluation would nevertheless enable an assessment its role in attracting other funding and in catalysing private sector commitments.

Market Towns Programme: there are expected to be eleven Market Town Masterplans developed across the area. Some of these market towns are thriving whilst others experience social deprivation and marginalisation. The market town process has used Investment Funds in St Neots as a trailblazer. The St Neots Market Town investments (the creation of the Masterplan,

[14] Independent Evaluation of Local Growth Interventions, Evaluation Plan for Cambridgeshire and Peterborough Combined Authority, SQW (July 2019)

funding a new cycle bridge and other activities intended to improve the town's economic vitality) are expected to bring about some improvements in confidence and modest amounts of further activity (e.g. developer investment), although the main effects from these programmes are not expected until at least 2021. However, the process of master planning, consultation, visioning and delivery have been positively received and evaluation of the progress to examine how Investment Fund money is being used to support the development of Masterplans, how this aligns with the overarching economic strategy, and also the strategic benefits associated with partnership working will provide insight for the Gateway Review.

New University for Peterborough: the university is one of the city's major imperatives for achieving inclusive and sustainable economic development. The Investment Fund contribution is significant. The progress made in achieving consensus for strategic purpose of the university, its delivery partners, location and development timescale is likely to accelerate over the evaluation period. Consequently, this should be captured in the evaluation process as well as the scheme's progress more generally.

Source: SQW Evaluation Plan, July 2019

4.15 This evaluation has been undertaken and finalised for submission in December 2020 to inform the first Gateway Review of the fund.

4.16 SQW's progress evaluation will focus on the following questions:

- Is expenditure on budget?
- Have agreed delivery milestones been met?
- Have anticipated outputs been delivered, and (where relevant) how does this compare to planned outputs at this stage in terms of scale/nature?
- Have intermediate outcomes been delivered, and (where relevant) how does this compare to planned outcomes at this stage in terms of scale/nature?
- Does the project remain on course to deliver against its original objectives?

Key projects - (evaluation level B)

4.17 The scope and scale of most of these interventions means that it is currently too early for evaluation plans to be compiled (ref. para 4.6). Each of these key projects have had a logic model created which will, as these projects progress, help to inform the design and appropriate timing for evaluation. **A full set of Logic Models for the CPCA's key projects can be found in appendix 2.**

4.18 However, there are three projects which it is appropriate to have evaluation plans for at this stage.

- **Soham Station**
  Evaluation plan is in place but the evaluation activity will not start until after gateway one. The timetable for Soham Railway Station Project showed that construction was expected to commence in September 2020 with the station opening for use in May 2022, construction did begin in September 2020 and now expected to open to passengers in December 2021, 5 months earlier than expected. The CPCA has committed to funding of this construction period. The construction will create a single platform that initially connects the town of Soham with services

between Ipswich and Ely; the range of connections will expand depending on development of rail infrastructure elsewhere e.g. the Snailwell bend (direct connection to Cambridge).

Initially an interim local evaluation will be carried out one year after opening and will consider local monitoring data (passenger figures) and the results of a wider passenger survey.

- **Fenland Railway Station Evaluation**
  The timetable for the Fenland Railway Station Project means that elements are being delivered over time with some aspects (lighting improvements) being in place already. The project will deliver a range of interventions across March, Manea and Whittlesea, to include car park improvements, lighting, ticket machine improvements, platform lengthening at Manea and Whittlesea and to promote more frequent and later services from all three stations.

  Due to COVID the initial interim local evaluation has been postponed from mid-year 2021 to mid-year 2022 (due to the impact on travel and commuting) and will consider local monitoring data (passenger figures) and the results of a wider passenger survey.

- **Affordable Housing Programme**
  The programme is subject to extensive monitoring and reporting of the interim evaluation is scheduled for July 2021. The CPCA devolution deal include two separate housing funds. £100 million for affordable housing (a mixture of grants and loans) and £70 million for council homes in Cambridge. The current targets are to deliver 500 council homes in Cambridge and 2,000 other affordable homes across the rest of the area. The interim evaluation will be based upon housing monitoring data and consider rate of delivery against trajectory and past delivery.

Summary evaluation plans for these projects/programmes can be found in appendix 3.

Adult Education Budget (AEB)

4.19 The M&E requirements for the Adult Education budget are set out by the Department for Education in the National Local Growth Assurance Framework. As set out in the National Local Growth Assurance Framework; the first M&E submission will be in January 2021 and will include:

- CPCA's policies for adult education
- Spend from the AEB (2019/20)
- Analysis of delivery
- Local Impact
  - overall participation in AEB funded provision;
  - number of learners exercising their statutory entitlement to full funding for: i) English and maths up to Level 2; ii) first full level 2 (learners aged 19-23); and iii) first full level 3 (learners aged 19-23); and completion and achievement rates.

4.20 The **Adult Education Budget (AEB)** project has been included in the new expanded list of key

projects. Originally categorised and planned for as a category C project in 2019/20 (where there were lessons to be learnt) an interim formative evaluation will be undertaken to capture lessons from the setting up and first year for the CPCA, wider partners, stakeholders and providers. The report will look at how well the project is working and the extent to which it is being implemented as designed. The interim evaluation will take place by December 2020 to support the first devolution return in January 2021.

Project where significant learning is available (evaluation level C)

Health and Social Care Innovation Pilot

4.21 The Health and Care Sector Work Academy (HCSWA) is a pilot project developed by City College Peterborough and the CPCA, in partnership with the Department for Work and Pensions (DWP). The project is one of five pilots being supported by DWP, which will trial new approaches to helping those disadvantaged secure and retain high quality jobs.

4.22 The HCSWA pilot aims to reduce dependence on in-work and out-of-work benefits by recruiting unemployed or low skilled people into the H&C sector and supporting existing employees to progress to higher skilled and better paid roles. The pilot has been in delivery since March 2018.

4.23 DWP has not issued specific guidance on the M&E requirements of the pilot projects. However, they are keen that the projects generate robust findings of what works in terms of supporting disadvantaged people into employment and in-work progression. The Combined Authority has therefore appointed Hatch Regeneris as the independent evaluators for the project. Work to date has been a formative evaluation designed to carry out a review of progress to date and make recommendations for the remaining part of the delivery period. The overall evaluation plan includes:

- A review of the strategic fit
- Performance against financials and other delivery targets
- Process evaluation
- Impact evaluation (final evaluation stage only)
- Economic evaluation

If DWP data (Hatch Regeneris are exploring this approach with DWP) and participant numbers allow it is hoped the final evaluation, later in 2021, will include an impact evaluation which explores the counterfactual, where it is proposed a matched control group approach will be used. A matched control group approach compares outcomes between individuals who were subject to the intervention ('the treatment group') and similar individuals who did not participate ('the control group'). The evaluation would look at employment outcomes for both groups to determine the extent to which change in outcomes can be attributed to the project. This evaluation is expected to be finalised by October 2021.

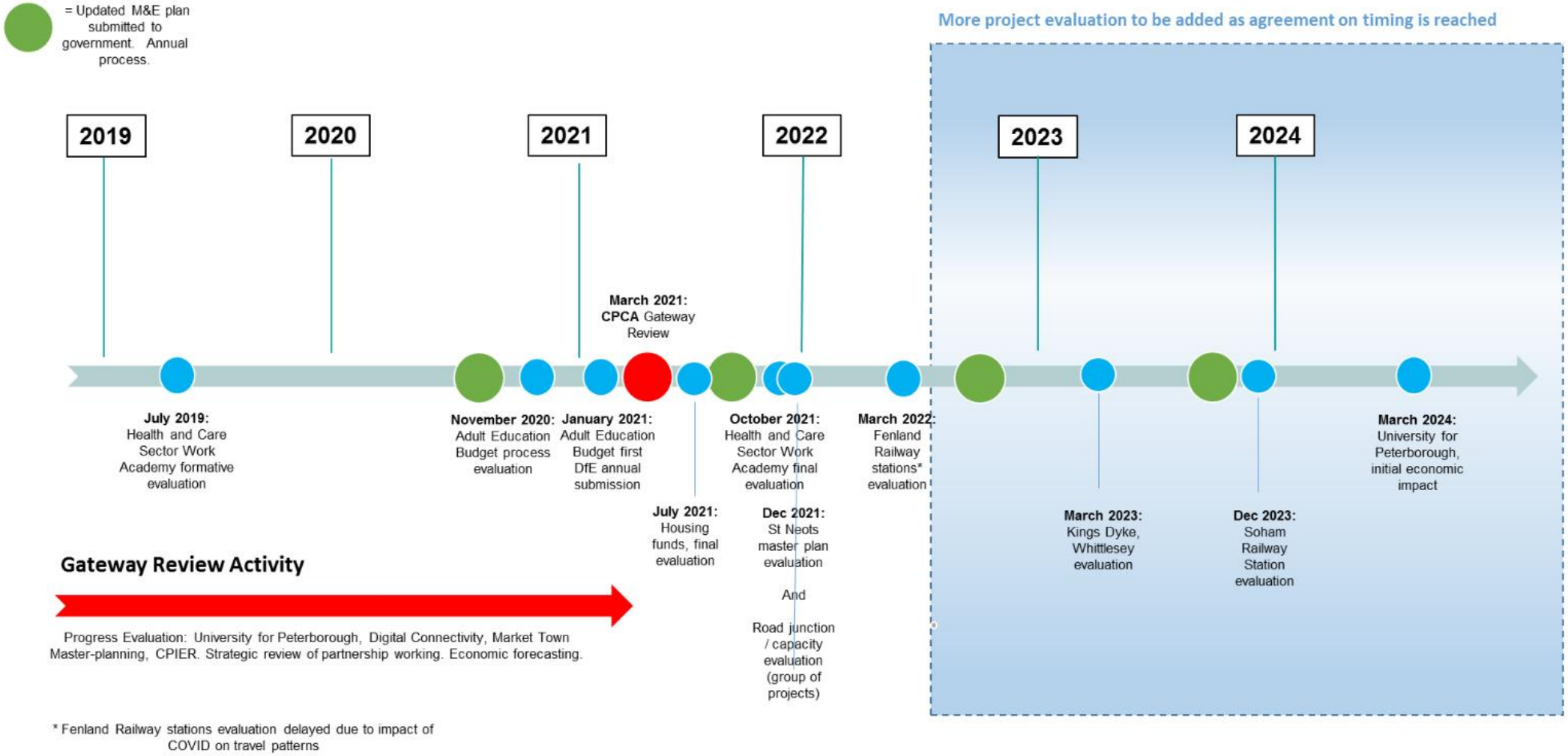
Other projects - (evaluation level D)

4.24 There are a long list of other projects on the CPCA project register that are not included above. Many of these are funded by the Business Board using Growth Deal money. These include a list of minor road-junction / transport infrastructure improvements and skills / business improvement projects. The approach to these are that they are all subject to impact monitoring. E.g. where a junction improvement is associated with a specific employment site (Science Park or industrial site) then business floor space and company employment will be monitored on the site. Similarly, skills / business funding includes a requirement to report on jobs created, people retained in employment and so one.

4.25 All CPCA projects, no matter the scale or remit, are now required to have a logic model created. Therefore, each of these projects have had a logic model created which will, as these projects progress, help to inform the appropriateness for evaluation.

4.26 Collectively, level D projects may then be bundled together to provide case studies for cross-cutting evaluations. These will either be topic based (e.g. productivity within specific sub-divisions of economic activity) or place based (e.g. the collective impact of initiatives in the town of March).

