GREATER CAMBRIDGE PARTNERSHIP

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22 June 2018

To: Members of the Greater Cambridge City Deal Executive Board:

Councillor Lewis Herbert	Cambridge City Council
Councillor Aidan Van de Weyer	South Cambridgeshire District Council
Phil Allmendinger	University of Cambridge
Councillor Ian Bates	Cambridgeshire County Council
Claire Ruskin	Cambridge Network

Dear Sir / Madam

You are invited to attend the next meeting of **GREATER CAMBRIDGE PARTNERSHIP EXECUTIVE BOARD**, which will be held in **COUNCIL CHAMBER, GUILDHALL, CAMBRIDGE** on **WEDNESDAY, 4 JULY 2018** at **4.00 p.m.**

Requests for a large print agenda must be received at least 48 hours before the meeting.

AGENDA

		PAGES
1.	**Election of Chairperson**	
2.	**Election of Vice Chairperson**	
3.	**Joint Assembly Membership**	
4.	**Apologies for Absence**	
5.	**Declarations of Interest**	
6.	**Minutes of the Previous Meeting** To authorise the Executive Board to sign the Minutes of the meeting held on 21 March 2018 as a correct record.	**1 - 10**
7.	**Questions from Members of the Public**	
8.	**Joint Assembly Chairperson's report**	**11 - 14**
9.	**GCP Transport Strategy** Update on work to further define the public transport elements of the GCP's transport strategy.	**15 - 28**

10. A428 Cambourne to Cambridge

~~Full Outline Business Case for options for investment Cambourne to Cambridge.~~

PAPER WITHDRAWN – Due to pause requested in Mayoral Transport Statement.

Decision deferred to October 2018.

11. Milton Road **29 - 42**

To consider the preferred option preliminary design for Milton Road along with the strategic outline business case as a basis for public consultation to facilitate the final preliminary design and outline business case.

12. City Access **43 - 58**

~~To update on the City Access programme including a detailed intelligent signals review delivery plan and to give approval to consult on demand management principles and measures.~~

PAPER AMENDED – Update on City Access Programme, including report on future transport requirements.

Decision on demand management principles deferred to October 2018 due to pause requested in Mayoral Transport Statement.

13. Greenways **59 - 72**

To consider the outcomes of initial engagement and approve public consultation on proposals during 2018.

14. Cambridge South East Transport Study **73 - 124**

~~Presenting results of public consultation and to note preparation of Outline Business Case.~~

PAPER AMENDED – Presenting results of public consultation and approval of programme quick wins.

Decision on strategy approach deferred to October 2018 due to pause requested in Mayoral Transport Statement.

15. GCP Quarterly Progress Report **125 - 202**

To monitor progress across the GCP workstreams including financial monitoring information.

16. Date of Next Meeting

To note that the next meeting will take place at 4pm on Thursday 11th October 2018, at South Cambridgeshire Hall, Cambourne.

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GREATER CAMBRIDGE PARTNERSHIP EXECUTIVE BOARD

Minutes of the Greater Cambridge Partnership Executive Board held on Wednesday, 21 March 2018 at 4.00 p.m.

Members of the Greater Cambridge Partnership Executive Board:

Cllr Francis Burkitt	South Cambridgeshire District Council
Cllr Lewis Herbert	Cambridge City Council
Phil Allmendinger	University of Cambrdige
Cllr Ian Bates	Cambridgeshire County Council
Claire Ruskin	Cambridge Network

Officers/advisors:

Niamh Matthews	Strategic Programme & Commissioning Manager,Greater Cambridge Partnership
Rachel Stopard	Chief Executive, Greater Cambridge Partnership
Stephen Kelly	Joint Director of Planning & Economic Development, Cambridge City Council & South Cambridgeshire District Council
Peter Blake	Transport Director, Greater Cambridge Partnership
Sarah Heywood	Greater Cambridge Partnership
Kathrin John	Democratic Services, South Cambridgeshire District Council
Victoria Wallace	Democratic Services, South Cambridgeshire District Council

1. APOLOGIES FOR ABSENCE

An apology for absence was received from Councillor Kevin Price, Chairperson of the GCP Joint Assembly, due to illness.

2. JOINT ASSEMBLY MEMBERSHIP

The Executive Board noted that Mark Robertson had stepped down from the GCP Joint Assembly where he acted as an academic representative on behalf of Cambridge Regional College.

The Executive Board **ENDORSED** the nomination from Professor Phil Allmendinger, on behalf of the University of Cambridge, of Jo Sainsbury from iMET (Innovation, Manufacturing, Engineering and Technology) to fill the resultant vacancy on the Joint Assembly.

It was noted that one more representative of the business community was needed on the Joint Assembly, and Claire Ruskin confirmed she was working on that.

3. DECLARATIONS OF INTEREST

The following declarations of interest were made:

- Professor Phil Allmendinger declared a non-pecuniary interest in relation to item 7 (Histon Road: Bus, Cycling and Walking Improvements Final Concept) as a resident of Gilbert Road.
- Councillor Ian Bates declared a non-pecuniary interest in relation to item 8 (Western Orbital: Progress on additional Park and Ride capacity; and submissions to Highways England on Girton Interchange and M11 Smart Motorway) given that he was a County Councillor and the County Council owned a piece of land which might be available for use as a possible additional park and ride site.

4. MINUTES OF THE PREVIOUS MEETING

The minutes of the meeting of the Executive Board held on 8 February 2018 were confirmed as a correct record for signature by the Chairperson.

5. QUESTIONS FROM MEMBERS OF THE PUBLIC

The Executive Board **RECEIVED** and responded to public questions as part of agenda items 7, 8, 9 and 10. The questions and a summary of the answers are provided as an appendix to the minutes.

Councillor Mike Todd-Jones addressed the Executive Board, as Chair of the Local Liaison Forum, on item 7.

6. OVERVIEW FROM THE CHAIRMAN OF THE JOINT ASSEMBLY

The Executive Board **RECEIVED** an overview report on the discussions from the meeting of the Greater Cambridge Partnership Joint Assembly held on Wednesday, 28 February 2018.

Councillor Bates informed the Executive Board that he had attended the Joint Assembly meeting and referred to some data and information that had been produced by Councillor Grenville Chamberlain, who was a member of the Joint Assembly. Councillor Bates felt that the Board needed to better understand this information and asked that the Transport Director look at this and provide a briefing to the Executive Board. The Transport Director informed the Executive Board that Councillor Chamberlain had since provided him with some information in relation to this.

The Chairperson referred to the new screens that were in the lobby at Shire Hall, which displayed transport data for the area, and noted the good progress that these reflected.

7. HISTON ROAD: BUS, CYCLING AND WALKING IMPROVEMENTS FINAL CONCEPT

The Chairperson invited public questions from Anna Crutchley, Secretary of the Benson Road Residents' Association (BenRa) and Lilian Rundblad, Vice Chair of Histon Road Local Liaison Forum. The questions and a summary of the answers are provided as an appendix to the minutes.

In relation to the public questions, Councillor Bates pointed out that air pollution was often caused by standing vehicles, therefore if vehicles were able to keep moving, air pollution would be reduced and air quality improved. In relation to public questions from the Histon Road LLF, Councillor Bates advised that he would be happy to meet with residents to discuss their concerns. Regarding night time restrictions to HGVs, Councillor Bates advised that his experience of trying to bring in such restrictions was that this was an extremely complex and long process. He would be happy to look at this from a County

Council perspective but advised that it was not a simple solution.

In relation to the public questions and 20mph speed limit zones raised by the Histon Road LLF, the Transport Director added that the environment in which 20mph zones were situated needed to be self-enforcing. If it was not then traffic would move at an appropriate pace, which was 30mph in a traditional residential area.

Councillor Mike Todd-Jones, Chairman of the Histon Road Local Liaison Forum was invited to address the Executive Board. He summarized the key outcomes of the last LLF meeting:

- The LLF recognized that the 5 way junction at Histon Rd, Victoria Rd, Huntingdon Rd, Castle Hill and Mount Pleasant was a difficult junction. The LLF acknowledged the attempts that had been made to improve safety, particularly in relation to cycling. The LLF wanted full access to be maintained to Victoria Road at the junction.
- The LLF endorsed the GCP's proposed solution at the Gilbert Road/Warwick Road junction, particularly with regards to pedestrian and cyclists' movements.
- Regarding the bus lane, the LLF acknowledged that improving bus journey time was key.
- The LLF endorsed the Darwin Green spy road, Kings Hedges junction and taking the scheme up to just south of Carisbrooke Road.
- Compulsory land purchase had been a real concern for the LLF, which was pleased that the commitment had been maintained to there being no compulsory land purchase.
- The LLF was pleased about the work to mitigate verge loss due to the bus lane.
- The LLF welcomed the retention of the line of trees.
- The green environmental aspect of Histon Road was very important and it was critical that this was maintained.
- The LLF was pleased that capacity had been found to accommodate the loss of resident parking bays on Histon Road.
- For local businesses the LLF thought that parking options at Cranwell Court should be maintained, and asked that the GCP consider this.
- The LLF appreciated the commitment from Highways to work with them regarding rat running mitigations.

Councillor Bates had attended the LLF meeting and confirmed that this was a fair reflection of what had taken place at the meeting. The Vice Chairperson was keen to follow up on the detail with Councillor Todd-Jones and the LLF.

The Transport Director added that the scheme balanced a series of priorities along the corridor and that the proposed solution was optimal. Extensive engagement had taken place and it was acknowledged that different parts of the community had different priorities, which the GCP was trying to pull together into a single scheme. On street parking was highlighted as an issue and mitigation to accommodate the 42 spaces that would be lost, would continue to be looked at. The next stage of the process was public consultation.

Executive Board members made the following points:

- Executive Board members expressed their general support for the reconfigured scheme.
- The Board welcomed the direction of travel and consultation and engagement that had taken place to date.
- Executive Board members highlighted the importance of making cycling and

pedestrian movements as safe as possible, as there were so many schools in the area.
- All schools in the area needed to be made aware of the proposed scheme and needed to be consulted.
- Executive Board members expressed support for schemes such as this, which encouraged modal shift. It was pointed out that some people would still need to drive down Histon Road and the scheme would make little difference to them.
- Executive Board members expressed support for this scheme, however it was felt by some that something more radical may need to be done in future.
- Board members felt that there were details that needed to be worked through, particularly with regards to businesses and the scheme also needed to consider the junctions.
- A significant number of cyclists used the route, therefore there was a particular need at Histon Road for through cycling.
- Executive Board members paid tribute to Paul Van de Bulk for all his work on the scheme, which had been transformed due to his and the LLF's work.

The Transport Director explained the next steps, clarifying that public consultation would take place following which an Executive Board decision would be sought to proceed to detailed design. This would consider all the detailed design, including the procurement and delivery arrangements for the scheme. Engagement would continue following the public consultation, the importance of which the Chairperson highlighted.

Councillor Todd-Jones proposed that at the start of the public consultation, a Local Liaison Forum stakeholder workshop take place. The Transport Director would take this forward with the LLF.

The Executive Board **AGREED** unanimously to:

(1) Support the "Preliminary Concept" design shown in Plans 1-6 as a basis for public consultation and further detailed design work, including preparation of the business case.

(2) Approve the revised budget that includes a new estimate of £6M in capital costs for delivery of this scheme.

8. WESTERN ORBITAL: PROGRESS ON ADDITIONAL PARK AND RIDE CAPACITY; AND SUBMISSION TO HIGHWAYS ENGLAND ON GIRTON INTERCHANGE AND M11 SMART MOTORWAY

The Chairperson invited public questions from Jane Ward, Chair of Hauxton Parish Council, Niall O'Byrne, Chair of Harston Parish Council, District Councillor Janet Lockwood and Jan Nanor, Member of Harston Residents' Group. The questions and a summary of the answers are provided as an appendix to the minutes.

The Transport Director presented the report, which outlined the development of the Western Orbital scheme and set out issues for public consultation on a new Park and Ride site at Junction 11 of the M11, and associated public transport and vehicular priority measures. The report also set out proposals to ask the GCP Executive Board to delegate to the Chief Executive in consultation with the Chairperson, a submission to Highways England for the inclusion of Girton Interchange and M11 smart motorway in the Highway England's second Roads Investment Strategy.

The Transport Director highlighted the significant increase in traffic on the M11 around

Cambridge which was partly due to it being used as a local distributor road to get around Cambridge. As a result of this the M11 had no resilience, with the slightest problem bringing it to a standstill. Smart motorway would deliver use of the hard shoulder at peak times when needed, providing additional capacity and improved resilience. The GCP was continuing to work with Highways England to demonstrate the case for this.

The Executive Board discussed the report:

- In response to a query, the Transport Director informed the Executive Board that the slip road off the M11 may go under the A10 and explained that this would be done by grade separation. The Chairperson felt that any proposals to go over the A10 would encounter strong resistance from the public.
- The Executive Board was informed that the aim was to avoid buses being caught in general traffic. To achieve this, either a significant enhancement to the junction was needed, which would be costly, or the existing agricultural bridge could be used. The Executive Board was informed that whatever was implemented would be screened with trees around the boundary.
- Regarding the Trumpington Road interventions, the Executive Board was informed that officers were considering the whole journey to and from park and ride sites; an improvement to the general flow of traffic needed to be ensured and not just an improvement to the flow of public transport. Length of journey and reliability of journey were critical. The Transport Director clarified that the report presented a very early look at Trumpington Road.
- The Executive Board was informed that Highways England was onboard with the concept for the M11 and as Highways planned in five year units, the GCP was trying to feed into their next five year unit (RIS2).
- In response to a query, the Transport Director clarified that with regards to the Girton Interchange scheme, the GCP was trying to get this included in the Highways England East/West Oxford to Cambridge Expressway scheme. The GCP had written to the Chief Executive of Highways England and had been using Highways England's consultants and framework to demonstrate the case for the interventions.
- In response to a query from the Vice Chairperson, the Transport Director informed the Executive Board that given the lack of success of the M4 bus lane, there was little chance that Highways England would consider giving priority of the third lane on the M11, to buses. The GCP would continue to work with Highways England on how to use the additional capacity.
- The importance of ensuring Highways England's different projects and teams were joined up was emphasized, as different teams were working on projects which influenced one another. The Transport Director advised the Board that a key role for the GCP was to ensure that projects were joined up.
- Concern was expressed regarding the approaches to Junctions 11 and 13 on the M11 where the hard shoulder was already being used by queuing traffic, which was very dangerous.

The Executive Board discussed the recommendations and made the following points:

- Whilst some members felt that a new park and ride was not an ideal or long term solution, it was a critical short term solution due to the large number of employees currently at the Cambridge Biomedical Campus (CBC) and Addenbrooke's Hospital, as well as the patients and visitors of the hospital. There would be an additional increase of at least 5000 employees on the CBC site this year, therefore accelerating a short term solution was critical. Members suggested that the earlier on in the commute that the cars could be collected and people put on buses, the better.
- Members felt that rail would be an ideal solution however it was acknowledged that there was not yet a Cambridge South Station.
- Members commented that Park and Ride was an effective way of encouraging modal

shift and existing Park and Rides were well received and well used.
- Members felt that the traffic signaling on Trumpington Road needed to be updated.
- The Vice Chairperson commented that the out of town transport options needed to be increased and investments at Foxton needed to be brought forward.

In summary, all Board members felt that the proposals were needed and whilst keeping the public questions in mind, the Chairperson proposed an alternative recommendation. Taking into account the comments that had been raised by residents, the Board supported the Chairman's proposed recommendation. The two non-voting Board members also indicated their support for the proposal, whilst highlighting the need for urgency.

Following approval of amendments to recommendations i and ii in the report, the Executive Board:-

(1) **AGREED** unanimously that, in respect of any new Park & Ride (P&R) at M11 Junction 11 and associated public transport/vehicle access on and off the M11 and A10, further analysis should be undertaken and opinions sought, and brought back to a future meeting of the Joint Assembly and Executive Board, in the form of an Outline Business Case for these or better options, for further discussion and a decision at that time whether or not to proceed. Any Public Consultation will be deferred until after that decision.