CPCA Key Monitoring and Evaluation milestones 2019- March 2024



* Fenland Railway stations evaluation delayed due to impact of COVID on travel patterns

Appendix One: Draft Key Metrics

Possible Metric	Potential Relevant Projects	Potential Source	Description	Released	Other Sources?	Possible Gaps/ Data Issues	Able to baseline now?
Station Usage	Soham Station, Cambridge South Station, Wisbech Rail	Office of Rail and Road - Estimates of station usage https://orr.gov.uk/statistics/published-stats/station-usage-estimates	Estimates of the total numbers of people entering, exiting and changing at each station.	Annually 1997-2019 per station	• More detailed datasets potentially available from network rail e.g. routes passengers have taken. • Possibility also to use current surveys (e.g.travel 4 Cambridge) to supplement this work.	Peterborough equivalent. Historical data will not be available for new station/routes.	Y
Traffic Counts	CAM, Soham Stations, Cambridge South Station, A47, Wisbech Rail, King's Dyke, A10 corridor	Cambridgeshire County Council - Traffic Data https://www.cambridgeshire.gov.uk/residents/travel-roads-and-parking/roads-and-pathways/road-traffic-data/	Information on vehicle flows, flow composition, vehicle occupancy and overall trends. Based on twelve-hour manual traffic counts.	Annually 2013-2018 per Cambridge location	• More detailed Automatic Number Plate Recognition (ANPR) data, for example Greater Cambridge ANPR Data: Trip Chain Reports. • Additional traffic studies/surveys in relation to larger infrastructure projects. • Automatic Traffic Counters • Highways Analyst • DfT	Peterborough equivalent. Historical data limited to certain sites around Cambridge.	Y

Employment Numbers	CAM, Soham Station, A10 corridor, Cambridge South Station, Market Town Masterplans, Wisbech Rail	Office for National Statistics – Business Register and Employment Survey	Estimates of employment, unemployment and economic activity. Based on a household survey.	1992-2018	• Business register kept by Cambridge University Judge Business School (data available to CCC)	Survey based.	Y
Productivity	CAM, Cambridge South Station, Market Town Masterplans, Peterborough University	Office for National Statistics – Labour productivity	The efficiency of the UK workforce calculated as output per worker, output per job and output per hour.	Quarterly 2014-2018		Regionally, not detailed.	Y
GVA		Office for National Statistics - Regional economic activity by gross value added	Estimates of economic activity by UK country, region and local area using balanced regional gross value added (GVA(B)).	Annual 1998-2017		Historical data regionally, not detailed. From January 2018 data will be available at lower level.	N
Journey Times	A10 corridor, King's Dyke, A47	Department for Transport - Journey time statistics https://www.gov.uk/government/collections/journey-time-statistics	Statistics on journey times to key services including food stores, education, health care, town centres, employment centres and transport hubs.	Annually 2014-2018	• Potential to survey population for bespoke data per projects. • Cambridgeshire live bus journeys data available along key routes.	Detailed data on resident's journey times to work.	Y

Highstreet Footfall	Market Town Masterplans	Cambridge BID - Footfall and City Performance data https://www.cambridgebid.co.uk/city-performance	Data from Cambridge city footfall cameras.	Weekly and monthly 2018-2019	• District level historical data available from retail studies. • Cambridgeshire County Council anticipates updating current network of monitors. • Potential to invest in/deploy new monitors.	Limited to cameras in Cambridge.	N
Resident skills levels	University of Peterborough	Office for National Statistics - Annual Population Survey	A residence based labour market survey including qualifications.	Quarterly (qualifications data only available annually for Jan-Dec data) 2004-2018	• Census 2011 data	Survey based.	Y
Students numbers	University of Peterborough	HESA - Higher Education Student Data https://www.hesa.ac.uk/data-and-analysis/students	HE student enrolments by HE provider.	2014/15-2017/18	• Cambridgeshire County Council collects data on student numbers direct from institutions for population projection purposes.	Historical data limited to current providers.	N
Property Prices	Soham Station	HM Land Registry - Price Paid Data https://www.ons.gov.uk/peoplepopulationandcommunity/housing	Data in the sale prices of properties in England and Wales submitted to HM Land Registry for registration.	Monthly 1995-2019	• Cambridgeshire County Council subscribe to Home Track data.		Y
Retail	Market Town Masterplans	Cambridgeshire County Council - Cambridgeshire Retail and Town Centre Uses Completions https://data.cambridgeshireinsight.org.uk/dataset/cambridgeshire-retail-and-town-centre-uses-completions-2017	Amount of completed Retail floorspace (sq.m.) in each financial year. Broken down into four development use classes and includes data by district, town centre or local authority and gains or losses.	Annually 2002-2017	• CACI – recent value of major retail centres. • Goad Maps - over 3,000 retail centres are available through a subscription to the online service. • Annual data on births, deaths and survivals of businesses in the UK, by geographical area	Combining Peterborough and Cambridge data.	Y

Housing Completions	CAM, Soham Station, A10 corridor, Cambridge South Station, A47, Wisbech Rail, £100M Affordable Housing Programme,	Cambridgeshire County Council - Cambridgeshire Housing Completions https://data.cambridgeshireinsight.org.uk/dataset/cambridgeshire-housing-completions-2002-2017	Number of dwellings completed (built) includes data by district, parish, settlement, by bedrooms, on previously development land, affordable and density.	Annually 2002-2017	• VOA Stock of Properties; Council Tax • MHCLG Net Additions	Combining Peterborough and Cambridge data.	Y
Road Traffic Accidents	King's Dyke, A10 corridor	Cambridgeshire County Council - Traffic Data https://www.cambridgeshire.gov.uk/residents/travel-roads-and-parking/roads-and-pathways/road-traffic-data/	Counts of road traffic collisions across Cambridgeshire. The dataset breaks down data for each month by district and contains a dataset breaking down by collision severity.	Annually 2012-2017		Peterborough equivalent.	Y
Population	Market Town Masterplans	Cambridgeshire County Council – population estimates and forecast https://cambridgeshireinsight.org.uk/population/population-estimates/	Local population estimates and forecasts.	2011- 2036	Census 2011 data		Y
Resident Earnings	University of Peterborough	Office for National Statistics – Annual Survey of Hours and Earnings https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/earningsandworkinghours/bulletins/annualsurveyofhoursandearnings/2018	Information about earnings and hours of employees.	Annually 2002-2018		Survey based.	Y

Appendix 2: Key Project Logic Models (produced 2020 – updated annually)

Key project logic models are all updated annually. It should be noted that many of these logic models will have been updated before the coronavirus pandemic. All will be revisited and revised when impacts and implications of the pandemic are better known.

EVALUATION AND MONITORING FRAMEWORK LOGIC MODEL: BUS REFORM TASK FORCE

This Logic Model focuses on the position of this project in March 2020 (pre-COVID) and will be revised when impact and implications of COVID are better known.

Policy Context

- Ambitious targets for mode share shift in the area, as well as wider objectives, such as reducing air pollution and emissions, increasing social mobility and delivering sustainable growth,
- Both Cambridge and Peterborough will face a challenge in accommodating significant future growth in population and economic activity without a commensurate increase in usage of public transport services including buses.

Programme Objectives

- To ensure that buses play a viable role in supporting economic development in the CPCA area and delivering the challenging levels of mode shift required to meet growth ambitions.
- To consider a full range of short-term (1-5 years), medium-term (6-10 years), and long-term (10+ years) transport options.

Programme Rationale

- continued growth both within the cities of Cambridge and Peterborough and the surrounding areas will increase pressures of congestion and will demand radical modal shifts to public transport options.
- Public Transport will play a key role in helping tackle air pollution problems, both by reducing the need for unsustainable modes and by reducing emissions from public transport vehicles themselves by investing in cleaner technology.

Delivery

Inputs

- Initial strategic bus review cost of £150k (report Jan 2019)
- Further funding tbc based on taskforce recommendation

Activities

- A strategic review of bus service provision within the CPCA area
- Formation of task force (partnership)
- Three trial projects (announced Autumn 2020)

Benefits

Outputs

- A range of possible interventions including:
  - franchising
  - quality partnership schemes
  - advanced ticketing schemes
  - app/links to real time passenger information (RTPI) signage

Outcomes

- Better public transport links across the CPCA area
- A more consistent and reliable bus time table.
- Increase in numbers of all people using buses to travel.
- A shift in mode share from car to bus.

Impacts

- Reduced air pollution and emissions over time.
- Jobs growth with new housing area linked to employment via public transport.
- Housing growth.

Underlying Assumptions

- Changes to the bus network will encourage reduced car usage

Possible Metrics

- Air Quality
- Public Transport Usage (bus ticket data)
- Car Usage

EVALUATION AND MONITORING FRAMEWORK LOGIC MODEL: A10 Route Dualling and Junctions (North Cambs to Ely)

Please note that whilst this logic model focuses on the potential future benefits of the whole A10 route, the progression of the identified projects within this programme are anticipated to be delivered by both the CPCA and partner organisations, through securing additional funding and developer contributions.

Policy Context

- The A10 route was identified as a priority project within the Devolution Deal.
- The CPCA is committed to delivering transport connectivity, accelerating house building rates and increasing the local economy.
- The A10 route (North Cambs to Ely) has been identified as a significant growth corridor with much of Cambridge's future growth expected to be along the route where a number of strategic sites and associated developments are planned up until 2031 and beyond. These include a new town north of Waterbeach and developments on the Cambridge Science Park.

Programme Objectives

- To improve capacity on the A10 route, which provides the main transport connections between Ely and Cambridge and for journeys through this route.
- Enabling the build-out of the new settlement at Waterbeach; releasing up to 17,000 new homes and unlocking employment land at sites like Lancaster Way Business Park.
- Ensuring residents and businesses have a public transport system and pedestrian and cycle-friendly infrastructure and facilities.
- Expanding access and upgrading this major road route between Fenland and Cambridge.

Programme Rationale

- Improving capacity on the A10 route will reduce peak period traffic congestion, and network reliability issues, improving travel journey times and supporting housing and economic growth along the route.

Delivery

Inputs

- £250,000 **spent** by CPCA for assessment and feasibility work.
- £0.5 million **committed** by CPCA for the next phase of the dualling and junctions project.
- Circa £500million **estimated** for whole A10 dualling and junctions improvements, to be delivered by both the CPCA and partners.

Activities

- Park and ride review, junction improvement study, refresh of strategic outline case and model to assess traffic model.
- Development of the specific route options for the A10 dualling to support funding applications.
- *Anticipated delivery/construction of A10 infrastructure improvements.*

Benefits

Outputs

- Pedestrian, cycle and equestrian routes *(delivered by partners)*
- Potential junction improvements along the A10 route *(may be delivered by partners).*
- Potential dualling of A10.

Outcomes

- Reduced travel congestion and journey times along route.
- Improved safety along route.
- Improve transport connectivity for strategic sites which have the potential for up to 17,000 new homes and 14,000 new jobs.

Impacts

- Improve transport capacity to cater for the travel demands of additional growth.
- Improve local connectivity and unlock economic growth (employment land and housing sites) between Fenland and Cambridge.

Underlying Assumptions

- Funding will be available to deliver the route improvements.
- Strategic sites and development will come forward with investment.

Possible Metrics

- journey times
- road traffic accidents
- public transport usage
- employment and housing numbers
- traffic counts

EVALUATION AND MONITORING FRAMEWORK LOGIC MODEL: FENLAND STATIONS REGENERATION

[Evaluation Plan]

Greater Anglia trains franchise holder Abellio plans to increase the frequency of trains stopping at Whittlesea, March and Manea on the Peterborough to Ipswich service from two hourly to hourly. This is dependent on capacity improvements at Ely. The Cross-Country re-franchising process which is currently on hold pending the findings of the Government's Rail Review, provides the opportunity to increase the number of trains stopping at Fenland stations, especially March, on the Peterborough to Cambridge and Stansted Airport line.

Policy Context

- The CPCA is committed to delivering better transport links to open up the economy.
- The CPIER highlighted the challenged economy of the Fenland area, indicating that strategic infrastructure is needed to enable growth and regeneration of this deprived area of the combined authority.
- Fenland Rail Development Strategy (2011-2031) identified masterplans for the stations.

Programme Objectives

- Regeneration of three stations on the railway line between Peterborough and Ely – commonly known as the Fenland Line. Whittlesea, March and Manea. To improve station facilities and increase the capacity of trains and passengers on the line.

Programme Rationale

- Transport connectivity in Fenland is poor. The road network is made up of a lot of single carriageways with indirect routes adding to journey times and congestion in this area.
- Improved transport connectivity will give the potential to access jobs and services outside the Fenland area more easily.

Delivery

Inputs

- £0.5million spent on business case work, consultation and 'quick wins'.
- Indicative amount of £5million for the project set aside by CPCA, subject to costs through the GRIP based work being conducted by Network Rail.

Activities

- Quick wins (2019-2020).
- Completion of phase 1 by March 2021.
- Phase 2 strategic work ongoing.

Benefits

Outputs

Potential outputs of the scheme include:

- Improvements to lighting, car and cycle parking, waiting shelters and ticket machines. (Phase 1)
- Platform lengthening (at Whittlesea and Manea) for four-car length trains. (Phase 2)
- Pedestrian bridge. (Phase 2)

Outcomes

- Improve connectivity and capacity on the line between Peterborough and Ely.
- More reliable, less congested transport network for the area.
- Encourage reduce car usage and consequently reduce congestion.
- Supporting unlocking housing and employment in the wider Fenland area.

Impacts

It is anticipated that the regeneration could:

- Increase public transport usage leading to environmental benefits.
- Increase to size of the local economy.
- Improve quality of life for deprived areas of the CPCA area.

Underlying Assumptions

- There will be rail usage and travel demand.
- Increase in trains dependent on capacity improvements at Ely.
- The project will progress through all phases of the major investment decision process.

Possible Metrics

- traffic counts
- Station usage
- GVA

EVALUATION AND MONITORING FRAMEWORK LOGIC MODEL: BUSINESS GROWTH SERVICE

Policy Context

- The Combined Authority has set out clear ambition to deliver growth with the Cambridgeshire and Peterborough region, setting out the target of doubling the size of the local economy over the next 25 years, boosting regional GVA from £22bn to £40bn in line with the findings for growth of the CPIER.
- The Combined Authority Local Industrial Strategy (LIS) proposed to develop and deliver a Business Growth Service, that networks to connect the growth, investment and skills support resources of Cambridge, and elsewhere, to firms across the economy, creating a marketplace for growth, investment and skills services, available to all our high potential firms, wherever they might be located.

Programme Objectives

- To accelerate start-ups, scale-ups & set-ups within our economy, over the course of the COVID 19 economic recovery period and beyond.
- Linking learners and those retraining for new jobs, to employers and skills providers.
- Offering a range of grants, loans and equity products.
- Co-investing with small firms to help access R&D funding.

Programme Rationale

- Historically, growth and especially the quality of growth across our cities and towns has not been inclusive and has led to high levels of health, wellbeing, and prosperity disparity, with pockets of both urban and rural deprivation.