Such analysis should include, as a minimum:

(a) the rationale for the scheme, including who it would serve and why there is a need for change from existing provisions;

(b) Traffic modelling along the A10 and M11 including air and noise pollution;

(c) dovetailing with the study currently being undertaken on the need to provide better transport links to Addenbrooke's, the new Papworth Hospital and the growing number of jobs at Cambridge Biomedical Campus together with patients and visitors;

(d) dovetailing with the potential interventions at Foxton, being greater car parking to serve the train station and/or a bridge/underpass for the A10 road to avoid the level crossing;

(e) dovetailing with the emerging plans for a new train station at Cambridge South;

(f) dovetailing with the emerging plans for the CAM Metro; and

(g) a compare-and-contrast exercise as between (i) no new P&R; (ii) a new P&R immediately west of Junction 11; and (iii) expansion of the existing Trumpington Road P&R, either multi-level or on a larger site footprint; (iv) alternative transport options.

and such opinions should be sought, as a minimum, from:

(h) Harston and Hauxton Parish Councils and Trumpington Residents' Association;

(i) Addenbrooke's, the new Papworth Hospital and the Cambridge Biomedical Campus; and

(j) the Mayor for Cambridgeshire and Peterborough and/or the Combined Authority.

(2) **AGREED** unanimously that, based on the ongoing analysis set out in the report, to delegate to the Chief Executive, in consultation with the Chairperson, authority to make a submission to Highways England for the inclusion of Girton Interchange and the M11 smart motorway in the second Roads Investment Strategy and that the Mayor/Combined Authority be asked to support the submission.

(3) **NOTED** the development of a "West of Cambridge" package of interventions to replace the previously described "Western Orbital" scheme.

9. CITY ACCESS UPDATE INCLUDING MODE SHIFT AND DEMAND MANAGEMENT OPTIONS

The Chairperson invited Councillor Oscar Gillespie to ask his question. In addition to the response to his question given by the Transport Director, a summary of which is included in the appendix to the minutes, the Chairperson suggested Councillor Gillespie may want to consider submitting a bid to the GCP's smart workstream. The Joint Director for Planning and Economic Development (Cambridge City Council and South Cambridgeshire District Council) informed Councillor Gillespie and the Board, that the car club concept was central to conversations between the planning authority and developers regarding sustainable transport options.

The Transport Director presented the report which updated the Board on the progress of the City Access programme and options for achieving modal shift through demand management. The Executive Board was informed that an audit of traffic signals had been completed and officers were considering the findings of this. The following was being looked at regarding traffic signals:

1. Whether the time all existing traffic lights were on red, amber or green could be adjusted to improve traffic flow.
2. Whether strings of traffic lights along the same road could be linked in order to improve traffic flow.
3. Whether radar sensors could be linked to traffic signals so that lights would turn green when a bus approached.

A work programme would be presented at the next Executive Board meeting.

Executive Board members discussed the report and made the following points:

- Members expressed their support for this work.
- The need for demand management systems to be very intelligent and fair for everyone both in the City and those entering the City from outside, was urged.
- A major improvement in the quality of public transport was needed as some of the potential demand management measures would not work without it.
- The need to persist with measures to cut the number of vehicles coming into the city and to get more people onto cleaner transport options, was highlighted.
- The importance of reconfiguring the city centre was highlighted as too many vehicles were still coming into the city centre.
- As well as positive demand management measures, negative measures were also needed in order to raise the funding needed to cover the cost of improving public transport.
- It was suggested that travel planning needed to be put back in the mix of options.

- Issues with city centre car parks needed to be addressed.
- As people were commuting to Cambridge from as far afield as Kings Lynn, March, Chatteris and Haverhill for example, the consultation with stakeholders needed to be broadened.
- Traffic modelling from further outside the city needed to be considered.
- Prioritisation of measures needed to be considered with stakeholders, as not everything could be done at once.
- Regarding recommendation 2, it was specified that the GCP needed to engage with Cambridgeshire County Council, the Cambridge Biomedical Campus, Addenbrooke's Hospital, business and the university.

The Executive Board **AGREED** unanimously:

(1) To support the development of options for managing traffic demand in Cambridge and to agree that proposals which best meet the objectives set out in paragraph 8.7 are prepared for the Executive Board in July 2018 with the aim to continue the demand management aspects of the "Big Conversation" with stakeholders and the public in Autumn 2018.

(2) That the GCP engages, with partners, including the Cambridgeshire and Peterborough Combined Authority to ensure alignment with the strategic transport plan, and to provide the opportunity for others to shape/comment on the possible approaches for managing demand and reducing congestion.

(3) To support the principles of an electric bus pilot and to delegate approval of the pilot to the Director of Transport, in consultation with the Executive Board Chairperson.

10. QUARTERLY PROGRESS REPORT, INCLUDING BUDGET SETTING 2018/2019

The Chairperson invited Keith Warburton to ask his question. The question and a summary of the response given are set out in the appendix to the minutes. The Chairperson emphasized that the GCP was keen for travel hubs to be designed by the local community, therefore the GCP would not impose the provision of meeting rooms at travel hubs, but could suggest this.

Councillor Bates asked Mr Warburton to get in touch with Dr Liz Robin, Director of Public Health and to copy him in on any correspondence.

In considering the report, the Executive Board members made the following points:

- In response to a query regarding the New Homes Bonus, the Executive Board was informed that it was not yet known if there would be any likely change.
- Concern was raised regarding the amount of money being received through Section 106 contributions. It was suggested that more detail was required regarding the longer term financial aspect of S106. In response to this, the Board was informed that there were ongoing discussions taking place regarding Section 106.

The Executive Board:

(1) **NOTED** the progress across the GCP Programme.

(2) **AGREED** unanimously the proposed 2018/2019 Budget (as set out in Appendices 1 and 1A to the report).

11. GREATER CAMBRIDGE PARTNERSHIP FUTURE INVESTMENT STRATEGY

The Chief Executive presented the report, which the Executive Board considered. In response to a query regarding ensuring that the GCP was working in collaboration with the Combined Authority, the Chief Executive clarified that a more concrete proposal would be presented to the Executive Board at its meeting in July 2018.
The importance of joining the two five year periods together was emphasized and this approach was supported.

The Executive Board unanimously **AGREED**:

(1) The core Future Investment Strategy (FIS) principles and focused themes set out in the submitted paper.

(2) To ask officers to work in collaboration with the Combined Authority to ensure that the GCP's future investment priorities are aligned with the Combined Authority's Prospectus and Four Year Plan.

(3) That officers continue to work on the process and criteria for the prioritisation of FIS schemes and projects and to develop plans for wider engagement later in 2018.

12. DATE OF NEXT MEETING

The Executive Board **NOTED** that the next meeting would take place on Wednesday, 4 July 2018 at 4.00pm in Committee Rooms 1 and 2 at the Guildhall, Cambridge.

13. COUNCILLOR FRANCIS BURKITT - GCP EXECUTIVE BOARD CHAIRPERSON

The Vice-Chairperson noted that this would be the last meeting attended by Councillor Francis Burkitt, the Chairperson of the GCP Executive Board.

Members of the Executive Board placed on record their thanks to Councillor Burkitt for his significant contribution to the work of the Board and wished him well for the future.

The Meeting ended at 6.20 p.m.

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Report To: **Greater Cambridge Partnership Executive Board** **4 July 2018**

Report From: **Councillor Tim Wotherspoon, Chairperson of Greater Cambridge Partnership Joint Assembly**

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1. Overview

1.1. This report is to inform the Executive Board on the discussions at the Joint Assembly held on Thursday 14th June 2018, which the Board may wish to take into account in its decision making.

1.2. Ten public questions were received, of which one was taken with the GCP Transport Strategy Item, six with the Milton Road item and two with the Greenways item. One question was refused under standing orders as it did not relate to a specific item on the agenda.

1.3. Six reports were considered; one was postponed and two were amended due to the Mayoral Transport Statement, which was considered by the Cambridgeshire and Peterborough Combined Authority on 30th May 2018.

2. GCP Transport Strategy

2.1. The Joint Assembly welcomed the paper and agreed with the overall approach being recommended to the Executive Board, and looked forward to a future version of the paper coming back to the Assembly.

2.2. Whilst Joint Assembly members were happy with the overall content of the report, they had some observations about whether all views had been taken into account and in particular, whether there had been any engagement with bus users groups. There was also discussion around the need for weekend traffic to be taken into account as well as commuter journeys.

2.3. There was concern amongst many Joint Assembly members about the high cost of public transport and the perceived benefits on the levels of traffic within the city if the costs were lowered. Overall, they welcomed the analysis of service provision, alongside infrastructure needs, and recognised that both needed addressing together

3. Milton Road Project

3.1. The chair of the Local Liaison Forum was generally supportive of the proposals although fed back some specific points that were also made through the public questions. She fed back that the scheme in front of the Joint Assembly today was much better and well received than the original proposals, and thanked both residents and officers for working together to find better solutions.

3.2. Members of the Joint Assembly discussed the introduction of shared pedestrian and cyclist paths along Milton Road and members were worried about the potential impact on the safety of pedestrians that this could have.

3.3. Following a public question, there was a wider discussion about the potential of verge parking along Milton Road and how it would damage the verges after the works had been finished. Various members showed interest in this and it was therefore formally agreed to ask the Executive Board to agree the introduction of a Traffic Regulation Order along Milton Road as an integral part of the scheme's final proposals

4. City Access

4.1. The Joint Assembly was happy to see this report, although they commented on the amount of time that it had taken to reach them as a report. Members agreed with the general points that the paper was making and wanted to see it progressed quicker.

4.2. The Joint Assembly's main points of discussion were surrounding the potential impact that this policy could have on lower income families as they were most likely to be affected by any potential toxicity/intelligent charge. Members were also reluctant to fully commit to a measure as significant as this until the public transport network has improved drastically. The Joint Assembly was concerned that physically closing roads would simply displace the traffic to other roads.

4.3. Members also made the suggestion that officers should look at school traffic as it was felt that this adds a large amount of traffic during peak hours.

5. Greenways

5.1. There was a positive reception to the Greenways paper and members supported the direction of travel. The main discussion topic was a desire to see the main greenways linked together by minor routes ("fishbone design") to connect smaller villages in rural areas.

5.2. Members raised the importance of sufficient consultation on the schemes, including issues, such as the width of the paths and whether they would be sufficient enough to accommodate shared use. Members discussed the potential issue of flooding on the St Ives Greenway and if this had been considered by officers when they were planning the potential route.

5.3. Members also raised issues around the maintenance of the Greenways. Members agreed that whilst the whole of the Joint Assembly supported the Greenways project, they would be short-lived and not used much if the paths are not properly maintained and have budgets for maintenance. They also commented specifically on Cherry Hinton and whether a safe crossing at Yarrow Road roundabout could be considered and integrated to the design. They also raised the point that Cherry Hinton North station should be included in design proposals.

6. Cambridge South East Transport Study

6.1. The paper was well received by members of the Joint Assembly and they noted that the proposed recommendations being taken to the Executive Board had changed due to the Mayoral Interim Transport Strategy Statement. The Chair of the Local Liaison Forum fed back to members and commented that the forum was generally happy with the direction of travel.

6.2. There was a discussion between members on the proposal for an underpass at the junction near Wandlebury, as members were concerned that the underpass may not be used by pedestrians due to safety concerns and that the road would still be a dangerous options for pedestrians to cross.

7. Quarterly Progress Report

7.1. Members showed great interest in the Quarterly Progress Report and the section that details the GCP's progress on skills and apprenticeships. There was a broad discussion on how the GCP is working with the Combined Authority to be able to deliver its skills commitment as one body. Members also questioned why they were viewing data from over 2 years ago and when they would be able to see the updated data.

7.2. Members also commented on the proposal for the GCP to look at viability studies in two projects within the GCP area and what principles we apply when looking at GCP investment. There was large interest in the autonomous vehicle pilot and members wanted to make sure that it was on track to meet its predicted timescales. Finally, the assembly wished to further understand 'smart panels' and asked if Cambridge North could be considered as a location for a smart panel.

End of Chair report

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GREATER CAMBRIDGE PARTNERSHIP

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Report to: Greater Cambridge Partnership Executive Board **4 July 2018**

Lead officer: Peter Blake – GCP Transport Director

Transport Strategy - Future Public Transport Requirements

1. Purpose

1.1. This paper updates the Board on the work to further define the public transport elements of the Greater Cambridge Partnership's (GCP) transport strategy. It provides a reminder of the range of schemes currently under development.

1.2. It also presents emerging analysis of quantitative data to allow us to define the scale and nature of the public transport system required to achieve the traffic reduction goals of GCP, and to define priority interventions needed to deliver a transformative public transport system. The analysis aims to answer the questions:

- How much additional pressure from growth should we expect on those networks?
- How much additional public transport demand is implied by meeting the headline City Access target of 10-15% road traffic demand reduction?
- In light of these considerations, where should we prioritise investment, and what type of investment is likely to best support modal shift?

1.3. This paper is submitted in parallel with a separate City Access paper which focuses on the options to manage demand for road space.

1.4. These proposals will be discussed during June and July with Cambridgeshire & Peterborough Combined Authority, as the strategic transport authority, as part of developing final City Access proposal. The planned discussions between the GCP and Combined Authority as agreed at the CPCA meeting on 30th May 2018 will focus on aligning short, medium and long term policies and future work programme, including a review of the Combined Authority evidential basis and delivery strategies. The City Access proposals will be adapted to reflect the outcome of these discussions.

2. Recommendations

2.1. The Executive Board is recommended to:

- Note the work to date on further defining the public transport requirements for the GCP's transport strategy.

- Agree to progress the detailed work to further develop a prioritised programme of public transport interventions required to meet the objectives of the GCP's transport strategy.

- Agree, to work with the Combined Authority, as the designated public transport authority for the Greater Cambridge area to deliver proposals for securing public transport improvements.

3. Officer comment on Joint Assembly recommendations and issues raised

3.1. The Joint Assembly agreed to ensure that there was full representation when writing the paper as it does not currently take into account views of any bus users groups. Members also raised the need for any potential transport strategy to take into account weekend as well as weekday traffic. Officers promised to take both of these away and revise the report accordingly

3.2. There was unanimous concern raised by Members of the Joint Assembly for the high cost of public transport in the area and, if public transport costs were lowered, how much an effect this could have on traffic levels within the city. Officers advised members that we are in communication with bus operators; a possible solution for this is bus franchising which is a mayoral power.

4. Key issues and considerations

4.1. Greater Cambridge is a national economic success story, an important contributor to UK PLC and host to some of the most productive and innovative parts of the UK economy. The role of the Greater Cambridge Partnership is to support the continued economic success of the Greater Cambridge area, to ensure that this growth is supported and that everyone in Greater Cambridge is able to access the opportunities offered by that growth.

4.2. In doing so, the GCP is working, and will continue to work, closely with the Mayor and Combined Authority of Cambridgeshire and Peterborough.

4.3. The GCP must ensure that the benefits that draw people to Greater Cambridge - beautiful landscape, historic environment, good high quality jobs, educational offer, are not allowed to be offset by the costs that can come with growth, for example, increasingly unaffordable housing; traffic congestion; poorer air quality.

4.4. Congestion is a major problem. People are spending too much of their spare time in traffic jams. This has an impact on people's quality of life, the local environment and business productivity. Preliminary economic analysis published in the draft Cambridgeshire and Peterborough Independent Economic Review (CPIER) suggests that at current rates of transport infrastructure investment, the ability to deliver planned growth is threatened.

4.5. This paper outlines the work to date to explore the scale and shape of public transport required to support reducing congestion and improving air quality in and around Cambridge.

4.6. This way of managing demand is predicated on putting in place demonstrable improvements in public transport in order for there to be an effective, reliable and affordable alternative to the car prior to interventions designed to manage demand. The City Access programme is designed to support the development of a world class transport system for Greater Cambridge.