Delivery

Inputs

- Estimated £19.5m of funding anticipated over three years 2020-2023.

Activities

- A Growth Coaching Service
- An Inward Investment Service
- A Skills Brokerage Service
- A Capital Growth Investment Fund
- An Innovation & Re-Location Grant

Benefits

Outputs

- 1,600 new apprenticeships
- 6,326 jobs created
- 3,505 people with improved skills

Outcomes

- Greater skills of residents.
- Skills gaps of the local economy reduced.
- Investment attracted to the area.

Impacts

- Increased employment opportunities.
- Increased earning opportunities.
- Narrowing gap between outcomes across CPCA area.
- Increased productivity.
- Continued economic growth of national significance

Underlying Assumptions

- Employers and firms will be willing to engage.

Possible Metrics

- GVA
- Apprenticeship numbers
- Qualifications/Skills

EVALUATION AND MONITORING FRAMEWORK LOGIC MODEL: ALCONBURY STATION **[No longer an active project]**

Note: This Mayor's original key project has now moved to within scope of the Cambridgeshire Autonomous Metro project.

Policy Context

- Delivery of the Alconbury Weald Enterprise Campus is identified as a key part of the Devolution Deal.
- The CPCA is committed to delivering better transport links to support growth of the local economy.

Programme Objectives

- Support the delivery of a new Alconbury Weald rail station, which is planned as part of a £22 billion investment in East Coast Mainline, Crossrail, and Thameslink.

Programme Rationale

- CPCA as Local Transport Authority, should have coordinated oversight of key transport infrastructure projects.
- Provision of a new station will improve transport links for the Alconbury Weald Enterprise Zone, and ensure successful development.

Delivery

Inputs

- No current committed funding from CPCA, the project is anticipated to be wholly funded through developer contributions.

Activities

- Formalise partnership structures with the developer Urban&Civic.
- Work with Network Rail to support plans for rail link.

Benefits

Outputs

Potential outputs of the scheme include:

- Station building
- Infrastructure

Outcomes

- Support opportunities for growth planned for Alconbury Weald Enterprise Zone (6,000 new homes and 290,000m2 of employment floor space).
- Improve connectivity.
- Reduce car usage.

Impacts

It is anticipated that a new station could:

- Improve local connectivity and unlock economic growth.
- Reduce congestion on surrounding strategic roads

Underlying Assumptions

- There will be demand for rail travel.

Possible Metrics

- Rail usage
- Traffic flows
- Employment numbers
- Housing units

EVALUATION AND MONITORING FRAMEWORK LOGIC MODEL: CAMBRIDGE AUTONOMOUS METRO

Please note: that whilst this logic model focuses on the potential future benefits of the scheme, the project has currently been funding for the strategic outline case development only.

Policy Context

- The Combined Authority has set out clear ambition to deliver growth with the Cambridgeshire and Peterborough region, setting out the target of doubling the size of the local economy over the next 25 years, boosting regional GVA from £22bn to £40bn in line with the findings for growth of the CPIER.
- Despite the significant investment planned across Greater Cambridge, significant constraints will remain part of the transport network. The historic, highly constrained nature of the city centre streetscape will always limit the public transport connectivity and capacity that can be achieved for trips to, across and within the city.

Programme Objectives

- To provide a reliable metro network to connects Cambridge City Centre, key rail stations (Cambridge, Cambridge North and future Cambridge South), major city fringe employment sites and key 'satellite' growth areas, both within Cambridge and the wider region.

Programme Rationale

- Transport infrastructure is a fundamental 'enabler' to supporting the additional housing and jobs growth required to deliver the wider growth ambitions of the Combined Authority and its partners.
- Providing a high-quality, fast and reliable transport network will transform transport connectivity across the Greater Cambridge region, enabling acceleration of economic growth through investment to alleviate the region's transport constraints and by supporting the sustainable delivery of additional jobs, housing, and GVA..

Delivery

Inputs

- £600,000 **committed** from CPCA for strategic outline case development.
- £1m **allocated** from CPCA.
- £4 billion **estimated** cost for the overall regional scheme.

Activities

- Strategic Outline Case development.
- Assessment of options for funding
- Integration with existing infrastructure schemes being progressed by others.

Benefits

Outputs

Potential outputs include:

- Tunnelled infrastructure underneath the city
- Metro type public transport service
- Zero-emission electric powered vehicles
- Regional transport corridor infrastructure

Outcomes

Possible outcomes of the scheme include:

- Increase public transport capacity, connectivity and accessibility.
- Increase labour market catchments.
- Reduction in air pollution city and regionally.
- Employment and housing sites unlocked.

Impacts

Potential impacts of the scheme include:

- Improve local connectivity and unlock economic growth.
- Enhancing access to and attractiveness of the city for residents, businesses and visitors.
- Increase productivity of CPCA area.

Underlying Assumptions

- Funding will be available to enable the scheme to come forward.

Possible Metrics

- Traffic counts
- Air quality
- Metro usage
- GVA
- Housing units
- Employment

EVALUATION AND MONITORING FRAMEWORK LOGIC MODEL: PETERBOROUGH UNIVERSITY

Policy Context

- Inequalities exist in accessing Higher Education, those in more deprived parts of the CPCA area do not receive apply for a university place.
- Peterborough has been identified as a cold spot for Education and Skills.

Programme Objectives

- Support the opening of an independent university in Peterborough with its own degree awarding powers.
- Increasing participations through enabling residents to take up higher education.
- Matching programme curriculum with local employer skills gaps and needs locally.
- Focus on addressing the skills gaps within the Peterborough, Fenland and Huntingdon areas.

Programme Rationale

- A more locally based institution will encourage students access to higher education, providing a higher level skills set locally and attracting talented individuals to the area.
- Currently the East of England is the 2nd lowest of all regions in the UK for participation in HE at 44%.

Delivery

Inputs

- £12.3million **committed** from the CPCA to support feasibility, viability work and support building of phase 1 to September 2022.
- Total of £30.47m anticipated for the phase 1 capital build overall from a variety of funding arrangements.

Activities

- Feasibility and viability work.
- Infrastructure and site preparations.
- Anticipated signature building and student accommodation for the site.

Benefits

Outputs

- 10 acres of site developed to house 2,000 students by 2022, increasing to over 12,500 by 2028.
- A university which offers varying models of delivery (for example work based learning).
- Student accommodation.
- Employment creation.
- Apprenticeships undertaken.

Outcomes

- Greater skills of residents.
- Skills gaps of the local economy reduced.
- Variety of technical courses delivered in CPCA priority sectors.
- Individuals attracted to the region.

Impacts

- Increased employment opportunities.
- Increased earning opportunities.
- Narrowing gap between skills outcomes across CPCA area.
- Increased productivity.

Underlying Assumptions

- Students are motivated and will take up university places
- Business case successful/ funding agreed

Possible Metrics

- Earnings
- Skills levels
- GVA
- Student numbers
- Employer survey

EVALUATION AND MONITORING FRAMEWORK LOGIC MODEL: SOHAM STATION

[Evaluation Plan]

Policy Context

- Soham station was identified as a priority project within the Devolution Deal
- The CPCA is committed to delivering better transport links to open up the economy and to accelerate the growth of local housing.
- The Local Plan identifies Soham as an area which can accommodate housing growth and development.

Programme Objectives

- To create a new railway station at Soham and reopen the rail link between Soham and Ely.
- To improve poor existing transport links for Soham residents, which are currently linked with high car usage and congested roads.

Programme Rationale

- CPCA input will bring forward the project quicker.
- Provision of a new station will improve transport links for residents and reduce car usage, enabling housing and commercial growth to be unlocked.

Delivery

Inputs

- £3.2 million **delivered/complete** to current phase (GRIP stage 3).
- GRIP stages 4-8 £18.6 million **committed** to deliver phase 1 of the station.
- Engaged with network rail to promote track doubling from Ely to enable *potential* second platform and footbridge.

Activities

- Feasibility/options (single option for August 2019).
- Contractor on board. Utilities, diversions happening autumn 2020
- Design construction and build of the new station.
- Construction summer 2021
- Completion 2021, timetable change 2022 and live trains

Benefits

Outputs

Potential outputs of the scheme include:

- Station building
- Footbridge
- Infrastructure

Outcomes

- Support opportunities for growth planned for Soham (1,600 new homes by 2031 and wider regeneration proposals for employment of 125 tech jobs).
- Improve connectivity.
- Reduce car usage and consequently reduce congestion along the A142.

Impacts

It is anticipated that a new station could:

- Make Soham an attractive place to live and work.
- Increase property values.
- Increase public transport usage leading to environmental benefits.

Underlying Assumptions

- There will be rail usage and travel demand.
- Strategic housing and employment sites will be brought forward for development.

Possible Metrics

- Station usage
- traffic counts
- employment and housing unit numbers
- Property prices

EVALUATION AND MONITORING FRAMEWORK LOGIC MODEL: CAMBRIDGE SOUTH STATION

Please note that this logic model considers the Cambridge South Station scheme as a whole, however there are two workstreams within this scheme, one of which is being led by the Department for Transport and National Rail, and the other which seeks to explore the opportunity to accelerate the provision of a station on the site (an 'interim' solution). There is therefore crossover in the benefits between the two schemes.

Policy Context

- The CPCA CPIER recommended for rapid infrastructure responses to be introduced where the need is most pressing.
- The Southern Fringe and Biomedical Campus development is expected to enable significant economic growth. The Southern Fringe is identified in the Cambridge Local Plan as an 'area of major change' in which approximately 3,500 new homes will be provided. The development will be integrated with the adjacent Biomedical Campus, which by the mid-2020s could be home to more than 15% of all employment within Cambridge.

Programme Objectives

- Interim solutions explored to bring forward an interim train station at Cambridge South, ahead of the development of a permanent solution to increase public transport connectivity for the Southern Fringe and Cambridge Biomedical Campus. Interim solutions to enable an acceleration of a permanent solution.
- Reducing reliance on central Cambridge transport infrastructure for the significant growth expected in this area. Improve sustainable transport access to housing, services, and employment within the Cambridge Southern Fringe and Biomedical Campus area, to fulfil existing and future demands.
- Network rail consulting on three options, 2020 consultation anticipated.

Programme Rationale

- By 2020, the Cambridge Biomedical Campus is expected to house the largest concentration of biomedical expertise in Europe, and strong employment growth is anticipated to coincide with this. Excellent connectivity and transport provision is crucial to success, and therefore a provision for high quality public transport is needed.
- An interim solution would support this immediate growth, ensuring effective recruitment of a highly skilled workforce who can easily travel to the campus and reduce the reliance on central Cambridge transport infrastructure.

Delivery

Inputs

- Fully funded by DfT, announcement in the budget.
- £90,000 **committed** from CPCA for a study to assess the interim solution.
- £1.75m **committed** from the CPCA towards the cost of the permanent solution.
- £ 175-350 million **estimated** cost for the overall scheme (will be built an funded by DfT).

Activities

- Study to look at the viability of bringing forward an interim station 2-4 years earlier than the anticipated permanent solution.
- Work with Department for Transport to deliver a permanent solution for the station.

Benefits

Outputs

Possible interim outputs (by 2023):

- Infrastructure and interim station at Cambridge South

Anticipated permanent outputs (beyond 2025):

- Four tracking of the West Anglia Main Line
- Reconstruction of the Long Road rail bridge
- New four platform station at Cambridge South

Outcomes

- Reduced congestion, the need for car travel and improve journey times.
- Improved public transport infrastructure and capacity.
- Link the Biomedical campus to international transport network
- Continued economic growth of national significance

Impacts

- Attraction of highly skilled workforce to the area; contributing to creation of 2500 additional jobs over 20 years
- Improve local connectivity and unlock economic growth.
- Increased GVA.

Underlying Assumptions

- The permanent station scheme will be brought forward and delivered.
- Continued successful growth and development to attract demand.

Possible Metrics

- Traffic counts
- Station usage
- employment and housing numbers
- GVA

EVALUATION AND MONITORING FRAMEWORK LOGIC MODEL: KING'S DYKE

Construction of the A605 King's Dyke Level Crossing bypass commenced in November 2018 and is being delivered in partnership with Cambridgeshire County Council and growth deal funding. This logic model looks at the scheme as a whole, drawing out CPCA specifics.

Policy Context

- The CPCA is committed to delivering transport connectivity, accelerating house building rates and increasing the local economy.
- The Peterborough to Fenland corridor has been identified in the CPIER as a significant growth corridor.
- The eastern side of Peterborough and Whittlesey have both been identified as growth areas for both economic growth.

Programme Objectives

- Upgrading this major road corridor between Peterborough and Fenland to improve travel and safety between Whittlesey and Peterborough along the A605.

Programme Rationale

- Improving travel along the A605 will reduce peak period traffic congestion at the level crossing, improving safety, reducing travel journey times and supporting the economic growth along the corridor, specifically for Whittlesey.
- Without additional funding this scheme, which improves transport capacity and local economic growth, could not have come forward.

Delivery

Inputs

- £16.9million **committed** from the CPCA to match the £30million cost needed compared to the original anticipated £13.6million:
  - £5.6million Cambridgeshire County Council funding
  - £8million growth deal funding

(Note: figures quoted above rounded)

Activities

- Construction of the level crossing bypass

CPCA input specifically supports:

- Stabilisation work
- Design changes
- Land costs

Benefits

Outputs

- New roundabout constructed at either end of the diverted route, with underpass access and a bridge over the rail route.

(Anticipated completion December 2020)

Outcomes

- Reduction in journey times and congestion.
- Unlocking land for potential employment and housing sites.
- Improve train travel along the Birmingham – Stansted Cross Country key rail route.
- Reduction in accident/increased safety at the level crossing.

Impacts

- Increase in attractiveness of Whittlesey as a place to live and work.
- Improve local connectivity and unlock economic growth between Peterborough and Fenland.
- Reducing the environment impact along North Bank road.

Underlying Assumptions

- Sites will come forward for economic growth
- Car users will no long divert along North Bank road

Possible Metrics

- journey times
- traffic counts
- planning site allocation
- road traffic accidents

EVALUATION AND MONITORING FRAMEWORK LOGIC MODEL: HUNTINGDON THIRD RIVER CROSSING **[No longer an active project]**

Note: The Combined Authority decided to merge the Huntingdon Third River Crossing project with other ongoing studies including the A141 Huntingdon Capacity Study to ensure that a robustly evidenced solution is proposed to accommodate future growth in the Huntingdon area.

Policy Context

- The CPCA is committed to delivering transport connectivity, accelerating house building rates and increasing the local economy.
- A number of studies supporting the development of the emerging Local Plan, and the associated transport strategy work have identified that the existing road network in the areas of Alconbury-Huntingdon-Wyton-St Ives is unable to accommodate any large-scale development and is therefore a key constraint impacting the unlocking of strategic development sites.

Programme Objectives

- To improve capacity on the highway network north of the Great River Ouse, and to connect this area with the wider strategic road network in the most sustainable way, to unlock the areas of Alconbury-Huntingdon-Wyton-St Ives economic growth potential.

Programme Rationale

- Improving the capacity of the road network in this area will enable the potentially strategic sites of Wyton Airfield, Giffords Park, Sapley Park and Lodge Farm to be unlocked for future development.

Delivery

Inputs

- £0.5million **committed** to examining the feasibility, viability, benefits and impacts of a road link crossing the river
- £136miliion **estimated** to fund a potential dual carriageway river crossing

Activities

- Feasibility, viability and impact work of a new road link connecting the primary road route north of the River Great Ouse and the existing wider strategic road network.
- Potential construction of the preferred link.

Benefits

Outputs

- A potential new road link connecting the primary road route north of the River Great Ouse and the existing wider strategic road network.

(Note, other highways-based interventions will be tested at feasibility stage.)

Outcomes

It is anticipated that a new link could:

- Reduce travel demand and alleviate congestion at existing river crossings
- Unlock strategic sites which have the potential for up to 12,000 new homes

Impacts

It is anticipated that a new link could:

- Improve transport capacity to cater for the travel demands of additional growth
- Improve local connectivity and unlock economic growth.

Underlying Assumptions

- That following any construction, the demand and funding will be available for additional economic or housing growth

Possible Metrics

- journey times
- housing delivery
- employment growth

EVALUATION AND MONITORING FRAMEWORK LOGIC MODEL: ADULT EDUCATION BUDGET

[Evaluation Plan]

Please note that the first year of Adult Education budget devolution started on the 1st August 2019.

Policy Context

- Government has committed to devolve the adult education budget to the combined authority from the academic year 2019/20. This means for the first time the CPCA will have the opportunity to tailor the skills and adult education system to address local priorities.
- The CPIER and LIS identify skills strategy, issues and where local interventions are likely to have greatest impact.

Programme Objectives

- To connect skills of residents better to business priorities, designing provision to better meet local business, sector and resident needs.
- Upskilling population (upwards from entry level, level 1 and level 2) and decreasing unemployment through more local adult residents progressing into sustainable employment.

Programme Rationale

- Ensuring the population has the basic skills for employment, upskilling the lower skills levels to support local industry.
- Supporting pathways to progression into education and employment through community learning.

Delivery

Inputs

- £11.5 million of Adult Education Budget funding devolved to CPCA 2019/20
- £12 million of Adult Education Budget funding devolved to CPCA 2020/21

Activities

Providers delivering:

- Adult Education training courses.
- Community learning activities.

Benefits

Outputs

Anticipated outputs of the scheme include:

- full spend of the budget
- 88% completion of courses
- Increase in residents from Fenland and Peterborough

Outcomes

- Upskilling of lower skills level population
  - Particular increase in English, Maths and Digital skills
- Progression into further education, training and employment
- Increase of adult skills participation in key employment sectors and in key geographical areas

Impacts

- Narrowing the gap between low and high skills of population, and geographically (Peterborough/Fenland and Cambridgeshire).
- Decrease in unemployment rate.
- Increase in qualification levels of population.
- Higher earning residents.
- Decrease in vacancies in key employment sectors.
- Increase productivity in key employment sectors.

Underlying Assumptions

- There will be demand for courses and the institutions to provide those courses.

Possible Metrics

- Employment numbers
- Qualification levels
- GVA

EVALUATION AND MONITORING FRAMEWORK LOGIC MODEL: AFFORDABLE HOUSING PROGRAMME

[Evaluation Plan]

Policy Context

- The development of sites for affordable housing (or the proportion of a site allocated to affordable housing) can be slowed or even stalled for a number of reasons, including land ownership, planning conditions and the financial viability of the site. This has led to unmet need within the local housing market and a lack of new delivery models for affordably housing delivery.
- Cambridge is an attractive place to live and work, with high salaries and low unemployment levels driving up house prices. Housing affordability ratios are high, especially for some employment sectors (e.g. care workers/admin).

Programme Objectives

- To increase delivery of affordable homes in Cambridgeshire and Peterborough, through utilisation of a variety of tools to using different models to expand the housing choices to suit the different geographies of the Combined Authority area.
- To establish a revolving fund to continue to invest in affordable housing models within Cambridgeshire and Peterborough beyond the programme investment.

Programme Rationale

- In the current economic climate, developers will not provide enough affordable housing to meet the housing market supply need. By intervening, strategic sites capable of development (with support from other programmes) can be increased in number and brought forward quicker.

Delivery

Inputs

Devolution Deal funding of **£100million**:

- Housing grants for housing association funding of plots to sell/rental units
- Loan investment to other bodies (e.g. East Cambridgeshire District Council) supporting acceleration of delivery.
- Delivery of affordable housing through a CPCA development company.

Activities

- Building of units
- Site preparation and infrastructure
- Loan investment
- Housing grants

Benefits

Outputs

- 2,000 affordable homes started on sites by 31st March 2022.
- Sites brought forward for development.
- Affordable tenancies taken up.
- Potential return on investment for the Combined Authority.

Outcomes

- Increase in local, affordable housing available.
- Stabilisation of wage/rent/mortgage affordability ratios within the CPCA area.
- Reduction of people living in temporary accommodation.

Impacts

- Employee recruitment improved.
- Trend of increase in long distance commuting into the area stabilised.
- Projected 'stalling' in the rate of CPCA employment growth avoided.

Underlying Assumptions

- Sites will come forward with investment
- Housing plots created will be sold/rented

Possible Metrics

- Units built
- Housing affordability to wage ratio
- Business/resident surveys
- Travel to work

EVALUATION AND MONITORING FRAMEWORK LOGIC MODEL: £100k HOMES

Policy Context

- The Combined Authority is committed to increasing the number of new homes built in Cambridgeshire and Peterborough, to meet the needs of a growing economy and address issues of affordability.
- The CPIER identified a problem of housing supply and affordability. Housing affordability ratios are high. The area is an attractive place to live and work, with high salaries and low unemployment levels driving up house prices.
- The Housing Strategy recognises a need to deliver affordable housing across the Combined Authority area. It also recognises a gap in the market for those who do not qualify for traditional affordable housing but where open market housing is out of reach.

Programme Objectives

- To increase delivery of affordable homes in Cambridgeshire and Peterborough, through utilisation of a variety of tools to using different models to expand the housing choices to suit the different geographies of the Combined Authority area.
- To create affordable housing units that fall within the definition of discounted market sale with a resale price covenant.
- To enable local people to live close to where they work and stay in communities where they may have strong connections.

Programme Rationale

- There is a underserved need for affordable housing. Local people will be displaced from the area if they cannot afford the cost of accommodation.
- There is a gap in the offer that is preventing individuals from entering the property market, particularly in an area where they have a strong local connection whether through family relationships or employment.

Delivery

Inputs

- An initial £150,000 committed by the Combined Authority in 2019 to cover operational costs of delivery in 19/20 and 20/21.

Activities

- Incentivise developers.
- Develop pipeline of schemes.

Benefits

Outputs

- 28 1-bedroom affordable homes in first two years:
  - 2020 – 8 units *(Fordham Rayners Green)*
  - 2021 – 20

Outcomes

- Increase in local, affordable housing available.
- Home ownership within reach for low-income working people in the area.

Impacts

- Securing affordable housing allocations for years to come.
- Retention of local people in the area.
- Reduce in commuting.

Underlying Assumptions

- There will be willing local developers.
- Housing will be created and sold.

Possible Metrics

- Units built
- Housing affordability to wage ratio
- Resident surveys

EVALUATION AND MONITORING FRAMEWORK LOGIC MODEL: COMMUNITY LAND TRUSTS

Policy Context

- The development of sites for affordable housing (or the proportion of a site allocated to affordable housing) can be slowed or even stalled for a number of reasons, including land ownership, planning conditions and the financial viability of the site. This has led to unmet need within the local housing market and a lack of new delivery models for affordably housing delivery.
- The CPCA Housing Strategy recognises a need to deliver affordable housing across the Combined Authority area.
- Giving communities a greater say and control of their local area is a central theme of Government policy.

Programme Objectives

- To increase delivery of affordable homes in Cambridgeshire and Peterborough, through utilisation of a variety of tools to using different models to expand the housing choices to suit the different geographies of the Combined Authority area.
- Encourage the set up of community land trusts in the CPCA area to develop affordable housing which meets the growth needs of local communities.
- Support delivery of affordable housing in local areas, to enable local people to live close to where they work and stay in communities where they may have strong connections.

Programme Rationale

- Provide local communities with a stake in the new housing within their towns and villages. Plans will be specific to the growth needs of the local areas and communities will therefore be more supportive of any growth plans.
- Community engagement from the outset in planning for affordable housing, preventing 'stalling' of delivery.

Delivery

Inputs

- An initial £100,000 committed by the Combined Authority in 2019 to cover operational costs of delivery in 19/20 and 20/21.

Activities

- Advice and guidance to communities in setting up Community Land Trusts.
- Up to £5,000 available to support CLTs.

Benefits

Outputs

Outcomes

- Increase in local, affordable housing available.

Impacts

- Retention of local people in the area.

Underlying Assumptions

- Support from local communities to set up CLTs.
- Demand for units.
- Developers willing to built units.

Possible Metrics

- Units built
- Local community surveys
- Land identified

EVALUATION AND MONITORING FRAMEWORK LOGIC MODEL: WISBECH REGENERATION **[OVERARCHING MODEL]**

Overarching logic model covering the following projects: Wisbech Rail, Wisbech Garden Town, Wisbech Access, A47 Dualing, and Market Town Masterplan.

Policy Context

- The CPCA CPIER identified a clear disparity in the economic development of the Wisbech Travel to Work Area compared to the rest of the region. GVA per head was relatively low, as were average wages, there were also higher levels of deprivation compared to the rest of the area. Average skill levels were low, with relatively few people having level 3 or level 4 qualifications.

Programme Objectives

- To identify significant transport improvements for Wisbech that would improve the area's connectivity and support the benefits of agglomeration reaching Wisbech from the more economical vibrant areas of Cambridgeshire and Peterborough.
- To intervene in specific policy areas, promoting a vibrant town centre, stimulate the housing market and improve the skills base and productivity of the workforce

Programme Rationale

- As a Combined Authority the CPCA are best placed to coordinate the programme of activities compared to previous 'piecemeal' activities
- As a programme the investments are sufficiently ambitious to bring about lasting change.

Delivery

Inputs

Activities

- Significant infrastructure changes delivered
- Place making and planning coordinated at a strategic level

Benefits

Outputs

- New rail link and Wisbech Station completed.
- A47 Dual carriageway completed
- Multiple junction improvements completed
- 10,000 new homes built
- New development plan written and implemented

Outcomes

- Increase rate employment growth in the immediate area
- Increase in earnings for local residents better able to access wider job markets.
- Better connectivity expressed in Companies choosing to locate and grow in Wisbech

Impacts

- Broader participation in the thriving Cambridgeshire Economy reduces deprivation and the gap between Wisbech and the rest of the UK as expressed across a range of metrics
- Wisbech becomes a major growth area for Cambridgeshire & Peterborough

Underlying Assumptions

- Improvements in infrastructure will support economic growth

Possible Metrics

- Local Employment
- Housing growth
- Average income

EVALUATION AND MONITORING FRAMEWORK LOGIC MODEL: A47

The combined Authority was working in partnership with Highways England to assess the viability of the A47 dualling. Please note that whilst this logic model focuses on the potential future benefits of the scheme, the project has currently been funding for the viability stage only.