5. Vision and objectives for public transport

5.1. Our vision is for a public transport system that:

- offers a genuine alternative to the car;
- is rapid, reliable and, where possible, segregated from cars;
- is an integrated network of bus, rail and mass transit services, including timetable, ticketing and information;
- focuses on better serving the key employment centres outside of the city centre - Cambridge Science Park, Cambridge Biomedical Campus, West Cambridge and the cluster around Cambridge Airport;
- is both affordable and feasible to deliver and sustain.

5.2. The headline metric of success is the longstanding objective that city centre traffic should be reduced by 10% to 15% over 2011 levels. This is a sufficient reduction to make tangible improvements to people's day to day lives and reduce time lost to traffic jams. In terms of how this feels to people using the roads, this would equate to traffic levels during school holidays.

5.3. In practice, this means considerably greater than 10% to 15% mode shift. In the time between 2011 and 2016 there has been a background growth in road traffic across the city which means that we now must achieve a 24% modal shift compared to current traffic levels. And this must be achieved whilst absorbing all of the forecast population and employment growth that is allowed for in the local plan.

5.4. Transport schemes currently under development by the Greater Cambridge Partnership, in collaboration with the Combined Authority, the Department for Transport, Highways England and Network Rail include:

- Working with the Mayor and Combined Authority to progress proposals for a mass rapid transit system, currently referred to as the Cambridgeshire Autonomous Metro (CAM).
- Delivery of a new station at Cambridge South to support the 14,000 new jobs expected at the Cambridge Biomedical Campus.
- Trials of autonomous on demand vehicles, launching next year to provide out of hours services on the southern section of the Busway between the station and Trumpington Park & Ride via Addenbrooke's.
- Substantial investment in cross city walking and cycling improvements, including the Chisholm Trail to provide an almost fully segregated route between Cambridge Science Park and Addenbrooke's via the station.
- A network of Greenways, high quality walking and cycling routes, to link surrounding towns and villages to the city centre.
- Improvements in cycling infrastructure including cycle parking.
- Public transport, walking and cycling improvements to Histon and Milton Roads.

- Working with government to secure an upgrade of the M11 to Smart Motorway between J8 and J14, with associated junction improvements, including allowing for movements between west and south at Girton Interchange.

- Supporting measures for integrated public transport, including integration of ticketing, information and timetabling between bus and rail (and any future mass transit system).

- Development of proposals for freight consolidation.

- Proposals for integrated click and collect services at enhanced travel interchanges at current Park & Ride locations.

- Proposals for electric buses and provision of electric taxi charging points.

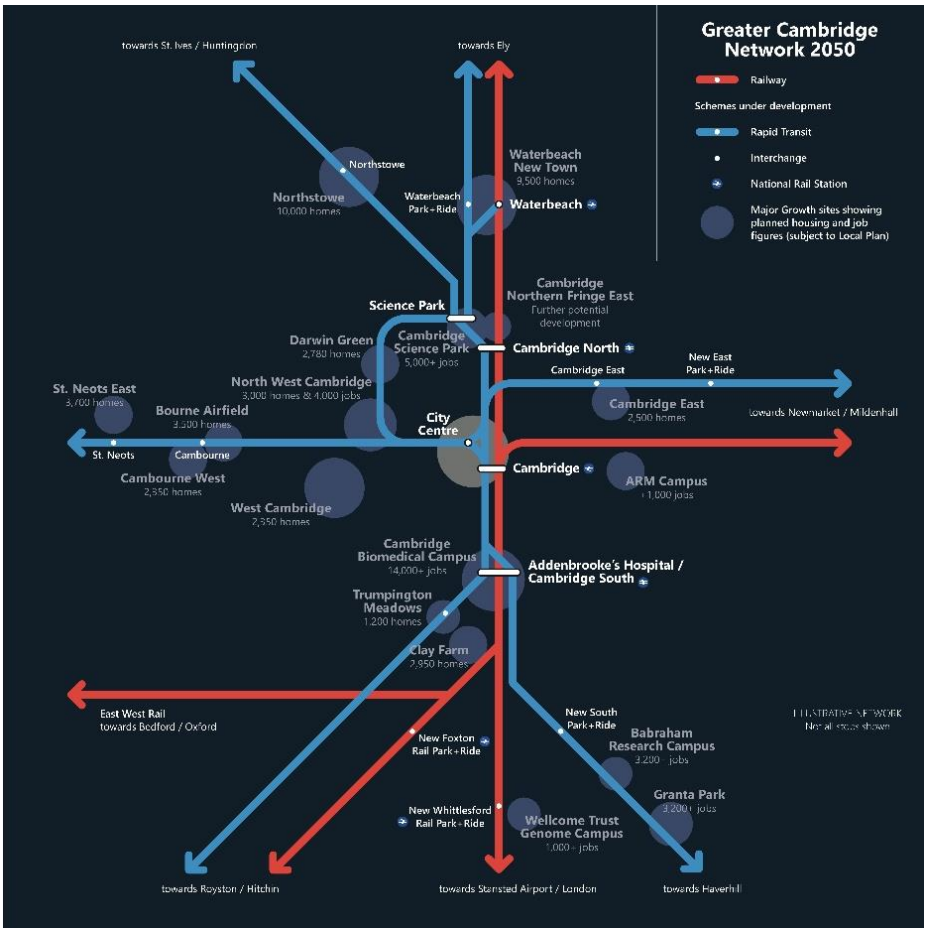
- New rural travel hubs at selected villages around Cambridge, with the potential to extend the pilot if successful.

- Provision of Park & Ride capacity along the A10/Trumpington Road corridor in to the City.

5.5. In addition there are two ongoing studies that will help guide future development of the public transport network:

- Combined Authority review of bus services in the Cambridgeshire and Peterborough area;

- Combined Authority and GCP review of rail capacity in the Greater Cambridge area over the next 25 years.



6. Feedback from Our Big Conversation Reinforces the City Access Strategy

6.1. Our Big Conversation analysis shows that a vast majority of strategic aims for improving transport are supported or strongly supported.

6.2. Improving public transport is identified as the measure which would benefit respondents most (55.9 %).

6.3. The Systra residents' travel survey revealed that reliability is most frequently cited as the reason for the choice of travel mode (40.6%). In addition, of those who do not use alternative modes, the top three reasons were due to: speed, reliability and price of public transport.

6.4. Commuters make up highest proportion of those travelling in/around Cambridge five or more times per week (86.5%). Moreover, 47.7% of commuters cycle compared to 38.7% of other respondents.

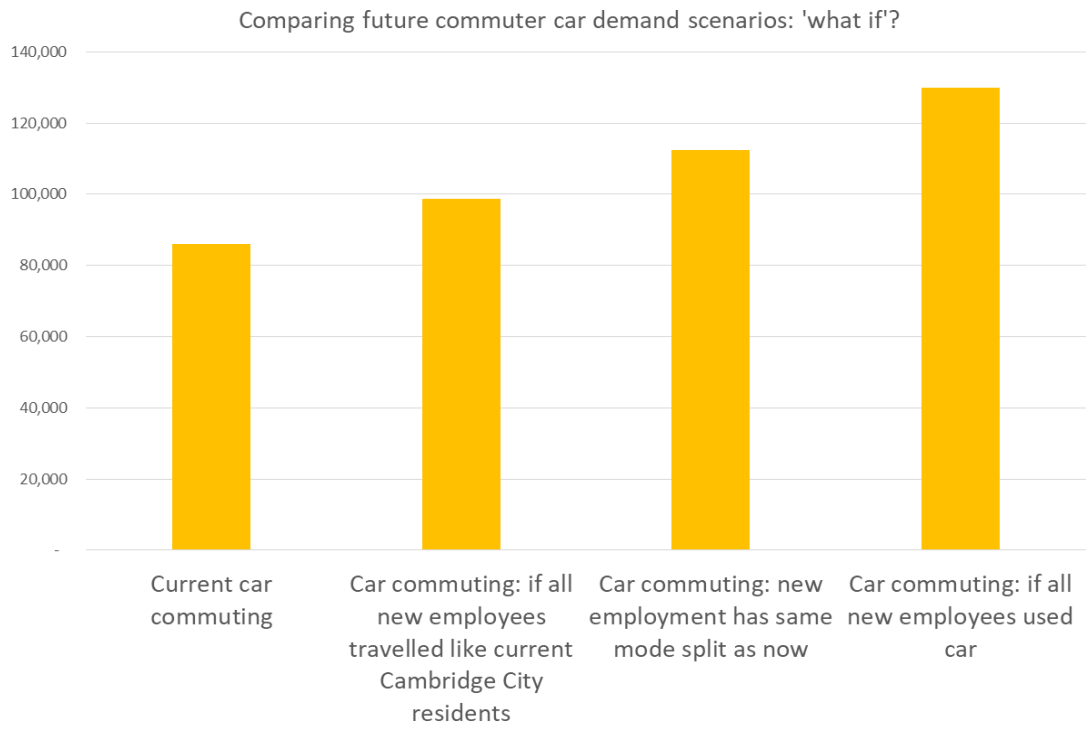
7. The scale of the challenge: capacity and growth analysis

7.1. Census 2011 data shows that 144,000 people work in Greater Cambridge. Geospatial analysis of the underlying data suggests that 101,000 employees work within the functional city boundary shown below (which includes all of the City and some parts of South Cambridgeshire). Census data shows that of the 144,000 Greater Cambridge workers, 86,000 (60%) principally drive themselves, while 13,500 people (9%) give public transport as their main of transport to work.

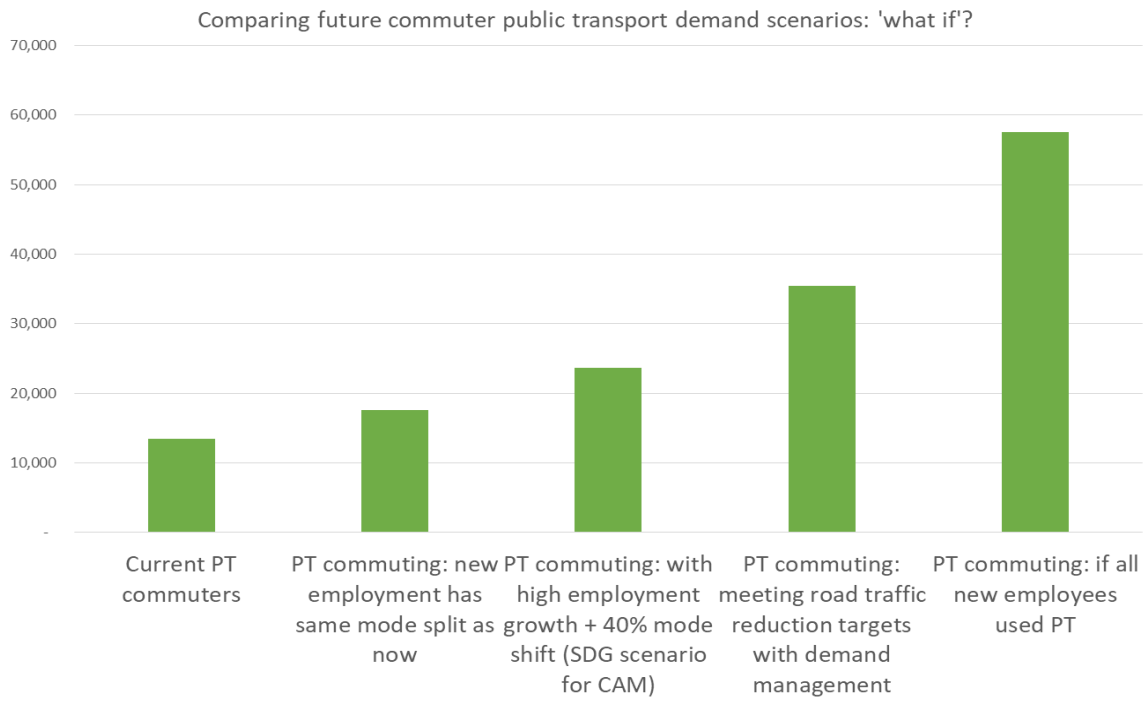
7.2. The total capacity of public transport is currently approximately 70,000 passengers during the 3-hour morning peak. This is made up of an inbound rail passenger capacity of 17,000 from the north, and 24,000 the south (41,000 total morning peak inbound rail capacity). There is approximate capacity for 29,000 on inbound buses during the same time period. This analysis is based on timetable data and vehicle capacity. Evidence from operators suggests that capacity utilisation is variable between services.

7.3. Given the planned scale of employment growth, if all new workers had the same travel behaviours as today's workers, there would be around 4,100 additional passengers on public transport by 2031. There is likely to be sufficient capacity by stretching the existing public transport network to accommodate this 'business as usual' level of public transport demand growth.

7.4. However, if those new workers have the same tendency to drive to work as current trends, there would be an additional 26,000 cars on the road network. The network cannot sustain this 'business as usual' level of car demand growth. Preliminary modelling analysis underpinning the Cambridgeshire and Peterborough Independent Economic Review (CPIER) suggests that Greater Cambridge will be unable to maintain its current rate of growth given current infrastructure and housing plans.



7.5. To achieve the objective of reducing traffic in the city centre by 10-15% below 2011 levels, and account for currently planned growth, some 20,000 – 25,000 trips shifting from car to public transport will be required. To put this figure in context: 13,500 people are recorded as getting public transport to work in Greater Cambridge 2011.



7.6. It is therefore clear that a substantial increase in the number of passengers using the public transport network as a whole, as well as active modes, is an imperative. The question that inevitably follows is; what does the public transport network need to look like to support this, in scale and shape?

8. Where do people want to travel?

8.1. In seeking to develop the public transport network necessary to meet this challenge, we must focus upon improving accessibility between home and work. To facilitate this understanding analysis has been carried out of the scale of the major journey to work flows for six key employment locations in Greater Cambridge:

- The city centre;
- The Hills Road/Station area;
- Cambridge Science Park;
- Addenbrooke's/Cambridge Biomedical Campus;
- East Cambridge (Airport/Marshalls/ARU);
- West Cambridge.

8.2. Between them, these six locations, broadly defined, make up around 70% of all employment in the GCP area; hence, serving them well with public transport would address a substantial proportion of car based traffic currently in the city.

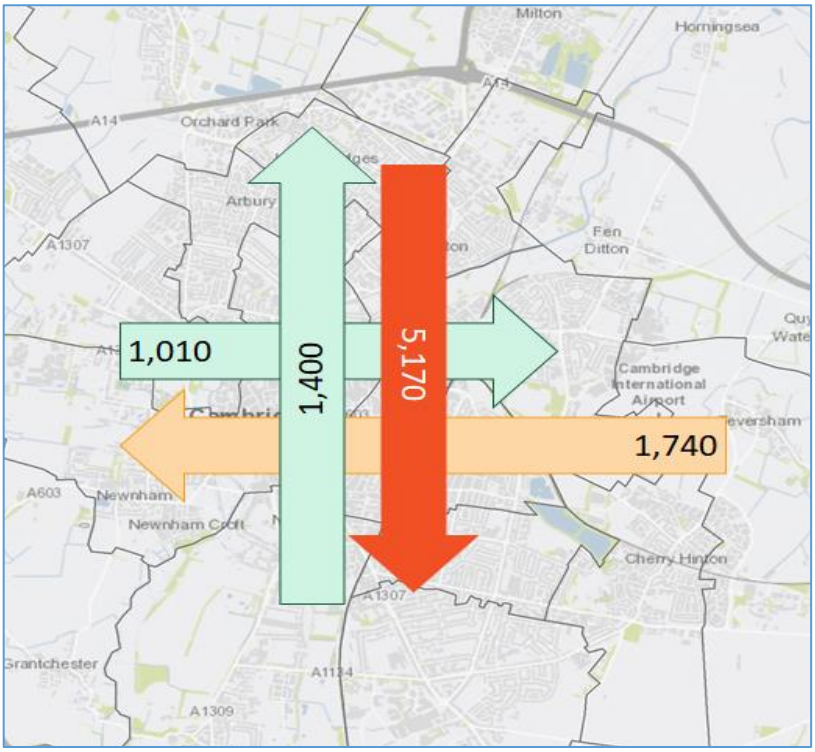
8.3. Any public transport network will also need to reflect the outlying rural nature of the South Cambridgeshire area.

8.4. Within Cambridge City, the highest number of journeys to work originate from northern (11,000) and eastern areas (12,000) of the city covering Kings Hedges, Arbury, Chesterton (north) and Romsey Town, Cherry Hinton, Newmarket Road and Mill Road. Demand from south Cambridge is around 4,700 and from 1,500 from the west reflecting the lower residential densities in this area of the city.

8.5. For trips originating from the wider county, the highest number originate from the West (11,300), covering St Neots, Cambourne, St Ives and Huntingdon. These trips equate to around 75% of all trips approaching the city centre. 10,400 trips originate from northern areas covering Waterbeach, Ely, March and Chatteris.

8.6. External demand from areas significantly outside Cambridgeshire is relatively low in comparison. Demand is spread evenly between northern, southern and western areas and covers far-afield destinations including Kings Lynn, Hitchin/Letchworth, Bishops Stortford and Peterborough.

8.7. The evidence demonstrates that a significant amount of cross-city demand exists from northern areas to reach the high profile employment destinations within the south of the city, in particular Addenbrooke's, Hills Road and the Biomedical Campus. Demand originating from within the city is coupled with passengers from Waterbeach, Ely and Chatteris creating significant cross-city demand.



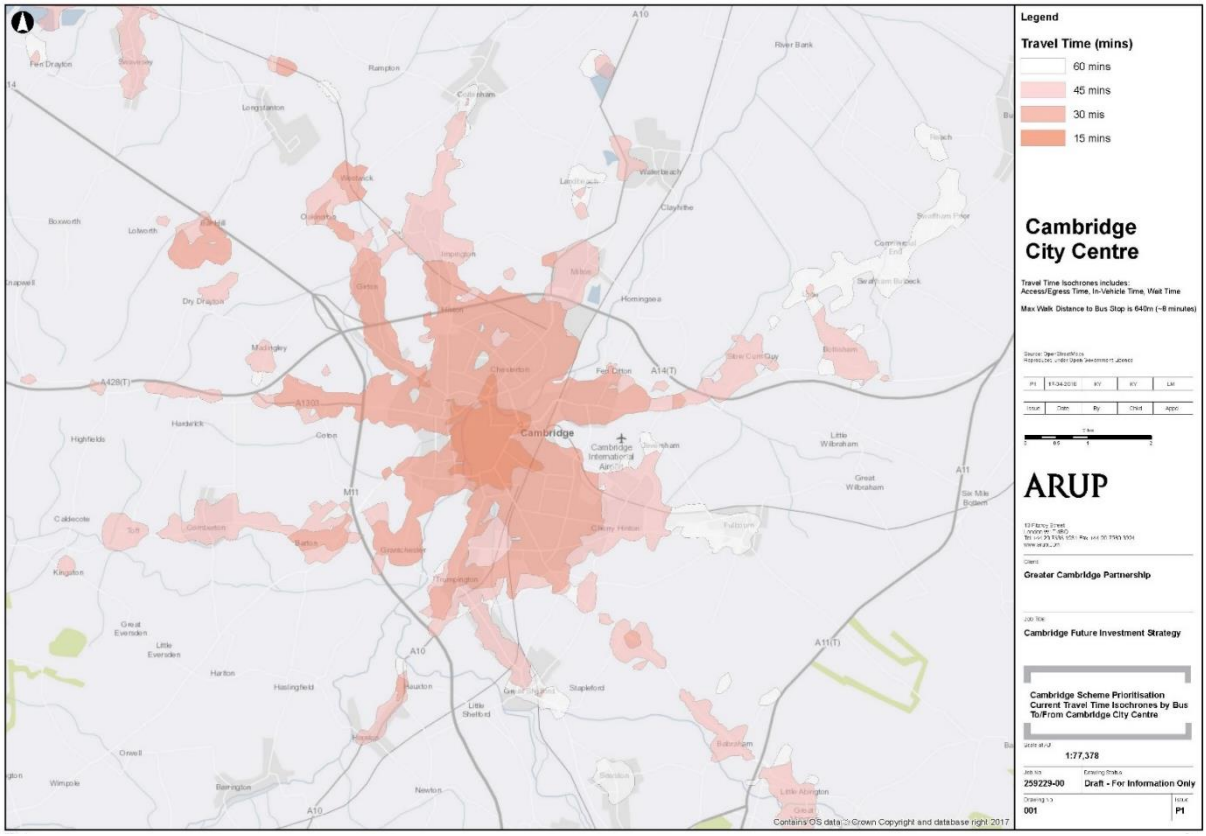
8.8. Demand from dense residential areas in the east of the city and key employment areas in the south is also a significant demand flow (3,550). This flow is potentially an area where east-west orbital connections by public transport need to be strengthened.

9. How does public transport connect people to work?

9.1. Analysis has been undertaken to establish which areas are accessible within a certain journey time from the six key employment locations. This analysis can then be compared with the information about the main demand flows for people working in that location.

9.2. The journey time analysis takes account of door-to-door access times. These include the time spent walking to access public transport stops, the time spent waiting for a specific service, the time spent in transit and any interchanges that may be required. The results are presented at 15-minute time bands up to a maximum of 60 minutes.

9.3. Accessibility by public transport in Cambridge is currently focused significantly on serving the city centre areas and Cambridge station. Most areas of central Cambridge are accessible within a 30 minute total travel time. This covers crucial areas of high demand in the north of the city and city employment centres situated in the south.

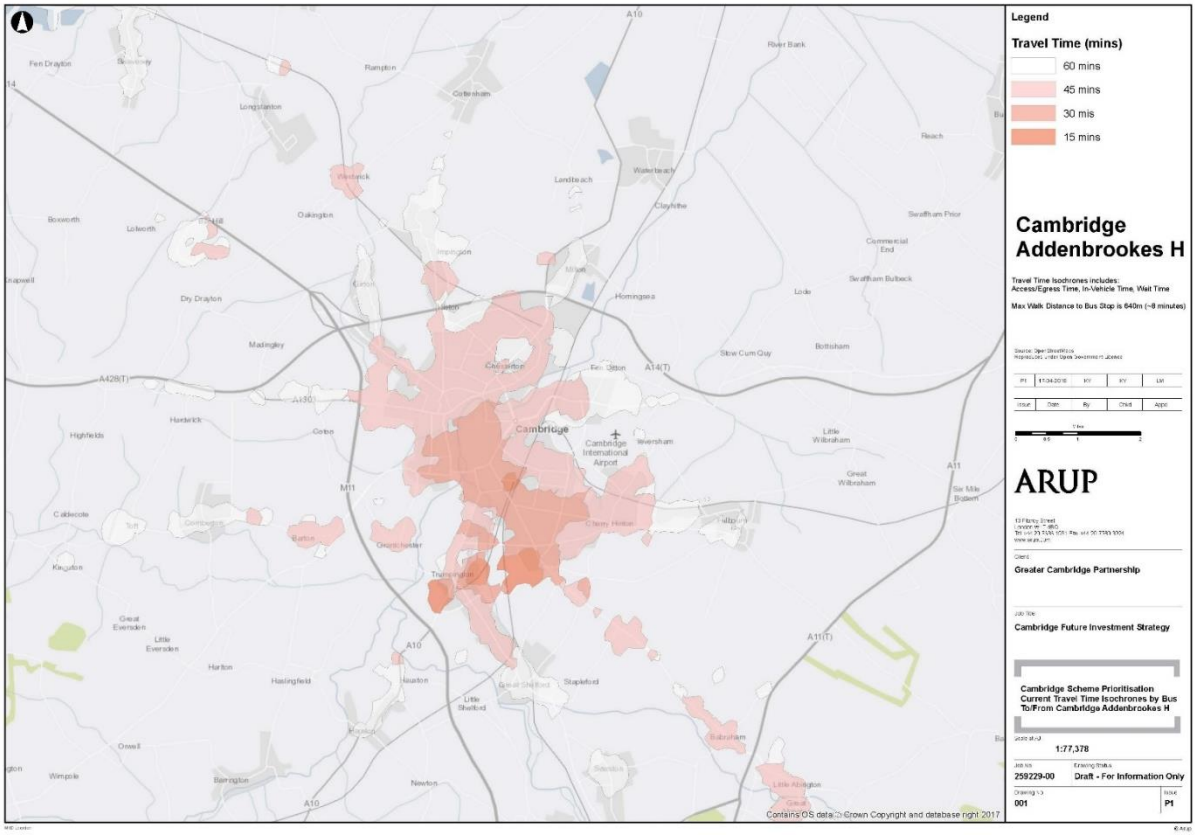


9.4. Locations immediately beyond the City boundary such as Histon and Impington are generally within a 45 minute public transport journey time band, as well as Cherry Hinton to the south east. At this level, public transport journey times become uncompetitive with car journey times. Towns and villages located in the surrounding areas including Waterbeach, Stapleford, Sawston and Cottenham have a 60 minute or greater journey time by public transport. These are areas where private car use for journey to work is likely to be significantly greater.

9.5. Similar analysis for key employment nodes outside of the city centre shows them to be less accessible by public transport than the pattern shown on map above. As a general rule, the out of centre employment nodes are only accessible within 45 minutes from settlements on the same side of Cambridge as the employment location (e.g. Cambridge Science Park in most cases is only accessible by areas to the north of Cambridge).

9.6. Journeys to work from outside Cambridge that need to cross or go round the city centre are much less likely to be possible within 45 minutes. In many cases this overall journey time is increased by the lack of through-services that cross the city. It should be noted that more cross-city bus services used to operate but because of city centre congestion reliability was too poor to sustain.

9.7. The guided busway helps to improve cross-city movements. This enables Addenbrooke's to be reached within 45 minutes or some areas of north Cambridge, but accessibility to other employment locations in the south is more limited and clearly demonstrates the benefit of segregated public transport solutions.



9.8. Movements across the city starting in the east are relatively well catered for in terms of service provision (most areas can be reached within 45 minutes), but this doesn't compare well with car journey times on those routes.

9.9. Movements across the city starting in the west are less well served. Routes are limited with many parts of Cambridge not accessible within a 60 minute and greater travel time by PT including the Newmarket Road corridor and Cambridge airport.

10. Where does (or can) public transport offer a competitive alternative to car based commuting?

10.1. Analysis has been undertaken to establish where and how public transport is – or can be made to be – a competitive commuting alternative to car. This has involved comparing average car and public transport journeys along key demand corridors.

10.2. Understanding relative competitiveness involves understanding the true cost of each option. People make travel decision based on a range of factors, but journey time is a key one, especially for commuting. Public responses to our Big Conversation travel survey, undertaken in 2017, bear out this observation.

10.3. To better understand how public transport and car options compare in different parts of the GCP area, a calculation has been made of the total cost of a journey in terms of a simple 'Generalised Journey Cost' (GJC) – that is to say, the total cost of a trip from A to B, by different modes. This GJC is a composite measure including both financial and time costs.

10.4. Using the census journey to work analysis to understand the most important demand flows we have identified how the overall cost of journeys on those key flows are made up. The intention is that this can help to identify which policy levers might have the most impact:

- Reducing the financial cost of public transport;
- In vehicle public transport journey time improvements;
- Public transport wait time improvements (increased service frequencies);
- Public transport accessibility improvements (better connecting homes and workplaces with new routes);
- Increasing the financial cost of car travel.

10.5. Headline findings of the competitiveness analysis are:

- In some parts of the City, public transport is very competitive, particularly for trips that begin in the City centre and travel south. However, cross-city (north to south) trips are less competitive (this is the major cross city demand flow);
- For the most important travel to work demand flows in Greater Cambridge, there are very few routes where public transport is currently more competitive than car for the same journey;
- For travel within Cambridge City, the contribution that fare makes to overall journey cost is around 25% (the remainder being time cost). This may mean that investment to reduce public transport fares may be less effective than investment to reduce travel times;
- For travel within Cambridge City and for those settlements just outside Cambridge the largest element of time cost is usually time spent in-vehicle, suggesting that schemes geared towards reducing journey times may be most likely to include mode shift;
- For some of the larger settlements further out of Cambridge access times to public transport become important in the relative non-competitiveness of public transport.

10.6. Further analysis was undertaken to establish the likely impacts of different interventions. These included testing removing public transport fares from the calculations, testing reduced in vehicle journey times. Headline results from the sensitivity analysis are:

- Introduction of faster journey times significantly improves public transport attractiveness for Cambridge City. This could also apply to places outside of Cambridge including Huntingdon, Bedford, Royston, Haverhill and Ely;
- Removal of bus fares would help to improve public transport competitiveness within most areas of the inner city but would have much less in outer areas;
- For some settlements outside of Cambridge, even where in vehicle journey times can be significantly reduced, the time to get from home to the bus or train may still prevent public transport from being as attractive as car.

11. Options

Emerging recommendations

11.1. Analysis of the public transport evidence suggest that a mix of policy levers will be required to develop a system that is genuinely competitive with car and delivers the accessibility, competitiveness and capacity to serve current and future demand. The evidence supports the importance of schemes currently being developed by GCP and mass transit proposals being developed by the Combined Authority.

11.2. For most residents west of the M11 or north of the A14, Addenbrooke's/ Cambridge Biomedical Campus and other employment locations to the south are an unattractively long public transport commute. There are some 30,000 new homes planned to the north and west of Cambridge, and around 20,000 new jobs at CBC, Babraham Research Campus and Granta Park. Without investment in cross city connectivity, new residents of those areas are very unlikely to travel to work by public transport.

11.3. The proposed Cambridge South station will support an improvement by facilitating cross-city rail travel as well as supporting public transport to the Cambridge Biomedical Campus by removing the need for passengers from the south to go into Cambridge and out again.

11.4. GCP is already making investment to facilitate active travel routes crossing the city by walking or cycling with including the Chisholm Trail, cross city cycle links and targeted measures to support walking and cycling. Measures to improve bus journey times on Milton and Histon roads will also make improvements.

11.5. The analysis suggests that investment to deliver substantial journey time reductions for public transport is likely to have the biggest potential to impact mode shift from car. GCP continues to support the Mayor and Combined Authority in their current work to introduce the Cambridgeshire Autonomous Metro (CAM), with the intention of delivering journey time improvements of this scale.

11.6. Evidence shows that the existing guided busway already makes travel from areas served to the north east more competitive than car for areas along the segregated route. Proposals for segregated public transport solutions on routes into Cambridge will deliver significant improvements.

11.7. The competitiveness analysis suggests that the places that are likely to be the 'quickest wins' for mode shift are likely to be city fringe areas and the closest settlements outside of the City. For example, areas to the south east of Cambridge (Cherry Hinton and Fulbourne) are uncompetitive for public transport compared to other areas of similar distance from the centre, and the same is true of areas to the east of the station. Depending on the options emerging from the CAM options testing currently underway, additional investment may need to be made at city fringes to improve bus connectivity, journey times and reliability to support growth in those areas. Walking and cycling interventions will also be a more important part of the overall mix of provision in these areas in terms of targeting congestion.

11.8. GCP is currently developing options to achieve this for CAM and for the existing public transport network, including rural travel hubs, autonomous vehicles for last mile solutions at campus employment locations, increased park and ride provision to allow people to access existing and future public transport more easily and potentially traditional bus or on-demand public feeder services.

12. Next steps and milestones

12.1. Technical work is ongoing and a further report will be brought to the Board later this year.

13. Implications

There are no significant implications.