Policy Context

- The CPCA is committed to delivering transport connectivity, accelerating house building rates and increasing the local economy.
- The A47 corridor has been identified as a strategic network trunk road by Highways England for requiring improvement. The route connects and passes through several areas that have strong growth aspirations, including the proposed Wisbech Garden Town.

Programme Objectives

- Improving this strategic route between Peterborough and Lowersoft to increase capacity and improve transport links for Wisbech.

Programme Rationale

- Improving travel along the A47 will reduce traffic congestion and travel journey times along the route. Increasing capacity will cater for future demand of employment and housing growth along this strategic corridor between Peterborough and Kings Lynn.

Delivery

Inputs

- £1million **allocated** from Transforming Cities fund to support viability (2018-20).
- £60million **estimated** to develop business cases up to construction for scheme (2020-25)
  - £30million CPCA
  - £30million Highways England
- £600-800million overall **estimated** cost for build (2025-27)

Activities

- Project control framework documents for stage 0, strategy, shaping and prioritisation to enable Highways England to assess viability.
- Potential development of business case following viability work
- Potential dualling of the A47

Benefits

Outputs

- Potential duelling of A47 between A16 Peterborough and Walton highway.
- Possible option for new road bypass.

Outcomes

It is anticipated that improvements could:

- Reduced travel congestion and journey times along route
- Improve transport connectivity along a strategic route.
- Support strategic sites which have the potential for up to 12,000-30,000 new homes into the area.

Impacts

- Improve transport capacity to cater for the travel demands of additional growth.
- Improve local connectivity and unlock economic growth.
- Transport reliance and journey times.

Underlying Assumptions

- Funding options will continue to be sought to support the build
- It is presumed the scheme will be included in a future RIS2

Possible Metrics

- journey times
- traffic counts
- planning site allocation
- housing units built

EVALUATION AND MONITORING FRAMEWORK LOGIC MODEL: WISBECH RAIL

Please note that whilst this logic model focuses on the potential future benefits of the scheme, the project has currently been funded for the cost and viability stage only. Combined Authority has committed to funding the Rail

Policy Context

- The CPCA is committed to delivering better transport links to open up the economy as identified in the latest CPIER.
- Wisbech has been identified as an area suitable for strategic growth, including the Wisbech Garden Town.
- Wisbech is the largest town in the UK without a rail link to the national rail network.

Programme Objectives

- To reopen the disused railway line between Wisbech and March, connecting Wisbech to the local rail network.
- To enable public transport options for occupancy of Wisbech to connect to Peterborough and Cambridge via the network system.

Programme Rationale

- Opening the disused railway will improve the current public transport options in Wisbech. Public transport improvements will enhance the Garden Town proposals by reducing the car dependency of the development as well as increasing capacity for future demand of employment and housing growth.
- Improved connectivity will alleviate capacity and reduce peak travel times around Wisbech and the strategic A47 route.

Delivery

Inputs

- £1.5 million **approved** for cost and viability of a single option solution for the line (2018-20).
- £200 million **estimated** cost to reopen the line between Wisbech and March (based on GRIP 2 study).

Activities

- Feasibility, viability and cost estimates including a single option solution of potential heavy for the line.
- Business case design and construction.

Benefits

Outputs

It is anticipated that Wisbech rail could include:

- A new station building at Wisbech.
- A bridge over the A47.

Outcomes

It is anticipated that a new rail link could:

- Support opportunities for growth planned for Wisbech.
- Improve connectivity for Wisbech residents, particularly enhancing links to regional employment hubs.
- Increase public transport usage and reduce the need for car usage.

Impacts

It is anticipated that a new rail link could:

- Improve local connectivity and unlock economic growth.
- Reduce congestion on surrounding strategic roads
- Make Wisbech a more attractive place to live and work.

Underlying Assumptions

- There will be demand for rail travel.
- Future strategic housing growth will be approved.

Possible Metrics

- Rail usage figures
- Traffic flows
- Employment numbers
- Houses built

EVALUATION AND MONITORING FRAMEWORK LOGIC MODEL: A141 Huntingdon Capacity Study

Policy Context

- The CPCA is committed to delivering transport connectivity, accelerating house building rates and increasing the local economy.

Programme Objectives

- To consider opportunities to overcome both current and future challenges around congestion in the Huntingdon area.
- To improve capacity on the highway network north of the Great River Ouse, and to connect this area with the wider strategic road network in the most sustainable way, to unlock the areas of economic growth potential.

Programme Rationale

- There is existing congestion in the Huntingdon area. With known growth already allocated local plan and the prospect of future growth, this congestion is set to worsen. Reducing congestion will enable accelerated growth in this area.

Delivery

Inputs

- £150,000 committed budget from the previous Huntingdon Third River Crossing budget.
- £1.5million **estimated** 2020-22 to follow up on the A141 study.
- £850,000 **estimated** for SOBC study.

Activities

- Feasibility, viability and impact work as well as reviews more widely of the existing strategic road network.
- Potential construction of infrastructure improvements.

Benefits

Outputs

- A potential A141 bypass.
- Potential St Ives capacity improvements.

(Note, other highways-based interventions will be tested at feasibility stage.)

Outcomes

Potential Outcomes:

- Reduce travel demand and alleviate existing congestion
- Unlock strategic sites which have the potential for up to 13,500 new homes

Impacts

Potential Impacts:

- Improve transport capacity to cater for the travel demands of additional growth
- Improve local connectivity and unlock economic growth.

Underlying Assumptions

- That following any construction, the demand and funding will be available for additional economic or housing growth

Possible Metrics

- journey times
- housing delivery
- employment growth

EVALUATION AND MONITORING FRAMEWORK LOGIC MODEL: MARKET TOWN MASTERPLANS

Policy Context

- The CPCA is committed to increasing the local economy and the Cambridgeshire and Peterborough Independent Economic Review (CPIER) recommended that Market Towns are key if the region is to meet the goal of doubling GVA.
- Historically, growth strategies have been city focused. Market Towns feel the impact of growth, but do not always see the associated investment.
- The eleven market towns of Cambridgeshire and Peterborough, represent the places where much of the planned housing growth will occur over the next twenty years.

Programme Objectives

- To have an individual plan and focused set of top strategic priority actions for each of the market towns, co-ordinated by CPCA and co-produced by businesses, residents and the communities which live and work in them.

Programme Rationale

- Having individual plans for each market plan, will focus CPCA direct investment on top strategic priorities and enable the evidence base to attract investment from other sources.
- A co-ordinated overall CPCA oversight of all masterplans will ensure they are complimentary of each other and with the Local Industrial Strategy will enable each Market Town to achieve their full potential.

Delivery

Inputs

- £500,000 committed by CPCA for 2018/19 and 2019/20 (£50,000 for each masterplan).
- £5 million allocated 2019-2022 to implement market town masterplans priorities.

Activities

- Production of ten evidence based action plans for each market town.
- Implementation of market town masterplan top strategic priorities.

Benefits

Outputs

- Market town masterplans for Chatteris, March, Littleport, St Ives, Whittlesey, Wisbech, Ramsey, Ely, Soham and Huntingdon.

(Expected to be completed by 2020)

Outcomes

- Each Market Town has a shared set of ambitions for the future looking at :
  - job opportunities
  - education and skills provision
  - health
  - community facilities
  - local attractions

Impacts

- Future investment in market towns, direct from CPCA and attracted from other sources.
- Market towns thrive, are successful economic centres, and are vibrant places individuals want to live and work in.

Underlying Assumptions

- Market town masterplans will make recommendations for and stimulate future investment

Possible Metrics

- GVA
- Population
- Investment
- Employment
- Highstreet footfall
- Retail

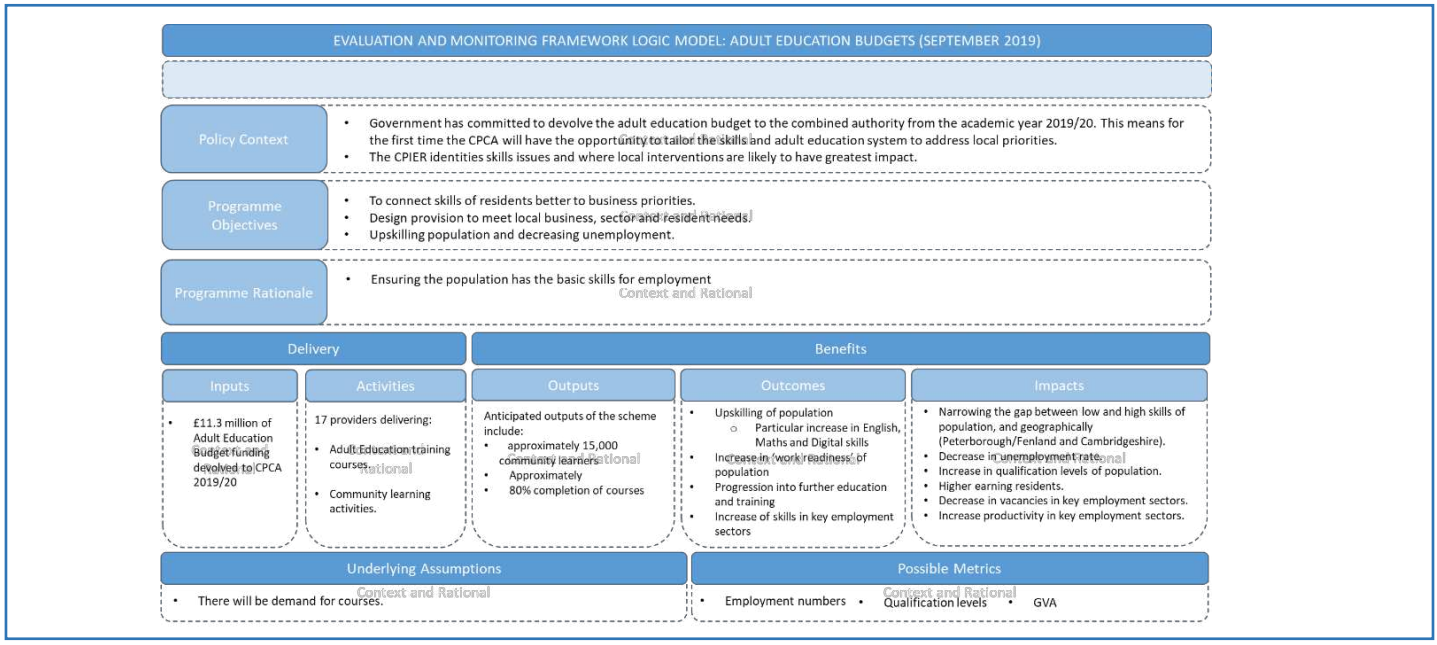
Appendix 3: Summary Evaluation Plans

Summary Evaluation Plan: Adult Education Budget

Introduction

From 1 August 2019, the Adult Education Budget (AEB), as part of the Devolution Deals, certain adult education functions and the associated budgets have been transferred from the Secretary of State for Education to the CPCA. It provides the opportunity for the CPCA to respond to the unique circumstances of local people, employers, communities and the suppliers of education and training and therefore an ability to be more responsive flexible and agile to meeting local priorities.

Logic Model:



What is to be evaluated?

An impact assessment will not be possible in advance of the first gateway review, so therefore a process evaluation of the 2019/20 devolved Adult Education Budget is proposed. The process evaluation will be designed to capture lessons from the setting up and first year for the CPCA, wider partners, stakeholders and providers. Looking at how well the project is working and the extent to which it is being implemented as designed. The results of a process evaluation will strengthen CPCA's ability to report on future budget use and provide information and recommendations for future year's activities and any potential future devolved funds.

Key evaluation questions:

Question	Indicators
How was performance against targets?	The evaluation will involve a desk review of background documentation and monitoring data, consultations with providers and a selection of wider stakeholders, and a review of project-level monitoring data and reports.
What went well in first year delivery?	
What were the challenges?	