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GREATER CAMBRIDGE PARTNERSHIP

Growing and sharing prosperity

Delivering our City Deal

Report to: Greater Cambridge Partnership Executive Board **4 July 2018**

Lead officer: Peter Blake - GCP Transport Director

Milton Road: Bus, Cycling and Walking Improvements
Preferred Option Design

1. Purpose

1.1. This report sets out the preferred option design for Milton Road. The design meets the original objectives of the scheme and also takes into account the considerable public engagement that has taken place since previous options were consulted on.

1.2. This scheme supports the Greater Cambridge Partnership's transport vision of implementing public transport, walking and cycling improvements along Milton Road, which is a significant part of a wider public transport strategy to help support the feasibility of delivering proposed housing and employment growth at Cambridge Northern Fringe, Ely, Cambridge Science Park, Northstowe and Waterbeach (collectively around 27,000 new homes and 9,800 new jobs between 2011 and 2031).

1.3. The report sets out a construction cost estimate of £16M that has been produced by the consultant's quantity surveyors. This cost estimate falls within the original budget for this scheme. At this early stage in the design process there are items that are not yet fully accounted for within this estimate but the project remains on track to be delivered within its overall budget of £23M.

2. Recommendations

2.1. The Executive Board is recommended to:

i. Support the preferred option design shown in Plans 1-3 as a basis for public consultation and further detailed design work, including preparation of the business case.

ii. Note the new cost estimate of £16M in capital costs for delivery of this scheme.

3. Officer comment on technical issues raised at Joint Assembly

3.1. The Joint Assembly reflected on safety concerns around the proposal to include a length of shared use pedestrian/cycle pavement alongside the outbound cycleway. This section of shared use pavement has been designed specifically to facilitate the school run, providing children from residential areas on the north west side of Milton Road who currently cycle inbound towards Milton Road primary school a route where they do not have to cross Milton Road.

3.2. Officers feel that it will be useful to consult on this matter to establish whether there is wide support for the proposed option as opposed to designating this pavement for pedestrian use only.

3.3. The problem of parking on verges was discussed. The Joint Assembly agreed to ask the Executive Board to agree the introduction of a Traffic Regulation Order to prevent people continuing to park on verges along Milton Road.

3.4. Officers are aware of areas in Cambridge that have successfully applied such measures, and agree that the idea has merit and that it would be possible to consult on this issue during the establishment of the new Traffic Regulation Orders for Milton Road which will take place during the detailed design phase

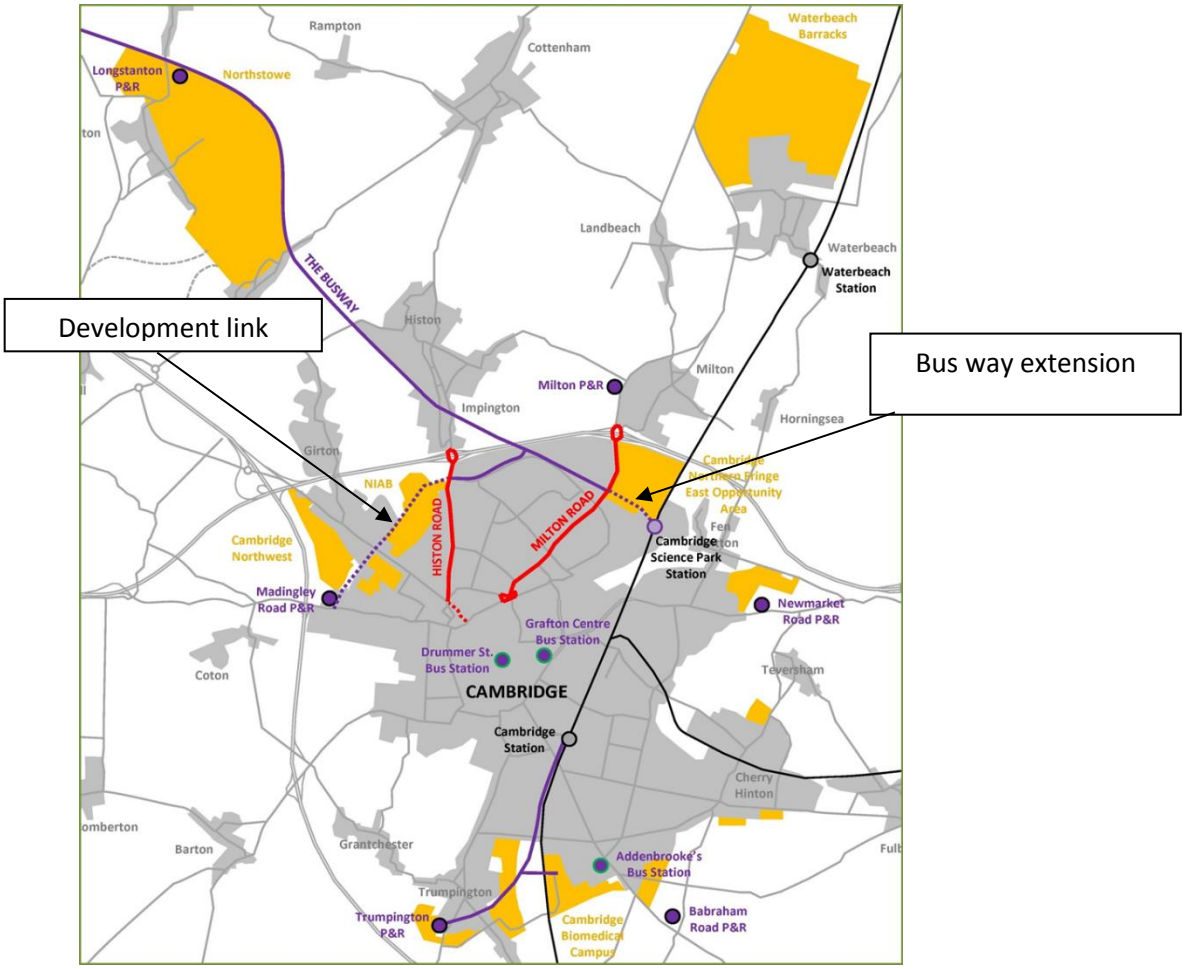
4. Key issues and considerations

4.1. The project has the following key objectives:

- Comprehensive priority for buses in both directions wherever practicable;
- Safer and more convenient routes for cycling and walking, segregated where practical and possible;
- Enhance the environment, streetscape and air quality;
- Additional capacity for sustainable trips to employment/education sites;
- Increased bus patronage and new services;
- Maintain or reduce general traffic levels.

4.2. Figure 1 shows the setting of Milton road within the wider strategic context. The report considered by the Executive Board on 3rd November 2015 sets out the strategic and planning background, and broader context for the scheme.

Figure 1: Milton Road in the wider area context



5. Options and emerging recommendations

5.1. On 26 July 2017, the Greater Cambridge Partnership Executive Board approved a preliminary concept design for Milton Road. Following further engagement and public workshops through the autumn of 2017, this final concept design has been developed into a more detailed preferred option design that sets out how the concepts plans might actually be delivered on the ground.

5.2. The design is presented in **Appendix A** and key considerations of the scheme are detailed in the following sections of this report. Consultation materials including designs and schematics will be produced for the public consultation exercise.

Junctions

5.3. The designs for the 4 main junctions along Milton Road have now been considered in detail. This work is supported by detailed traffic modelling in order to assess the benefits or impacts that the proposed designs will have. The modelling work demonstrates that in combination with other City Access proposals and when compared to a do nothing scenario, the preferred option design will improve bus journey times by up to 33% in the outbound direction and by up to 15% in the inbound direction. The reliability of outbound bus journeys will be improved by up to 73% during peak times, and inbound bus journeys by up to 56%.

- **Gilbert Road** – The junction is slightly constrained, however, it has been possible to set out a design that improves the environment for both pedestrians and in particular cyclists, offering complete separation between cyclist and motorised vehicles inbound through the junction in the area where there is a current conflict. It is also proposed to give an advance green signal for outbound cyclists. The benefits seek to be achieved without adverse impact on the ability for traffic to flow through the junction.

- **Elizabeth Way Roundabout** – Previous modelling work has shown that replacing the existing roundabout with a signalised junction design would enable more effective traffic management and would provide greater opportunity to prioritise bus movements and allow coordination with the Arbury Road junction through linked signal timings to optimise the progression of buses. The other advantage is the ability to place signalised pedestrian and cycle crossings at three arms of the roundabout.

  Careful consideration of driveway access onto the roundabout has been required in several locations. Where possible a discussion of these access issues with the property owners has been held and have proposed a worked through solution.

  Pedestrian and Cycle priority in the outbound direction is achieved by placing a zebra crossing over the un-signalised, Highworth Avenue arm of the roundabout. Inbound cyclists are offered a fully segregated toucan crossing of the Elizabeth Way arm of the roundabout.

- **Arbury Road/Union Lane** – Working within the space constraints it has been possible to add fully segregated inbound and outbound crossings for cyclists while retaining the existing signal operation of the junction. However, it is not possible to create fully segregated cycle crossings between Arbury Road and Union Lane and visa-versa without creating significant conflicts between cyclists and pedestrians.

- **King's Hedges Road/Green End Road** – The design incorporates fully segregated and single crossing pedestrian and cycle features. These improved facilities slightly impact on the capacity of the junction to handle traffic. Should this design be agreed in principal, it is recommended that further work is done to investigate the possibility of adding an additional segment of inbound bus lane between the Guided Busway and this junction to further enhance bus journey times.

Bus Lanes and Bus Stops

5.4. A key aim of the project is to enhance bus priority on Milton Road. The design therefore includes improved provision for buses where it is most needed. This will effectively improve both inbound and outbound bus journey times and their reliability.

5.5. In developing the final concept design, further attention has been given to the start point of the inbound bus lane in the vicinity of Ascham Road and Milton Road Primary School. In order to provide enhanced crossing facilities for pedestrians and cyclists the bus lane has been shortened slightly in this location to accommodate these design improvements.

5.6. It is intended that future development of the scheme will look to include bus priority measures at the junctions in the form of bus detection and a subsequent hurry call on the signal sequence. At this stage the benefits from early bus detection at traffic signals has not been built into the traffic model, to provide a robust/conservative assessment of potential journey time savings at this time, and further refinements in the model will allow bus journey times to be more accurately reflected.

5.7. The location and design of bus stops was considered during a public design workshop in autumn 2017. The outcomes of these considerations have been broadly reflected in the design. A couple of key changes to the present day locations of bus stops include moving the inbound stop near Arbury Road/Union Lane further from the junction to reduce the potential for blockage, and the removal of one of the inbound bus stops between Arbury Road/Union Lane and Woodhead Drive, and pairing these bus stop closer together.

5.8. The scheme includes floating bus stops which are the preferred solution given the full segregation of the cycling lanes. The design of the floating bus stops follows extensive work that has been undertaken by the County Council in their development alongside disability groups, cycle campaign groups, and other stakeholders, including an independent study to demonstrate their effectiveness and safety. Where floating bus stops are proposed the designs aim to provide a minimum island width of 2.3m, and in most cases it has been possible to provide up to 2.5m, in order to allow adequate space for wheelchair users to manoeuvre. The precise location of the bus stops takes into account amongst other things, driveway location, levels, and locations of side roads.

Cycling and Walking

5.9. The provision of high quality cycling and pedestrian infrastructure is a critical objective of this scheme. As well as major improvements at the main junctions, the design includes fully segregated 2m wide inbound and outbound cycle lanes along most of the length of Milton Road separated from the carriageway by planting areas. The preferred option design has also included Copenhagen style priority crossings for cyclists at side roads.

5.10. An exception to the above is the outbound section of cycle lane between Mitcham's Corner and Gilbert road. Due to the limited visibility and also the volume of traffic using Westbrook Drive, it was considered unsafe to include a Copenhagen style crossing here, as identified within the Stage 1 Road Safety Audit. Instead the cycle lane bends out and continues up to Gilbert road as a raised lane with Cambridge kerb. This achieves cycle priority at Westbrook Drive and places cyclists in the optimum position when they arrive at the Gilbert Road junction.

5.11. In line with discussions that took place in autumn 2017, the section of inbound cycle lane between Gilbert Road and Mitcham's corner has been placed between the parking bays and the pavement with allowance for a half a meter car door opening "buffer" zone. This is considers a much better option than running the cycle lane between parked cars and the bus lane.

5.12. The aim is to provide 2m wide footpaths along the length of the scheme. This is achieved in all but the narrowest section of Milton Road on the inbound side approaching the Gilbert Road Junction.

5.13. The final concept design included a 3m wide 2 way cycle lane between Ascham Road and Ramsden Square (on the outbound side). Extensive work was undertaken by the consultants to evaluate the safety and ability to deliver this concept, whilst also achieving priority for cyclists over side roads.

5.14. The results of this work suggested that it would not be possible to deliver this concept safely. Instead, the current design includes a fully segregated 2m wide outbound cycle lane with priority at side roads and a 3m wide shared use pavement aimed at facilitating the school run. Any cyclists using the shared use pavement to travel inbound rather than the fully segregated cycle lane on the inbound side of the road, will not have priority at side roads and will be required to give way to pedestrians.

Removal of on-street parking

5.15. In order to deliver highway improvements it will be necessary to remove the ability to park along Milton Road. The consultants have identified all those properties that will be affected in terms of loss of parking. The project team will work alongside the parking officers at Cambridgeshire County Council to come up with a mitigation plan for residents who are not able to park within their own properties. This also ties in with current proposals for residents parking zones in this area that are being worked on. It is proposed that the parking mitigation plan will be presented for approval along with the final preferred option design, following consultation

Landscape and Environment

5.16. The scheme will result in existing trees being replaced with a fully considered and developed tree planting design along the length of Milton Road taking into account relevant design guidance, in particular that developed by the Tree Design Advisory Group (TDAG) http://www.tdag.org.uk/about-tdag.html.

5.17. A public workshop was held in autumn 2017 and further engagement has taken place with residents and the Tree Officer and Landscape Architect from Cambridge City Council to discuss the species of trees that are to be planted along Milton Road. Officers currently recommend using species such as lime and tulip tree in the wider sections of Milton Road, and smaller species of tree such as flowering cherry, flowering pear, birch, and alder in the narrower southern sections of Milton Road.

5.18. As previously reported, it is planned to replant with semi mature trees with a girth no larger than 16-18cm which in size equates to 3-5m high. At that size the tree planting will have a 'presence' along the road and will have a better chance of becoming successfully established. Improved planting technology with purpose built tree pits will support this. Whilst the final concept design indicates areas of verge, some narrow areas may be hard landscaped where their width is less than 1.5 metre, in line with TDAG guidance.

5.19. Consideration is also being given to the streetscape outside local shops and to various landscape areas along Milton Road. Given approval of the preferred option design, a landscape architect will be commissioned to work up designs for the areas at Kings Hedges junction, Woodhead Drive, Arbury Road shops, Elizabeth Way Roundabout, and the area around Milton Road Library. These designs will build upon ideas gained from previous engagement with the Milton Road Local Liaison Forum. Final designs will be presented alongside the final preferred option design.

Cost Benefit.

5.20. The consultants WSP have prepared an early cost benefit analysis of the scheme which has indicated a benefit to cost ratio (BCR) in the range of 2.3 to 4.2 which is very positive**.**

5.21. The approximate current day capital cost for the preferred option design is estimated to be £16 million. This cost estimate falls within the original budget for this scheme. At this early stage in the design process there still some utility services that are not fully accounted for within this estimate (further detailed design required to enable full costs to be identified) but the project remains on track to be delivered within its overall budget of £23M.

6. Next steps and milestones

6.1. Subject to the decision made by the Executive Board, officers plan to hold a public consultation on the proposed design, taking place for a six week period between September and November 2018.

6.2. Following assessment of the consultation results, officers will bring a final preliminary design to the Executive Board in early 2019 to seek approval to move to the detailed design stage.

7. Implications

Financial and other resources

7.1. The scheme development and implementation is funded by Greater Cambridge Partnership through City Deal funding.

Legal

7.2. No significant legal implications have been identified at this stage although they may emerge as the project moves towards the statutory process stage.