Data Collection:

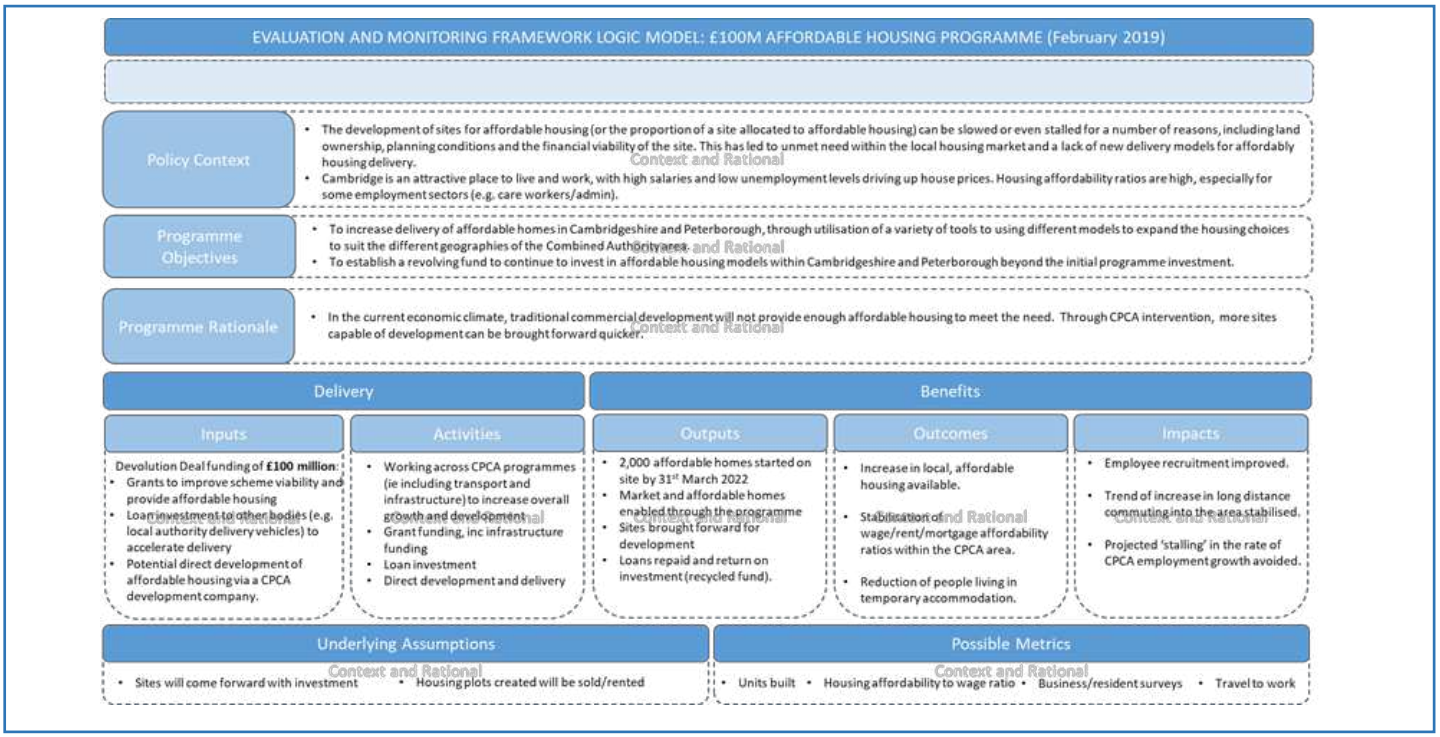
The interim evaluation will run from January – November 2020. A survey of providers will capture the views of those involved in the implementation process. A follow up survey is anticipated to take place in the second year of devolution of AEB as well as a follow up survey with participants who took part in year one.

Summary Evaluation Plan: Housing Investment Funds

Introduction

The CPCA Devolution Deal include two separate housing funds. £100 million for affordable housing (a mixture of grants and loans) and £70 million for council homes in Cambridge. The current targets are to deliver 500 council homes in Cambridge and 2000 other affordable homes across the rest of the area.

Logic Model (affordable housing only)



What is to be evaluated?

This will be an output evaluation focusing on delivery up to July 2021 looking at units delivered up to that point (note: significant monitoring of this project is carried out by the Housing and Communities Committee).

Key evaluation questions:

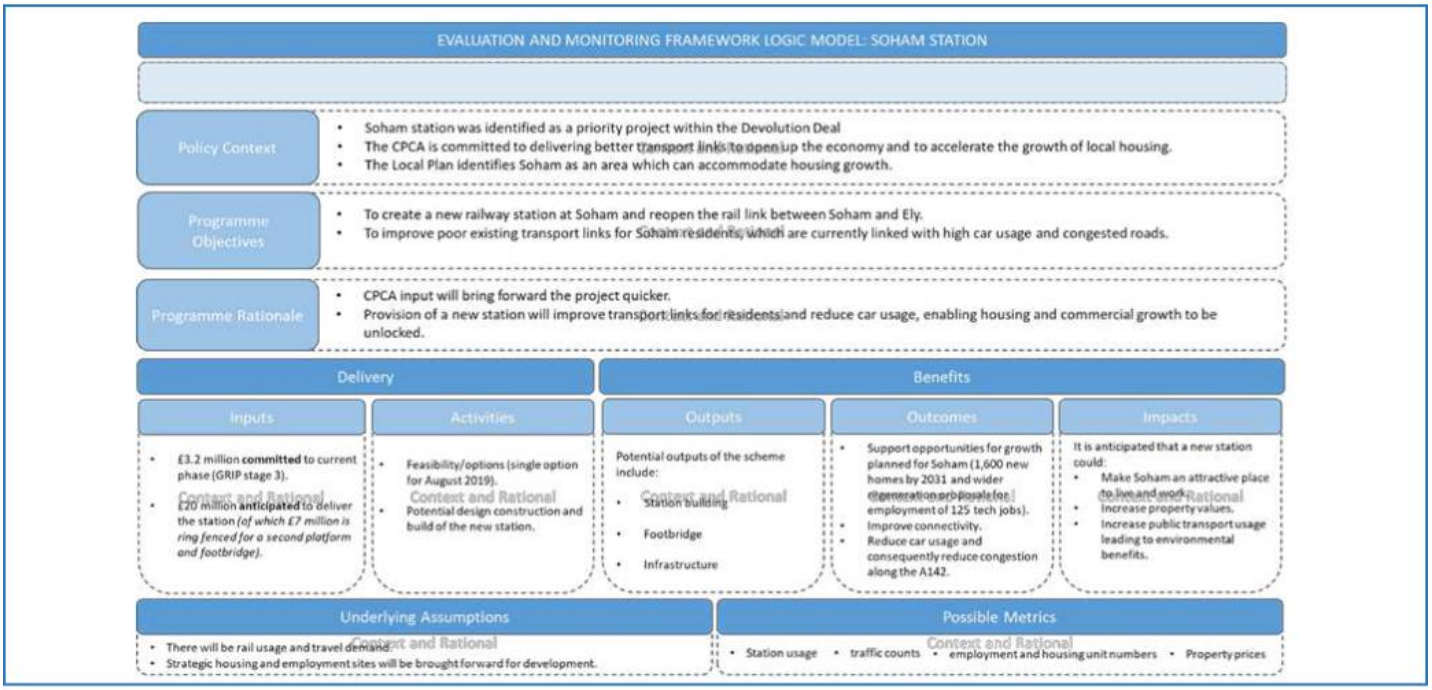
Evaluation Question	Indicators	Notes
Is the rate of current delivery and projection of future delivery consistent with achieving the housing delivery target?	Project outputs against agreed trajectory	Test realism of trajectory.
Has the funded activity provided additionality and a genuine uplift in the number of affordable units being built in the area?	Housing monitoring figures against past delivery rates.	Figures may be dependent on the wider economic context / housing market.
Are the homes supporting the housing requirements of key sectors (as per the wider skills strategy), such as public sector workers and lab staff (see CPIER).	'New developments' style survey of residents 'CORE' data on movers within the social housing market	-

Summary Evaluation Plan: Soham Railway Station

Introduction

The timetable for Soham Railway Station Project means that construction will commence in September 2020 with the station opening for use in May 2022. The CPCA has committed to funding of £18.6 million over this construction period. The construction will create a single platform that initially connects the town of Soham with services between Ipswich and Ely; the range of connections will expand depending on development of rail infrastructure elsewhere e.g. the Snailwell bend (direct connection to Cambridge).

Logic Model:



What is to be evaluated?

This will be an impact evaluation carried out 12 months after the opening of the station.

Key evaluation questions:

Evaluation Question	Indicators	Notes
Has the station met its stated aim of providing sustainable transport access to job markets (Ely, Cambridge, Ipswich, Norwich) for people living in the area?	Rail passenger transport figures. Commuter flows (passenger survey data) Average incomes in the area	Consideration needs to be take of displacement from other stations and mode shift.
Has the station development increased the rate of housing development in the immediate area?	Housing monitoring figures. Baseline of previous development	Consideration needs to be taken of impact of other investments e.g. Soham Gateway, Ely Bypass
Has the station development increased the rate of other investment in the area?	Business and retail floor space development figures. Number of local businesses	Contextual economic forecasts are of relevance.
Has the station supported a wider strategy to encourage sustainable commuting to work for the area's major employment centres	Mode share of commuting journeys to Cambridge and Ipswich	-

Data Collection:

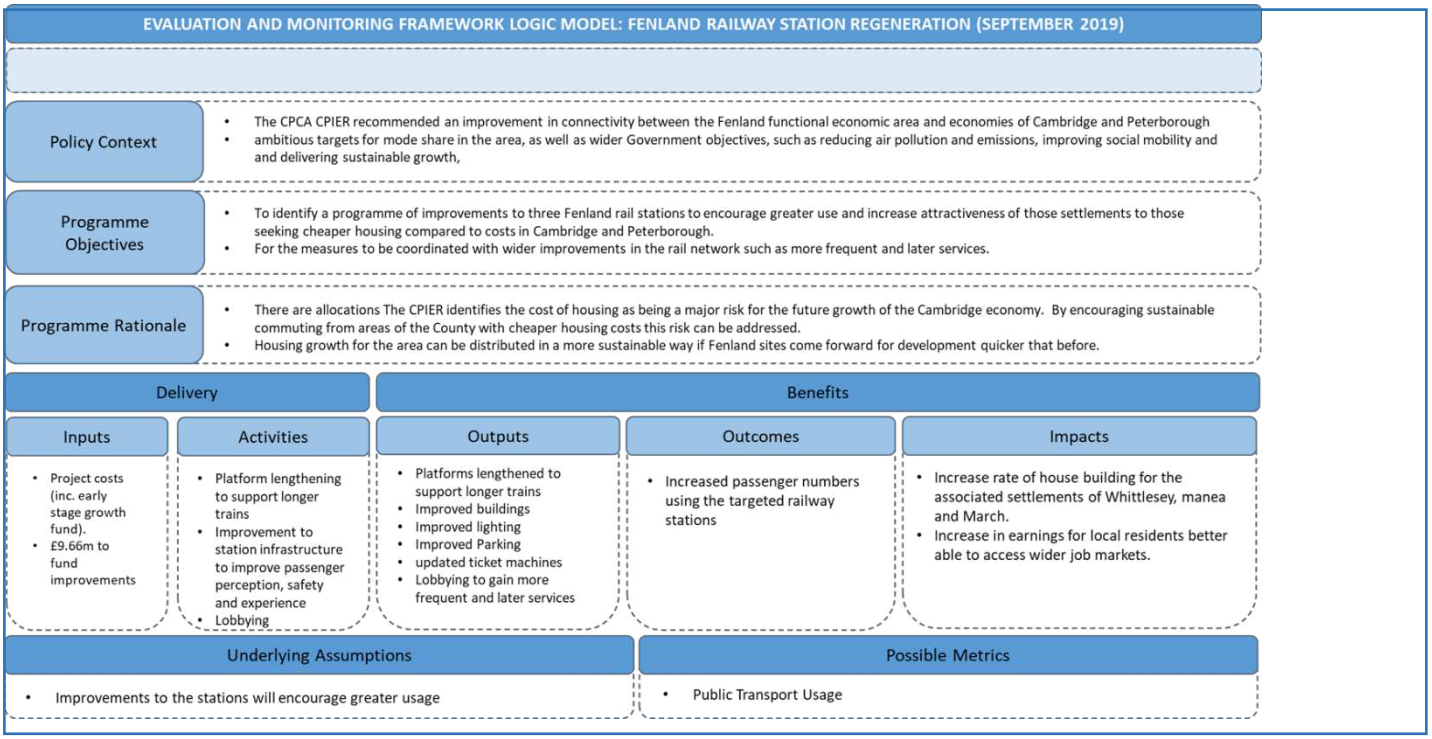
Baseline data for Soham will be collected as part of the Market Town Strategy baseline work during 2020. Monitoring will commence thereafter (although historic data is available). Biggest risk is the availability of good quality rail passenger / ticket data.

Summary Evaluation Plan: Fenland Railway Station Regeneration

Introduction

The timetable for the Fenland Railway Station Project means that initial quick win projects have commenced with estimated £11 million of improvements planned for three stations, March, Manea and Whittlesea. The construction includes lengthening of two platforms and other works to improve passenger facilities and encourage greater use of the stations.

Logic Model:



What is to be evaluated?

This will be an impact evaluation carried out 12 months after the completion of the programme.

Key evaluation questions:

Evaluation Question	Indicators	Notes
Has the stations increased passenger numbers with more people accessing job markets (Ely, Cambridge, and Peterborough)?	Rail passenger transport figures. Commuter flows (passenger survey data) Average incomes in the area	Consideration needs to be take of displacement from other stations and mode shift.
Has the station development increased the rate of housing development in the immediate area?	Housing monitoring figures. Baseline of previous development	Consideration needs to be taken of impact of other investments e.g. March Access Study, Kings Dyke Crossing
Has the station development increased the rate of other investment in the area?	Business and retail floor space development figures. Number of local businesses	Contextual economic forecasts are of relevance.
Has the station supported a wider strategy to encourage regeneration of market towns?	Retail strength of market town (CACI assessment), retail rents, empty premises.	Contextual economic forecasts are of relevance.

Data Collection:

Baseline data for each Fenland Market Town will be collected as part of the Market Town Strategy baseline work during 2020 (additional monitoring baseline for Manea will also need to be established). Monitoring will commence thereafter (although historic data is available). Possible passenger survey conducted during 2021 depending on delivery. Biggest risk is the availability of good quality rail passenger / ticket data.