Staffing

7.3. Project management is undertaken by Cambridgeshire County Council. Design work is undertaken by consultants WSP.

Risk management

7.4. A full project risk register forms part of the Project Plan.

Equality and diversity

7.5. There are no equality or diversity implications in this report although they may emerge as the project moves towards the statutory process stage.

Climate change and environmental

7.6. The proposed measures have the potential to reduce congestion and improve air quality in the longer term through encouraging a shift towards sustainable transport modes.

Consultation and communication

7.7. A programme of engagement with the Milton Road Local Liaison Forum has led to the Officer recommendations in this report. Officers will carry out further engagement with the Local Liaison Forum through the future design phases.

List of appendices

Appendix A	Preferred Option Design Layout and Key Features

Background papers

[Paper]	[Link]
Executive Board agenda and minutes Nov 2015	http://scambs.moderngov.co.uk/ieListDocuments.aspx?CId=1074&MId=6537&Ver=4
Executive Board agenda and minutes June 2016	http://scambs.moderngov.co.uk/ieListDocuments.aspx?CId=1074&MId=6632&Ver=4
Executive Board agenda and minutes Jul 2017	http://scambs.moderngov.co.uk/ieListDocuments.aspx?CId=1074&MId=6856&Ver=4

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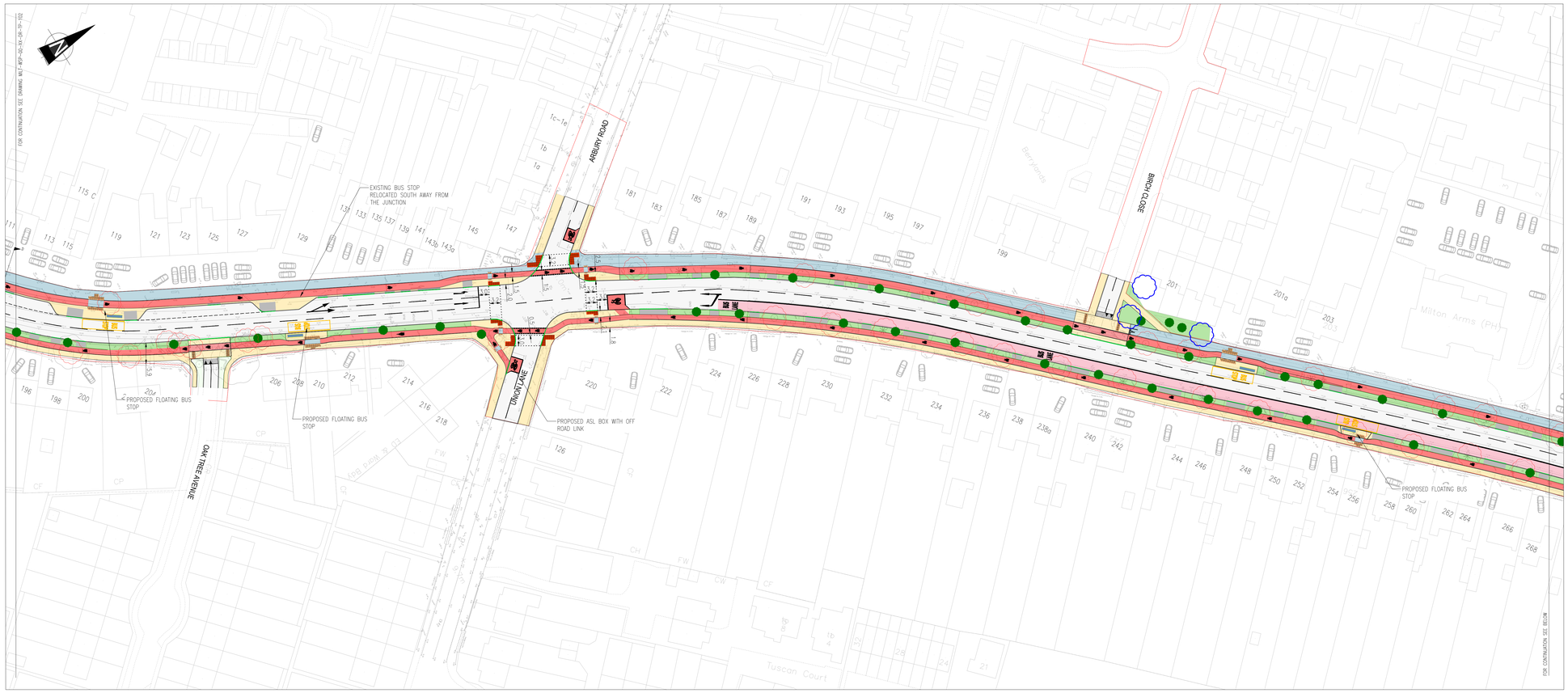

Section E-E

LEGEND:

- CARRIAGEWAY FINISH
- GRASS VERGE
- CYCLEPATH
- FOOTWAY
- BLOCK PAVING RED
- PAVING SLABS
- HARD LANDSCAPING
- SHARED SURFACE
- RAISED CYCLE LANE
- RAISED ACCESS JUNCTION
- PRIVATE VEHICULAR ACCESS
- TACTILE PAVING - RED
- TACTILE PAVING - BUFF
- BUS STOP CAGE
- BUS SHELTER
- TREE TO BE KEPT
- TREE TO BE REMOVED
- PROPOSED TREE
- PROPOSED RAMP
- DROPPED KERB
- HIGHWAY BOUNDARY

REV	DATE	BY	DESCRIPTION	CHK	APP
P03	23/05/2018	AKM	SUBMIT FOR CONSULTATION	WJN	NP
P02	18/05/2018	MSTD	CAD AMENDMENTS	WJN	NP
P01	08/05/2018	GRJ	FIRST ISSUE	WJN	NP

DRAWING STATUS: S2 - FOR INFORMATION

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CLIENT: GREATER CAMBRIDGE PARTNERSHIP

ARCHITECT:

PROJECT: MILTON ROAD IMPROVEMENT SCHEME

TITLE: GENERAL ARRANGEMENT SHEET 2

SCALE @ A0:	CHECKED:	APPROVED:
1:500	AKM	NP

PROJECT No:	DESIGNED:	DRAWN:	DATE:
70012012	GRJ	GRJ	May 18

DRAWING No: MILT-WSP-00-XX-DR-TP-103 REV: P03

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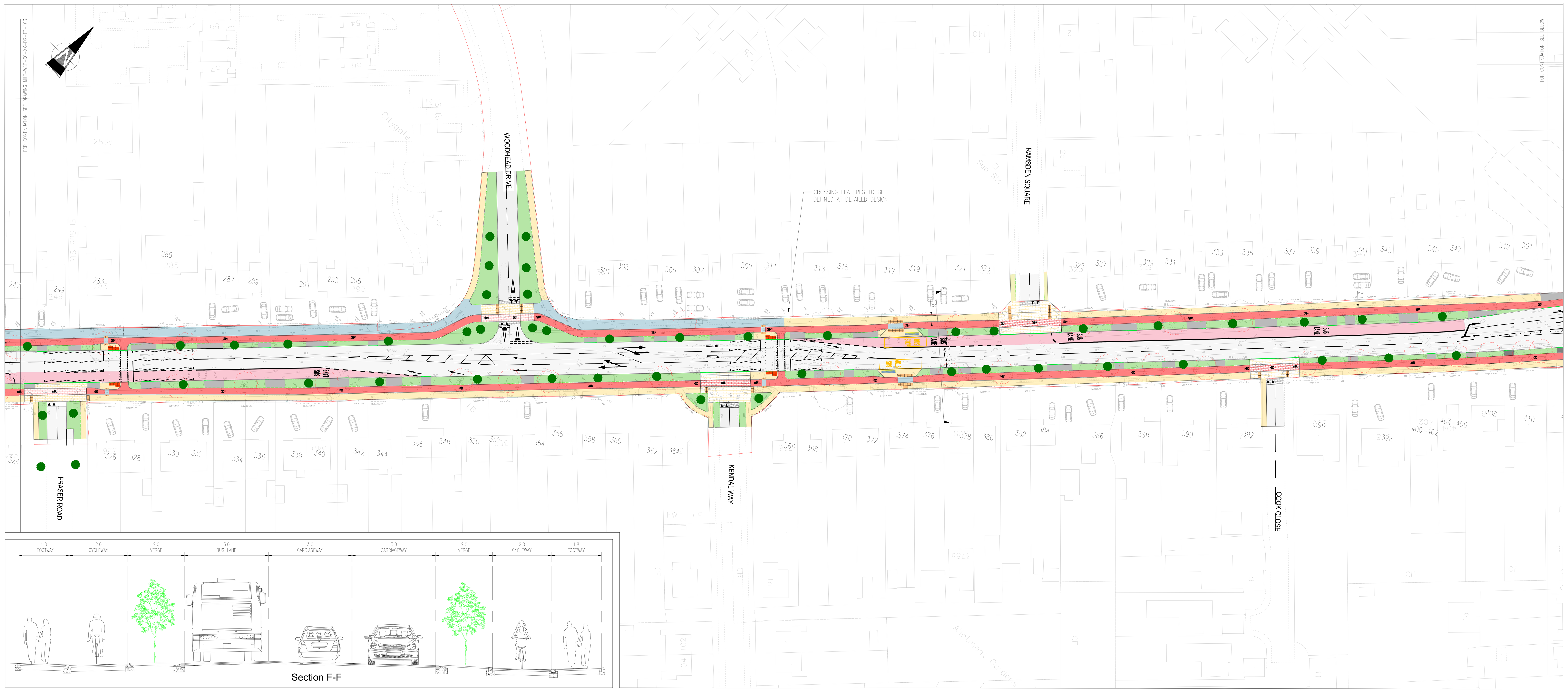

LEGEND:

CARRIAGEWAY FINISH	TACTILE PAVING –RED
GRASS VERGE	TACTILE PAVING – BUFF
CYCLEPATH	BUS STOP CAGE
FOOTWAY	BUS SHELTER
BLOCK PAVING RED	TREE TO BE KEPT
PAVING SLABS	TREE TO BE REMOVED
HARD LANDSCAPING	PROPOSED TREE
SHARED SURFACE	PROPOSED RAMP
RAISED CYCLE LANE	DROPPED KERB
RAISED ACCESS JUNCTION	HIGHWAY BOUNDARY
PRIVATE VEHICULAR ACCESS	

25 metres

REV	DATE	BY	DESCRIPTION	CHK	APP
P03	23/05/2018	AKM	SUBMIT FOR CONSULTATION	AKM	NP
P02	18/05/2018	MO'D	CAD AMENDMENTS	AKM	NP
P01	08/05/2018	GRJ	FIRST ISSUE	AKM	NP

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ARCHITECT:

PROJECT: MILTON ROAD IMPROVEMENT SCHEME

TITLE: GENERAL ARRANGEMENT SHEET 3

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DRAWING No: MILT-WSP-00-XX-DR-TP-104			REV: P03

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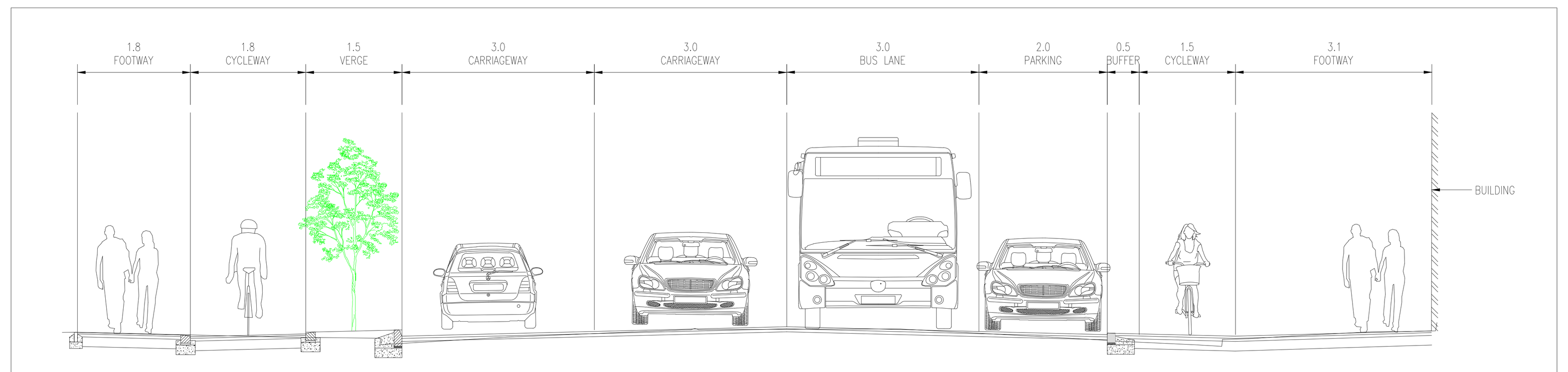
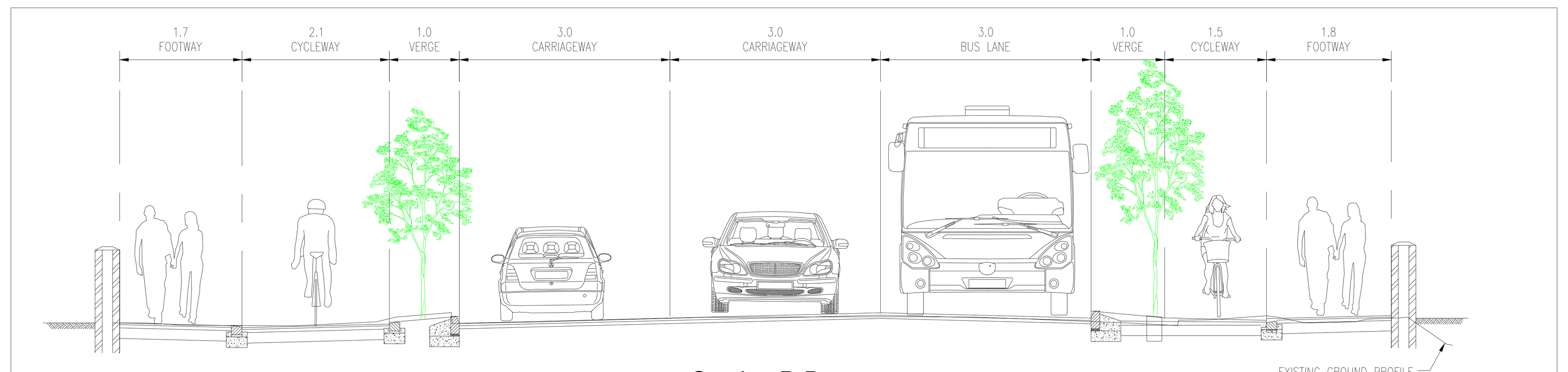