Appendix 4: Template for CPCA monthly project highlight report

Date							

CPCA - Project Highlight Report

Project Name				Previous States		Current States	
Project Number		Project Stage		Project description			
Project Manager		Director					
Project Start Date		Cost Benefit Ratio/VfM number (last reviewed)		Project update and rationale for current status			
Agreed Completion Date		Forecast Completion Date					

Financials				Monitoring and Evaluation	
Financial Year 2020/21	Actual spend - year to date		F/Y 2020-21 £1 £1 £1 £1 £1 £1 £0 £0 £0 £0 £0 Budget Forecast Actual	Key outputs/ deliverables	
	Year to date	Full year			
Budget (Approved to spend)					
Forecast				Expected impacts (Delete point if not applicable)	•GVA: •Housing: •Employment: •Other Metrics:
Financial commentary					

This Period Activities	Next Period Activities

Project Milestone Progress (Key Milestones/Tasks)

Task #	Milestones/tasks	Milestone/task risk	Original agreed start date	Original agreed end date	Revised end date (if different)	% Progress (0 to 100)	RAG status
1							
2							
3							
4							
5							
add more if needed							

Key Risks and Issues (Top 5)

Risk ID	Last updated	Risk type	Description/summary	Impact	Likelihood	RAG (impact x likelihood)	Mitigation

Appendix 5: Local Growth Fund monitoring and evaluation plan

Local Growth Deal - Monitoring & Evaluation Plan

Glossary

CPCA	Cambridgeshire & Peterborough Combined Authority
LGD	Local Growth Deal
LEP	Local Enterprise Partnership
CA	Combined Authority – meaning Cambridgeshire & Peterborough

Introduction

Purpose of this plan

The Monitoring & Evaluation Plan has been developed for the Local Growth Deal (LGD) to ensure robust and effective practices are in place for the measurement of output and outcomes of projects funded and the value for money they offer. We have included the leverage elements that have been achieved as a result of LGD funds being made available in the Local Enterprise Partnership (LEP) area.
The plan has been thematically organised, splits the evaluation between pre CPCA award and post CPCA awarded contracts. The plan outlines dissemination and publication routes for case studies and lessons learned.

Selected projects will be required to complete an evaluation. The basis of the evaluation will be to build upon input, output and outcome monitoring data and consider if all the strategic objectives of the project including wider economic benefit had been achieved in accordance with the original business case and assumptions used in the appraisal process. In the design of evaluation plans at project or programme level there should be reference to the HMT Magenta book and other methodologies.

It is recognised that the specific outcomes that will be monitored and measured will differ depending on the type of intervention, with specific focus placed on those outcomes most relevant to the project objectives. Some projects will report on core LGF outputs of jobs, homes and learners; others will have a wider range of outputs and outcomes agreed at the approval stage or through a contract variation.

Organisation background

The Combined Authority (CA) is made up of eight founding members across Cambridgeshire and Peterborough. Each partner is represented by their leader at Combined Authority meetings. The Combined Authority will be a lean and effective authority. Where possible, we will look to use existing resources whilst ensuring there is a relatively small investment available. This will allow us to create an effective team that will be essential in delivering our vision for Cambridgeshire and Peterborough.

In November 2016, all eight organisations agreed to pursue the devolution deal made with Central Government. From December 2016, the Shadow Combined Authority held monthly public meetings to progress the creation and formation of the authority. Following the signing of the Order by Communities Secretary, Sajid Javid, the first official meeting of the Cambridgeshire and Peterborough Combined

Authority took place on 20th March 2017.

A Mayor gives the Combined Authority a focal point and will be the contact for Central Government, working hard to ensure the organisation works closely with them to deliver the best results for local people.

The Business Board was constituted in September 2018. It is proud to be the Local Enterprise Partnership (LEP) for our region whose accountable body is the Cambridgeshire and Peterborough Combined Authority.

We have the best performing economy in the country outside London, contributing over £5bn a year to UK PLC, and have two of the top five fastest growing cities in the UK. It is home to the second greatest University in the world, and there are more patents registered here each year than in all the other combined authority areas put together. More than 25 of the world's largest corporations are based in Cambridge and there are over 4,500 knowledge intensive companies located within our area.

The Business Board gives commerce a strong voice in strategy development and decision making relating to the Combined Authority. There is a visionary and strong leadership of our Combined Authority, through the combination of an elected Mayor and a Combined Authority Board made up of the Leaders from all the constituent Councils. The Business Board is committed to advising the Combined Authority with its 2030 Ambition to become a leading place in the world to live, learn and work. It ensures that a clear business perspective is brought forward as the Combined Authority seeks to be at the frontier of accelerating delivery and securing new investment models, with and across Government, the private sector and the local area.

The LEP was awarded £146.7m which has been paid in three phases, the final phase for applications took place in July 2019 and it is expected that by March 2020 all funds will be allocated to projects.

Projects – Projects approved and contracted before CPCA managing of LGD

Project	Theme	Start Date	End Date	Partners	LGD funding	Leverage
Ely Bypass	Transport	01/01/2016	01/06/2018	Cambridgeshire County Council	£22,000,000	£14,000,000
Bourges Boulevard Phase 1 & 2	Transport	04/01/2014	31/03/2019	Peterborough City Council	£11,300,000	£0
A47/A15 Junction 20 Improvement Project	Transport	01/03/2016	31/03/2017	Peterborough City Council	£6,300,000	£0
The Welding Institute Expansion Project	Business Growth	01/09/2015	31/08/2018	The Welding Institute (TWI)	£2,100,000	£400,000
Cambridgeshire Biomedical Campus Development Project	Business Growth	01/12/2015	31/10/2016	University of Cambridge	£1,000,000	£3,064,000
Lancaster Way Phase 1 & 2	Business Growth	01/12/2016	31/03/2020	Grovemere Property Ltd	£4,680,000	£3,680,000
Food Manufacturing Centre Project	Skills	07/01/2015	31/07/2016	Peterborough Regional College	£586,000	£618,160
iMET Project - Skills	Skills	01/05/2015	31/03/2018	Cambridge Regional College	£10,500,000	£0

Projects – CPCA Current Projects in delivery

Project	Theme	Start Date	End Date	Partners	LGD funding	Leverage
Kings Dyke Crossing	Transport	01/07/2016	31/03/2020	Network Rail & CCC	£8,000,000	£21,981,000
M11 Junction 8	Transport	02/04/2019	31/03/2021	Essex County Council	£1,000,000	£8,065,000
Wisbech Access Strategy	Business Growth	01/05/2015	31/03/2021	Cambridgeshire County Council	£11,500,000	£227,434

Haverhill Research Park	Business Growth	01/07/2019	31/03/2021	Jaynic & West Suffolk DC	£2,600,000	£3,700,000
Medtech Accelerator Project	Business Growth	30/12/2016	31/03/2021	New Anglia LEP	£500,000	£700,000
Terraview	Business Growth	01/12/2018	30/04/2019	Terraview	£120,000	£554,070
Lancaster way Phase 2 Grant	Business Growth	30/12/2017	31.03/2021	Grovemere Property Ltd	£1,445,000	£3,680,000

Projects – CPCA Awarded

Project	Theme	Partners	LGD funding	Leverage
Illumina Accelerator	Business Growth	Illumina	£3,000,000	
Living Cell Incubator Space	Business Growth	Ararcaris Capital Ltd	£1,350,000	£1,350,000
SciTech Container Village	Business Growth	U+I plc	£697,250	£4,702,705
Project	Theme	Partners	LGD funding	Leverage
Ascendal New Technology Accelerator	Business Growth	Ascendal Group Ltd and Whippet Coaches Ltd	£965,000	£965,000
Hauxton House Incubator	Business Growth	O2H Ltd	£438,000	£500,000
NIAB – Hasse Fen Extension	Business Growth	National Institute of Agronomy and Botany	£595,000	£595,000
NIAB – Start Up	Business Growth	National Institute of Agronomy and Botany	£2,300,000	£2,300,000
TWI Ecosystem	Business Growth	The Welding Institute (TWI)	£1,230,000	£1,500,000
The Growth Service	Business Growth	CPCA Growth Management Company Ltd	£5,407,000	£14,075,114

Timetable

Number	Task	Start Date	End Date	Owner
1	Agree method for selection of projects for evaluation: • Impact • Cost			
2	Develop specification for Evaluation Tender			
3	Advertise tender			
4	Award tender			
5	Post contract meeting to develop priority projects for evaluation			
6	Evaluation undertaken: • Phase 1 – pre CPCA projects – April 2020 – Sept 2020 • Phase 2 – CPCA Awarded Projects (date to be confirmed)			
7	First draft report submitted			
8	Final report submitted			
9	Sign off report by Business Board			
10	Publish report – website			

Indicators

Indicator	Jobs created / safeguarded
Definition	The total number of newly created and safeguarded permanent full-time equivalent jobs as a direct result of the intervention at predetermined employment sites. Employment sites include occupied newly developed commercial premises, the premises of supported enterprises, and any FE space directly improved or constructed by the intervention. Created and safeguarded jobs exclude those created solely to deliver the intervention (e.g. construction). A job is deemed as permanent if it lasts at least a year.
Data Collection	Direct Monitoring: Monitoring form signed by the applicant, confirming the job numbers created. Payroll information on the new jobs provided by the applicant. An anonymised list of the employees created or safeguarded and their hours of work, signed by the applicant. Information about salary level may be provided Indirect Monitoring: Based on common standards of employment rates per square metre of space/typical job densities. Information from an employer about numbers employed High level business survey Information in evaluation report

Indicator	Business: Area of new or improved commercial floorspace (m2)
Definition	The amount of "new build" commercial floorspace constructed. Figures to be provided following completion. The amount of commercial floorspace refurbished to improve building condition and/or fitness for purpose.
Data Collection	Monitoring form signed by the applicant, confirming the metrics. Independent report setting out floor space achieved. Photographic evidence of new floor space. From scale plans and visual inspection on completion and tender documents.

Indicator	Housing Units Completed
Definition	At the impact site, the number of completed housing units. Complete refers to physical completion of the individual unit, or, in the case of flats, on physical completion of the block. Housing unit refers to one discrete housing unit (e.g. house, flat, live/work), regardless of size.
Data Collection	Monitoring form signed by the applicant, confirming the numbers. This may be on council tax registration or builder's practical completion or sale Local authority report confirming number of houses built linked to S106 contributions (where possible, identify the relevant impact site).

	Information about addresses and the actual houses that are being reported as attributable. Confirmation from Homes England Photographic evidence of new units.

Indicator	Apprenticeships
Definition	Number of apprenticeship positions created as a direct result of the intervention.
Data Collection	As reported by a College or employer as an apprenticeship or higher apprenticeship. Independent report setting out apprenticeships undertaken. Reported through quarterly/annual reviews. With clarity on additionality vs previous trend prior to intervention Data from reports produced by College for other public reports/ Governing body; Signed off by the employer

Indicator	Skills: Area of new or improved learning/training floorspace (m2)
Definition	The amount of "new build" training/learning floorspace constructed. Figures to be provided following completion. The amount of training/learning floorspace refurbished to improve building condition and/or fitness for purpose. For FE Colleges, this should be by estate grading. Figures to be provided following completion.
Data Collection	Monitoring form signed by the applicant, confirming the metrics. Independent report setting out floor space achieved. Photographic evidence of new floor space. From scale plans and visual inspection on completion and tender documents. Reported via post practical completion based on RICS reported figures

Indicator	Number of New Learners Assisted (in courses leading to a full qualification)
Definition	The number of new learners assisted as a direct result of the intervention, in courses leading to a full qualification.
Data Collection	Monitoring form signed by the applicant, confirming the metrics. full time learners only, by learner 'level' as defined in the SFA guidelines i.e. level 1/2/3/4. Per year registrations or actual students in the building. Individualised Learner records Submission of skills monitoring annual data capture form due in April each year. This breaks down the Level of NVQ and subject and provides data on starts and completions. Reported as part of the annual review process, in October each year post enrolment period and recorded on the template