Section A-A



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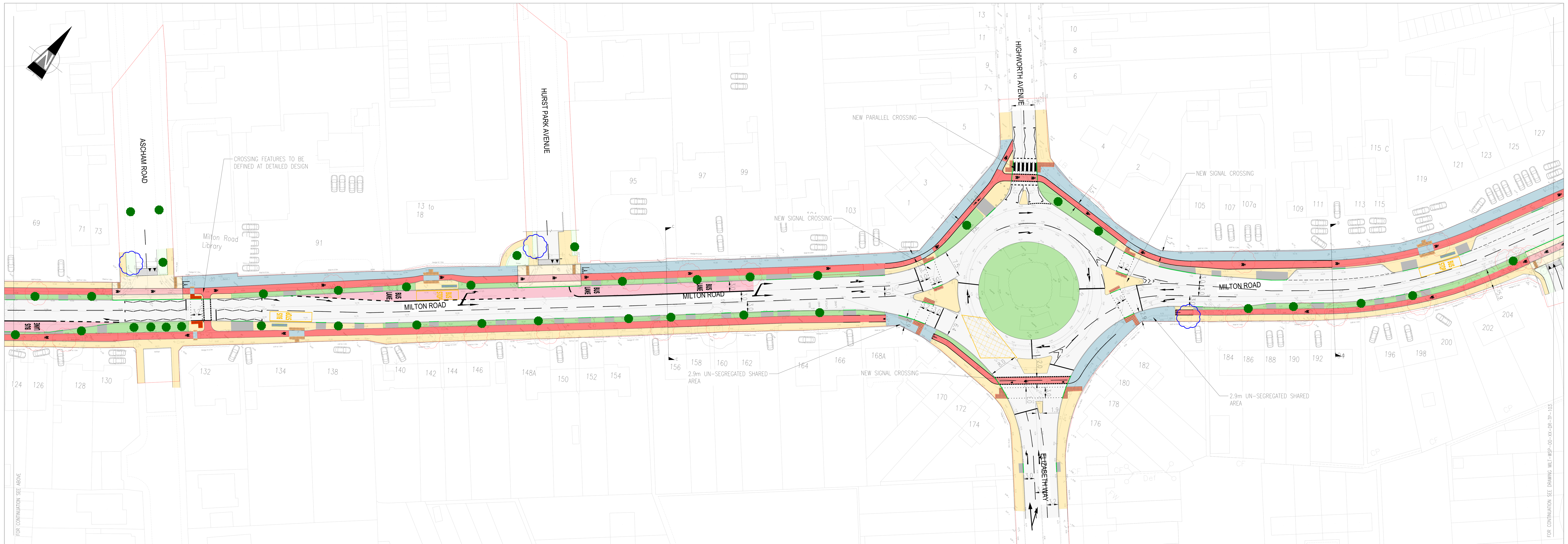

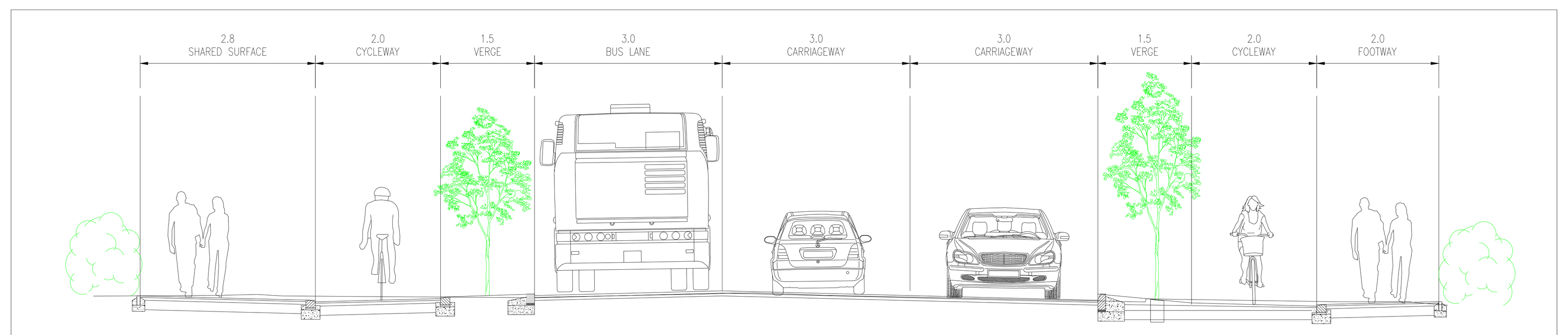

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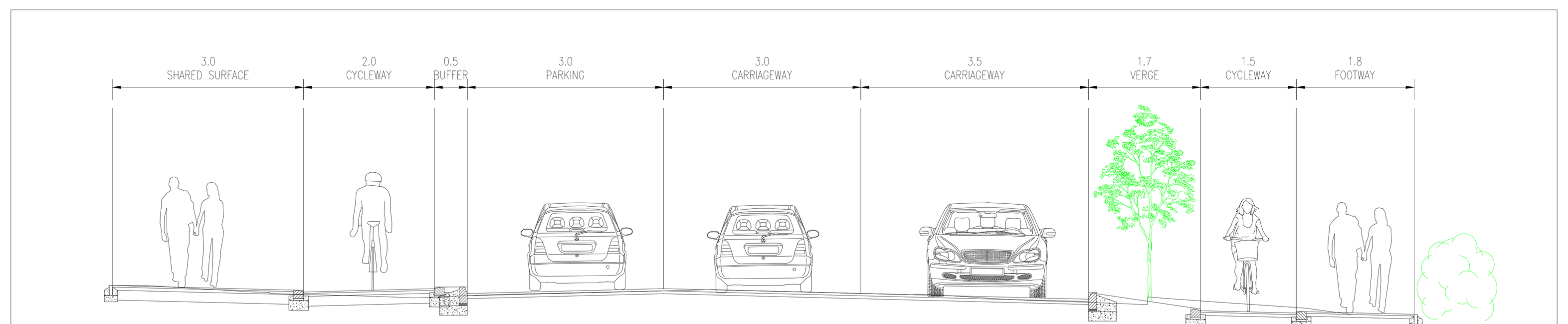

Section D-D

LEGEND:

CARRIAGEWAY FINISH	TACTILE PAVING -RED
GRASS VERGE	TACTILE PAVING - BUFF
CYCLEPATH	BUS STOP CAGE
FOOTWAY	BUS SHELTER
BLOCK PAVING RED	TREE TO BE KEPT
PAVING SLABS	TREE TO BE REMOVED
HARD LANDSCAPING	PROPOSED TREE
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25 metres

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P03	23/05/2018	AKM	SUBMIT FOR CONSULTATION	AKM	NP
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CLIENT: GREATER CAMBRIDGE PARTNERSHIP

ARCHITECT:

PROJECT: MILTON ROAD IMPROVEMENT SCHEME

TITLE: GENERAL ARRANGEMENT SHEET 1

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PROJECT No: 70012012	DESIGNED: GRJ	DRAWN: GRJ	DATE: May 18

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GREATER CAMBRIDGE PARTNERSHIP

Growing and sharing prosperity

Delivering our City Deal

Report to: Greater Cambridge Partnership Executive Board **4 July 2018**

Lead officer: Peter Blake – GCP Director of Transport

City Access

1. Purpose

1.1. This paper updates the Assembly on work to explore a number of options for reducing congestion and improving air quality in and around Cambridge. The work is based on the requirement to make demonstrable improvements in public transport to provide an effective, reliable and affordable alternative to the car, prior to interventions designed to manage demand. It considers the extent to which modal shift might be achieved and whether a sequenced programme of demand management might be necessary to free up road space that can be more equitably and efficiently used for public transport and, if necessary, provide financial support to the operation of that public transport system. The improvements required in public transport services to support any changes will need to be delivered in advance of any significant demand management measures.

1.2. These proposals will be discussed during June and July with Cambridgeshire and Peterborough Combined Authority, as the strategic transport authority, as part of developing final City Access proposals. The planned discussions between the GCP and Combined Authority as agreed at the CPCA meeting on 30th May 2018 will focus on aligning short, medium and long term policies and future work programme, including a review of the Combined Authority evidential basis and delivery strategies. The City Access proposals will be adapted to reflect the outcome of these discussions.

2. Recommendations

2.1. The Executive Board is recommended to:

- Note the work to date on the potential options for achieving modal shift through demand management.
- Agree to continue to review the demand management options available to meet the objectives of the GCP's transport strategy.
- Agree to work with the Combined Authority, as the designated strategic transport authority for the Greater Cambridge area to further review proposals for managing demand.

3. **Officer comment on Joint Assembly recommendations and issues raised**

3.1. The Joint Assembly reflected on the pace at which this project had been progressing and hoped that a further paper on City Access would be with them soon.

3.2. There was a large amount of discussion about the impact that any Toxicity/intelligent charging mechanism could have on those of lower income and commuters. Members felt that prior to any charging mechanism being implemented, the reliability of the public transport network needed to improve significantly. Officers reassured Members that work is underway to ensure this is the case.

3.3. Members asked officers to also look at the impact of school traffic as a factor which officers agreed to take away and work on.

4. Key issues and considerations

Context

4.1. Greater Cambridge is a national economic success story, an important contributor to UK PLC and host to some of the most productive and innovative parts of the UK economy. The role of the Greater Cambridge Partnership is to support the continued economic success of the Greater Cambridge area, to ensure that this growth is supported and that everyone in Greater Cambridge is able to access the opportunities offered by that growth.

4.2. In doing so, the GCP is working, and will continue to work, closely with the Mayor and Combined Authority of Cambridgeshire and Peterborough.

4.3. The GCP must ensure that the benefits that draw people to Greater Cambridge including beautiful landscape, historic environment, good high quality jobs, educational offer, and character are not allowed to be offset by the costs that can come with growth for example increasingly unaffordable housing, traffic congestion, and poorer air quality.

4.4. Congestion is a major problem. People are spending too much of their time in traffic jams; congestion has an impact on people's quality of life, on the local environment and on business productivity.

City Access – Purpose and Strategy

4.5. The City Access project is designed to support the development of a world class transport system that makes it easy to get into, out of, and around Cambridge in ways that enhance the environment and retain the beauty of the City. The strategy for achieving this includes the following elements:

- Supporting the transition to sustainable transport (public transport, bike, foot) making travel easier especially for those coming in regularly from outside the city.

- Making public transport vehicles significantly more reliable and attractive including the delivery of a segregated rapid transit system to avoid public transport queuing behind cars.

- Developing cycling and walking as significantly more attractive options.

- Reducing city centre and cross-city vehicular journeys by providing attractive alternatives.
- Delivering enhancements to the public realm and city centre environment.
- Providing better information to help travellers make more informed choices.
- Potentially generating funds through pricing measures to deliver a step change in public transport provision.

4.1. Measures to monitor and track progress of the City Access project include:

- Reduction in numbers of vehicles (10-15% reduction in 2011 figure).
- Increase in modal shift to public and sustainable forms of transport, including an increase in cycling numbers.
- Reduction in journey times by public transport to/from key locations.
- Improved frequency of public transport services.
- Improved journey reliability across all modes.
- Public transport which is available to more people through the introduction of new services.
- Increased patronage of public transport services, creating the opportunity to negotiate a reduction in fares.
- Enhanced air quality and emission volumes.
- Improved public realm.

Impacts of future growth on network performance

4.6. Census data shows that of the total 144,000 Greater Cambridge workers, 86,000 (60%) say their main mode of transport to work is driving themselves to work1. Key road links on the network are already operating with vehicle flows above their design capacity and the impacts of this congestion delay on people's quality of life and on business competitiveness is felt by many locally to be unacceptable.

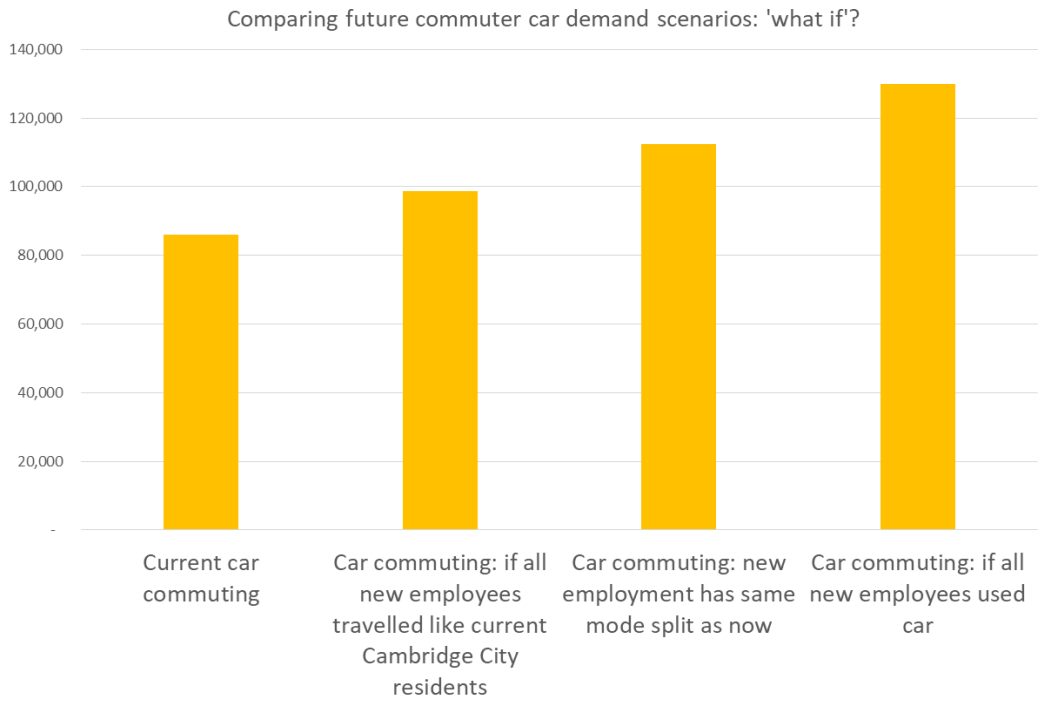
4.7. Addressing network pinch points and providing targeted additional capacity can be an effective way of reducing delays caused by congestion, and GCP are developing plans for highways capacity improvements including working with DfT to secure investment in the M11 and at Girton Interchange to address local challenges. Works to upgrade the A14 have begun and the Mayor and Combined Authority and the County Council are developing proposals for strategic road network improvements in the wider area.

[1] This does not include people that travel to work as car passengers. Note that is likely to include many peak hour park & ride users, as the Census asks people to categorise their mode of travel by longest leg of journey which in most cases is likely to be car where P&R is used as a 'last mile'.

4.8. However, evidence also suggests that provision of additional capacity, especially within urban areas, is not a long term solution for congestion. New road capacity often fills up shortly after it is provided and efforts to encourage modal shift are the only way to support cities to grow sustainably in a way that limits urban sprawl and maintains quality of life for those that live in and around them.

4.9. Given the planned scale of employment growth (44,000 new jobs to 2031), if all new workers had the travel behaviours of today's workers, there would be an additional 26,000 commuting trips to be accommodated on the road network.

4.10. For most residents west of the M11 or north of the A14, Addenbrooke's/ Cambridge Biomedical Campus and other employment locations to the south are an impractically long (more than one hour) public transport commute. There are some 30,000 new homes planned to the north and west of Cambridge, and around 20,000 new jobs at CBC, Babraham Research Campus and Granta Park. Without investment in cross city connectivity, new residents of those areas are very unlikely to travel to work by public transport, and the increase in car commuting trips could be higher still.



4.11. The network cannot sustain this 'business as usual' level of car demand growth. Preliminary modelling analysis underpinning the Cambridgeshire and Peterborough Independent Economic Review (CPIER) suggests that Greater Cambridge will be unable to maintain its current rate of growth and success given current infrastructure and housing plans. Reducing congestion is therefore a priority to ensure the continued success of Greater Cambridge economy, an analysis which is supported by business voices from around the GCP area.

4.12. GCP is developing plans for investment in public transport provision that targets locations for growth and addresses gaps in the current provision where they arise in terms of journey time, accessibility, frequency and cost.

4.13. However, competitiveness analysis of public transport on key routes suggests that for many locations, public transport journey time improvements and demand management measures may be need to be used in combination, rather than separately, to make public transport competitive with car travel within the City and immediate surrounding areas. When implemented in combination, scenario testing indicates that public transport could become the most attractive option for 80-90% of zones tested.

Feedback from Our Big Conversation Reinforces the City Access Strategy

4.14. Our Big Conversation analysis shows that a vast majority of strategic aims for improving transport are supported or strongly supported.

4.15. Improving public transport is identified as the measure which would benefit respondents most (55.9 %).

4.16. The Systra residents' travel survey revealed that reliability is most frequently cited as the reason for the choice of travel mode (40.6%). In addition, of those who do not use alternative modes, the top three reasons were due to: speed, reliability and price of public transport.

4.17. Commuters make up highest proportion of those travelling in/around Cambridge five or more times per week (86.5%). Moreover, 47.7% of commuters cycle compared to 38.7% other respondents.