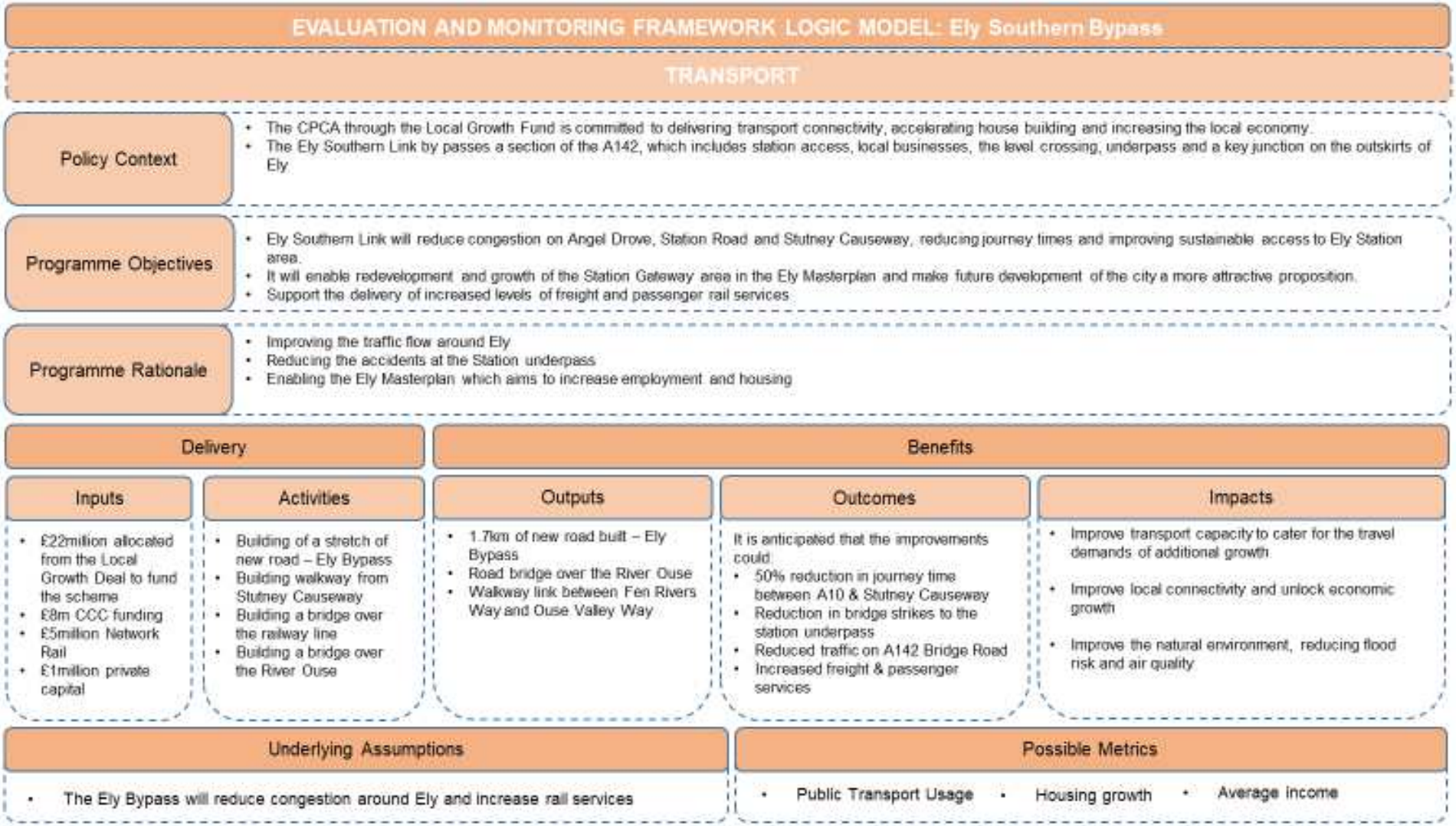
Indicator	Length of Road Resurfaced
Definition	Length of road for which maintenance works have been completed this quarter (km).
Data Collection	Monitoring form signed by the applicant, confirming the metric.

	Photographic evidence of road. From scale plans and visual inspection on completion Reported via highways colleagues based on the agreed business case approved for the scheme.

Indicator	Length of Newly Built Road
Definition	Length of road for which works have been completed and now open for public use (this quarter) (km).
Data Collection	Monitoring form signed by the applicant, confirming the metrics. Photographic evidence of road. From scale plans and visual inspection on completion and tender documents Reported via highways colleagues based on the agreed business case approved for the scheme.

Indicator	New Cycle Ways
Definition	Length of road for which maintenance works have been completed this quarter (km).
Data Collection	Monitoring form signed by the applicant, confirming the metric. Photographic evidence of road. From scale plans and visual inspection on completion Reported via highways colleagues based on the agreed business case approved for the scheme.

First Phase Projects



EVALUATION AND MONITORING FRAMEWORK LOGIC MODEL: Bourges Boulevard Phase 1 & 2

TRANSPORT

Policy Context

- The CPCA through the Local Growth Fund is committed to delivering transport connectivity, accelerating house building and increasing the local economy.
- Bourges Boulevard bisects Peterborough City Centre, serving the railway station and strategic brownfield sites from the commercial core and is a key enabler for development of the City centre and associated commercial areas.

Programme Objectives

- Improving access to the railway station
- Improving pedestrian and cycle access to the city centre
- Redevelopment of Fletton Quays – offering housing, offices and leisure facilities

Programme Rationale

- Improving the City Centre access in and around the Railway Station reducing congestion
- Enabling the development of key brownfield commercial sites identified for expansion

Delivery

Inputs

- £2.1million allocated from the Local Growth Deal – Phase 1
- £9.2million allocated from Local growth Deal – Phase 2

Activities

- Improvements to the station junction by Skanska on behalf of PCC
- Improvement to the safety features of the junction
- Improved pedestrian and cycle access to the City Centre

Benefits

Outputs

- Full signalisation of all approach arms
- Increased approach lanes
- Increased circulatory lanes
- New surfacing & lining where required
- Improved lighting where required

Outcomes

It is anticipated that the improvements could:

- Reduce congestion around the Railway Station
- Redevelopment of Fletton Quays:
  - 280 homes
  - 168,000 sq ft office space
  - 160 bed hotel
  - Restaurant, leisure & retail space
  - Cycle & pedestrian links

Impacts

- Improve transport capacity to cater for the travel demands of additional growth
- Improve local connectivity and unlock economic growth
- Redevelopment of Fletton Quays

Underlying Assumptions

- Improvements will reduce congestion and unlock growth

Possible Metrics

- Economic growth
- Housing growth
- Average income

EVALUATION AND MONITORING FRAMEWORK LOGIC MODEL: A47/A15 Junction 20

TRANSPORT

Policy Context

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Benefits

Outputs

- Full signalisation of all approach arms
- Increased approach lanes
- Increased circulatory lanes
- New surfacing & lining where required
- Improved lighting where required

Outcomes

It is anticipated that the improvements could:

- Reduce congestion around the Railway Station
- Redevelopment of Fletton Quays:
  - 280 homes
  - 166,000 sq ft office space
  - 160 bed hotel
  - Restaurant, leisure & retail space
  - Cycle & pedestrian links

Impacts

- Improve transport capacity to cater for the travel demands of additional growth
- Improve local connectivity and unlock economic growth
- Redevelopment of Fletton Quays

Underlying Assumptions

- Improvements will reduce congestion and unlock growth

Possible Metrics

- Economic growth
- Housing growth
- Average income

EVALUATION AND MONITORING FRAMEWORK LOGIC MODEL: Lancaster Way Phase 1 & 2 - loan

BUSINESS GROWTH

Policy Context

- The CPCA through the Local Growth Fund is committed to delivering economic development across the region; development of Enterprise Zones has supported this
- The development of business space, delivering increased GVA opportunities

Programme Objectives

- Development of starter space for companies within the Cambridgeshire area - Ely
- Improving the facilities available at the business park for current and future employees
- Extension of the current business park to meet identified commercial needs

Programme Rationale

- Improving the employment opportunities in and around Ely
- Enabling the development and expansion of commercial operators in the region

Delivery

Inputs

- £1million allocated from the Local Growth Deal – Phase 1
- £3.68million allocated from Local growth Deal – Phase 2

Activities

- Building of commercial start up units
- Spur road improvements
- Utility installation to the estate and individual units

Benefits

Outputs

- Erection of 10 units
- Building of spur road to enable access to the site
- Installation of electric connections
- Sub station building
- Water and communication works
- Street lighting fit out

Outcomes

It is anticipated that the improvements will be:

- Development of Lancaster Way Business park:
  - 31,000 sq ft office space
  - 590 new employment opportunities

Impacts

- Improve employment opportunities around Ely
- Improve commercial expansion and development

Underlying Assumptions

- Improvements will improve employment opportunities and business growth

Possible Metrics

- Economic growth
- Housing growth
- Average income

EVALUATION AND MONITORING FRAMEWORK LOGIC MODEL: TWI Expansion

BUSINESS GROWTH

Policy Context

- The CPCA through the Local Growth Fund is committed to delivering economic development across the region; and the expansion of innovative businesses
- The delivery of new technology and specialist testing, fabrication and validation space is key to this

Programme Objectives

- Refurbishment and modification of existing building space
- Creation of a testing facility for advanced technology
- Further development of business space in Cambridgeshire

Programme Rationale

- Improving the opportunities for development of research programmes
- Enabling the development and expansion of innovation across the region

Delivery

Inputs

- £2.1m grant funding

Activities

- Refurbishment of existing structures
- Installation of testing machinery
- Fabrication equipment

Benefits

Outputs

- Modification/build of business space
- Purchase and installation of specialist fabrication & testing equipment

Outcomes

It is anticipated that the improvements will be:

- Creation of 20 high value employment opportunities by 31 March 2017
- Further 10 high value employment opportunities by 31 March 2018
- Refurbishment of the TWI business space:
  - 858m2 modification/re-build
  - 2,480m2 refurbished space
  - Installation of specialist equipment

Impacts

- Improve employment opportunities and the GVA of the opportunities in Cambridge
- Improve the research and development opportunities in Cambridge and the wider region
- Improve the wider inward investment into Cambridge through the offer of live testing

Underlying Assumptions

- Improvements will improve employment opportunities and business growth

Possible Metrics

- Economic growth
- Average income

EVALUATION AND MONITORING FRAMEWORK LOGIC MODEL: Cambridge Biomedical Innovation Centre

BUSINESS GROWTH

Policy Context

- The CPCA through the Local Growth Fund is committed to delivering economic development across the region; development of innovation space for start-up or early stage businesses
- Enhanced global competitiveness of companies and enhanced knowledge base within the UK regulatory bodies
- Future growth in the in activities such as cell-based manufacturing and prototype manufacturing

Programme Objectives

- Development of starter space for life sciences within the Cambridgeshire area
- Expansion of the current space available at Addenbrookes Hospital

Programme Rationale

- Improving the employment opportunities in the region
- Improving the inward investment and economic growth of life science

Delivery

Inputs

- £1million grant allocated from the Local Growth Deal

Activities

- Refurbishment and modification of LMB/Bay 13 building at Addenbrookes Hospital

Benefits

Outputs

- Conversion of part of an empty building into a multi-occupier innovation centre

Outcomes

It is anticipated that the improvements will be:

- Development of Bay 13 at Addenbrookes Hospital:
  - 29,923 sq ft office & plant room space
  - 6 designated spaces
  - 243 new employment opportunities

Impacts

- Helping start-ups create successful businesses and economic value
- Interdisciplinary collaboration
- Raising awareness of R&D
- Providing training, skill sharing, mentoring and networking

Underlying Assumptions

- Improvements will improve employment opportunities and business growth

Possible Metrics

- Economic growth
- Average income

EVALUATION AND MONITORING FRAMEWORK LOGIC MODEL: iMET

SKILLS

Policy Context

- The CPCA through the Local Growth Fund is committed to delivering economic development across the region
- The utilisation of Enterprise Zones in the region
- Development of skills and training venues in the region – supporting technical skills and manufacturing, engineering and technology

Programme Objectives

- Development higher level skills based training facility
- Links to local employment identifying needs of businesses
- Develop opportunities for business support, consultancy and R&D services

Programme Rationale

- Improving the employability of people living in and around the region

Delivery

Inputs

- £10.5million allocated from the Local Growth Deal – Grant

Activities

- Building of the technical teaching space
- Fit out of the technical teaching space with specialist equipment

Benefits

Outputs

- Erection of 2.3m2 of teaching space
- Specialist technical equipment purchased:
  - Printing
  - Mechanical
  - IT
  - Engineering

Outcomes

It is anticipated that the improvements will be:

- Building of iMET:
  - 2,390m2 of teaching space
  - 250 apprentices by 2021/22
  - Income generated of £1.5m

Impacts

- Improve training opportunities in the region, targeting the key sectors
- Improve the engagement with businesses into the training market

Underlying Assumptions

- Improvements will improve employment opportunities and business growth

Possible Metrics

- Economic growth
- Training & Apprenticeships
- Average income

EVALUATION AND MONITORING FRAMEWORK LOGIC MODEL: Food Manufacturing Centre - PRC

SKILLS

Policy Context

- The CPCA through the Local Growth Fund is committed to creating apprenticeships and training opportunities across the region
- The CPCA is targeting specific areas of training identified as being required within the region by employers

Programme Objectives

- Development of the training facility with food manufacturing line in situ
- Improving the training opportunities current and future employees across the region
- Extension of the training offer through the Regional College in Peterborough

Programme Rationale

- Improving the employment opportunities in and around Peterborough and the wider regions
- Enabling the training available to improve the GVA outcomes for employees within the food manufacturing sector

Delivery

Inputs

- £350k Local Growth Deal - Grant

Activities

- Building of a dedicated food manufacturing education and training resource
- Development of the curriculum to support the food industry

Benefits

Outputs

- Erection of the 420m2 food manufacturing facility
- Fit out of the food production line equipment
- Development of the curriculum in line with identified business needs

Outcomes

It is anticipated that the improvements will be:

- Development of the Centre of Excellence:
  - 420m2 teaching/training space
  - 327 apprenticeships annually
  - 10 employers using the space each year

Impacts

- Improve training and apprenticeship opportunities in Peterborough
- Improve employer engagement in the apprenticeship delivery
- Improve the opportunities for companies to employ trained individuals resulting in higher GVA in the sector

Underlying Assumptions

- Improvements will improve employment opportunities and business growth

Possible Metrics

- Economic growth
- Training & Apprenticeships
- Average income

Roles & Responsibilities

Role	Responsibilities
Project Manager/Lead	Providing impact/outcomes data
Project analyst	Determining source/evidence and verifying data
LGD Project Officer	Validating data