4.18. The biggest transport challenges identified by respondents to Our Big Conversation survey include:

- Traffic congestion (64.6%).
- Reliability of public transport (42.5%).
- The lack of public transport (39.7%).

5. Demand Management

Policy Background

5.1. Policy TSCSC 15 in the Cambridgeshire Local Transport Plan approved by Cambridgeshire County Council in July 2015 states that:

5.2. 'Appropriate measures and interventions will be introduced to manage the demand for general vehicular traffic, and reducing through traffic in Cambridge in line with the strategy approach. Further work is proposed to determine the specific priorities which will be consulted on over time with such as measures expected to include;

- *Reallocation of road space to be used by passenger transport, pedestrians and cyclists*
- *Access restrictions for general vehicular traffic*
- *Parking restrictions'*

5.3. This policy was also adopted by the Combined Authority as part of their adoption of the Local Transport Plan on 28 June 2017.

What is meant by demand management?

5.4. Demand management encompasses a range of tools, for example:

- Physical controls including closing roads to some or all type of vehicle, either permanently or at certain times.
- Parking controls. This can include a variety of approaches including Residents' Parking Schemes, reducing the number of on and off street parking spaces, increasing parking charges and introducing a charge for employer-owned spaces currently offering free parking to employees (a Workplace Parking Levy).
- Pollution or toxicity charging whereby the most polluting types of vehicle are charged.
- Intelligent charging where charges are related to road conditions, normally congestion and/or air quality.

5.5. Demand management tools are broadly divided into physical interventions or pricing (fiscal) measures. Whereas pricing measures are likely to have a city-level impact and have cost implications for people and businesses, physical measures allow more local, targeted interventions without imposing cost but they do limit choice and may displace congestion problems from one location to another.

5.6. A summary of the key features of Demand Management options is contained in **Appendix 1**.

Demand management in relation to other City Access initiatives

5.7. Consideration of managing demand is predicated on first putting in place demonstrable improvements in public transport in order for there to be an effective, reliable and affordable alternative to the car, prior to interventions designed to manage demand. The principles of this system are set out in the Transport Strategy paper.

Why demand management is important

5.8. Demand management is a means of reducing the number of vehicles in Cambridge, and it has a number of important impacts:

- Reducing congestion in the city centre and around major employment centres.
- Improving the reliability of public transport since public transport vehicles will be less prone to being caught up in congestion. Since speed and reliability were shown by Our Big Conversation to be key influencers of travel mode choice, this is likely to be very positive for encouraging modal shift.
- Changing the balance away from private vehicles and towards other modes including public transport thus increasing patronage. This has the potential to make routes significantly more viable; encourage operators to open up new routes and increase frequency, and create a downward price pressure.

- Minimising the time wasted in traffic congestion for people that live and work in Greater Cambridge.

- Freeing up road space thus creating a more pleasant environment for cyclists and pedestrians which also encourages modal shift to sustainable options.

- Improving air quality, especially if public transport vehicles use cleaner technologies.

5.9. Demand management is particularly relevant in the context of Greater Cambridge where growth and an increase in population is predicted. If demand management techniques are not used, there is a risk that any reduction in congestion brought about by other means will be temporary because in the absence of such measures, less congested roads tend to attract more vehicles. As a result, demand management is an important means to 'lock-in' hard won benefits and ensure the system is sustainable in the long term.

5.10. As described above, there are a number of different types of demand management measures. It is important that a range of measures is considered which would ensure that GCP realises its objectives as fairly and efficiently as possible. Taking an holistic approach helps to ensure that the measures are coherent and effective, and allows an informed assessment of the impact on different stakeholder groups and the equity of the proposals. This may mean that using physical and pricing mechanisms in combination would provide the best approach for managing demand.

5.11. Pricing means that those who continue to drive when good alternatives are available would be required to pay for the pollution they cause and/or the benefit of using roads which are less congested than previously. If those funds were to be directed into improving public transport, this would be most likely to benefit those who currently have few choices, for example the 44% of the lowest income quintile who have no access to a car (National Travel Survey DfT 2017).

5.12. Some methods of managing demand can be used to generate funds to improve public transport further by subsidising fares, routes, frequency and hours of operation. As well as providing the means to help fund a world class public transport system, funds also provide revenue against which borrowing could be secured to part fund major capital works e.g. mass rapid transit. In the longer term this leads to more people having good alternatives to car travel, creating a virtuous cycle.

5.13. If there was support for the funding of public transport improvements in this way, the GCP could consider up-front funding from the City Deal transport allocation to ensure the public transport alternatives are more attractive for all Greater Cambridge residents, employees and visitors, ahead of any charges being introduced.

5.14. In order for demand management to be a driver of modal shift which is the principal objective, there needs to be an available and affordable alternative to using the car at the point at which any charge were it to be introduced so these will need to be prioritised and potentially forward funded.

Assessing demand management interventions: metrics for success

5.15. The primary metric against which interventions have been assessed is their ability to achieve the headline target of a 10-15% reduction on 2011 traffic levels target by 2030.

5.16. Because traffic volumes have grown considerably since 2011, this translates to a 24% reduction on 2017 traffic levels, to be achieved over a period during which the population in Cambridgeshire is forecast to grow by 11% (2017-2030).

5.17. In addition to the traffic reduction target, scenarios can also be compared using a preliminary assessment of:

- likely equalities impacts (including household income and deprivation);
- number of additional public transport passengers implied;
- likely net revenue surplus that could be used to cross-subsidise public transport improvements.

Sequencing of Demand Management Measures

5.18. Different demand management measures clearly have different impacts, as is outlined in more detail below. The size and scale of impact for example on traffic volumes, accessibility or equality issues will be a key consideration when considering the sequencing of any implementation. A gradual ramping up of measures may be more desirable and deliverable, moving to the next option only if the desired impacts are not achieved.

Physical demand management interventions

5.19. Work has been commissioned to establish whether there is a credible set of physical interventions (e.g. road closures, limited access and similar) that could achieve or contribute to the desired traffic reduction outcome without causing significant problems elsewhere on the network. This work is due to conclude in July and will be presented to a future Joint Assembly and Executive Board.

5.20. Other physical measures include enhancing traffic signals and the management of on-street parking such as residents parking schemes. Whilst the impact of such schemes on traffic volumes is more marginal, work continues to quantify the benefits and will be presented to a future meeting.

Price-based demand management interventions

5.21. A model has been developed to estimate the impact that might be expected using the different price-based options available.

5.22. The model is an economic model predicting the overall demand response level to different prices and circumstances. It does not consider implications for traffic assignment and re-routing. If a decision is taken to proceed with more detailed impact modelling, it will be necessary to also undertake traffic modelling to establish how specific parts of the network might be affected.

5.23. The work also outlines, in general terms the revenue that might be raised by any fiscal charges which would support delivery of an enhanced public transport network.

5.24. To date, a preliminary series of scenarios have been tested, with the potential to test more in response to Joint Assembly and Executive Board member queries or in response to views expressed through any future public consultation.

6. Options

Off-street parking charges

6.1. The results of the economic modelling suggest that raising prices for public sector controlled off-street parking alone is unlikely to achieve the demand reduction target. This is primarily because only a small proportion of journeys use off street paid parking.

6.2. An increase in the average hourly charge by £2 on all council held on and off street parking is expected to generate additional gross annual revenues of approximately £18m by 2030 and reduce baseline road traffic demand by ~4%. This reduction misses the target of 15% below 2011 traffic levels by 31% or 35,000 daily journeys.

Workplace Parking Levy

6.3. The results of the modelling suggests that Workplace Parking Levy alone is unlikely to be able to achieve the demand reduction target. However if implemented at a rate of £400 per year it could generate £6m-£7.5m per annum in gross revenues to reinvest in delivering public transport solutions.

6.4. This finding is primarily driven by two factors, first, evidence from Nottingham suggests that only around 40% of employers pass on the charge to their employees that use the spaces. For the majority, the Workplace Parking Levy is absorbed by the employers, effectively becoming a local business tax. Second, for those that do pass on the charge to individual drivers, the rate that has previously been discussed (around £400 per annum) equates to a relatively modest daily charge of around £1.50. A charge at that level affecting a minority of drivers is unlikely to be able to achieve the scale of demand reduction targeted; it is expected to only reduce demand below the baseline by 1% in 2030, with traffic levels remaining 35% above target levels.

6.5. It may be possible to deliver a greater demand reduction impact by substantially increasing the annual charge of a Workplace Parking Levy, but this would mean the financial and behavioural burden of demand reduction being borne heavily by a relatively small proportion of car drivers. The revenue of Nottingham's Workplace Parking Levy is ring-fenced to support public transport but it appears more effective as a revenue raising measure than a demand management measure.

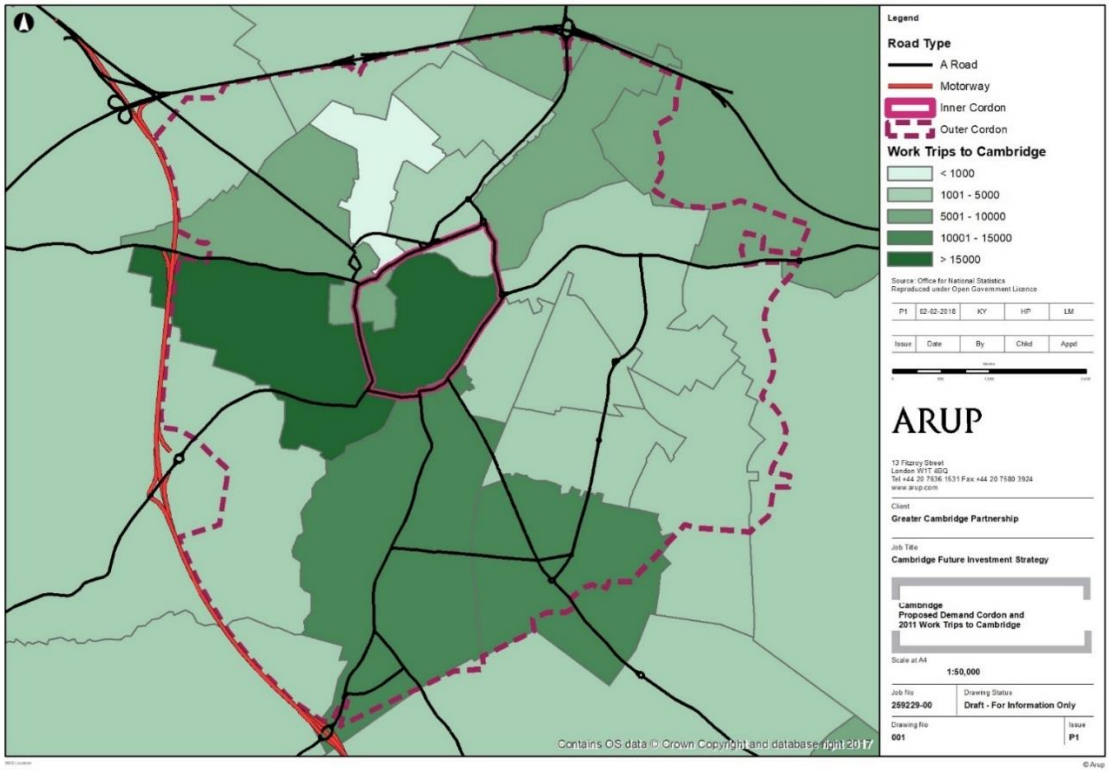
Pollution charging

6.6. For the purposes of pollution charging and intelligent charging, the model considers two potential charging zones, which could operate separately or in combination. The zone boundaries are illustrative at this stage to allow for testing of potential impacts. Further work would be needed on the feasibility and traffic implications to establish a precise definition if this option were to be taken forward.

6.7. The ‘outer zone’ has been defined to sit inside the ring of park & ride sites around the city (it does not cross the A14, M11 or A11). This zone effectively covers the whole City of Cambridge, including the key satellite employment sites. Up to 80% of current jobs locations in the GCP area would be inside the zone and a substantial proportion of planned employment growth. Drivers would have the option to park & ride to complete their journey, or to drive on and incur a charge.

6.8. The ‘inner zone’ has been defined by the inner ring road and effectively covers the city centre only. A substantial proportion of jobs in the GCP area would fall outside of this inner zone, but it is where congestion is generally most acute.

Figure 1 Illustrative inner and outer charge zones, compared with work trip destinations in Cambridge



6.9. Results of the modelling of a Pollution Charge (sometimes referred to as an emissions charge, toxicity charge or T-charge) suggest that asking the drivers of the most polluting vehicles to pay a charge when driving in the city could be an effective way to meet demand reduction targets in the short to medium term. Gross annual revenues could be greater than £25m in the peak year of impact (2021). In the longer term, as fleet mix changes and all vehicles become ‘cleaner’, the effect would be likely to diminish rapidly, generating less than £5m in gross revenue per annum by the year 2027.

6.10. The economic model estimates that a charge of £4 daily, which applies to all diesel vehicles below Euro-6 standard, and all petrol vehicles below Euro-5 standard (equivalent to the recently introduced London T-charge) could reduce traffic below the baseline in the city by 6% (~9,000 journeys daily).

6.11. The environmental requirements for exemption from a pollution charge would need to be enhanced over time to have the same level of impact on congestion whilst at the same time improving air quality.

6.12. If the primary objective of a pollution charge is air quality improvement, it is possible that banning only the most polluting vehicles (LGVs and HGVs) and transitioning to a fully electric bus fleet may be a more efficient way to meet that objective than charging all vehicles. This is being explored through the Clean Air Zone feasibility study that is being undertaken in parallel with this study. Banning only HGVs and LGVs could potentially address issues of air quality but would be unlikely to significantly improve city centre traffic levels or contribute to the demand reduction target.

Intelligent charging

6.13. The principle of an Intelligent Charging mechanism is that drivers are required to pay a charge for entering a zone that would vary according to prevailing traffic conditions and is set to zero when there is no congestion.

6.14. Preliminary estimates suggest that an Intelligent Charging regime could be an effective way of achieving traffic demand reduction targets.

6.15. The model that has been developed to date allows various scenarios to be tested, including different hours of operation, the level at which the charge is set, and to vary the charge between 'inner' and 'outer' zones or keep it constant across the city. It is possible in the model to test the impacts of having a low city-wide charge with a premium for journeys that pass through the inner (city centre) zone.

6.16. Two illustrative examples are provided of Intelligent Charge scenarios that are expected to achieve demand reduction objectives. These correspond broadly to either a relatively high charge focused on the city centre, or a lower charge which applies to the whole city. In both scenarios, there is no charge for vehicles travelling before 7am or after 7pm. Additionally, in both scenarios, charges are first implemented as a pollution charge in 2021 only on the most polluting vehicles, before being converted to an intelligent charge on all vehicles around 2025 and only if other interventions have not achieved the desired demand reduction.

6.17. In a balanced charging scenario where the inner and outer zones are charged the same peak rate of £4 per day (i.e. no city centre 'premium'), there is a reduction of 27% below baseline traffic levels by 2030, meeting the target traffic level of 15% below 2011 levels.

6.18. In a targeted charging scenario where the inner and outer zones are charged different peak rates of £10 and £1 per day respectively, there remains a reduction of 27% below baseline levels by 2030, meeting the target traffic level of 15% below 2011 levels.

7. Phasing of Options

7.1. It is important that the total impact be considered in terms of the City Access package as a whole, not just the impact of demand management, but of the public transport system that it enables.

7.2. The Big Conversation travel survey last year, carried out by Travel for Cambridgeshire, found clearly that journey times (relative to car) were the single most important factor in people using cars rather than public transport. Analysis of the competitiveness of public transport to key employment locations bears this out and suggests that for some areas with significant commuter flows to Cambridge, only public transport journey time improvements and demand management in combination are likely to make public transport competitive with car.

7.3. GCP are working closely with the Mayor and the Combined Authority to push forward the development of the proposed Mass Transit solution (the Cambridgeshire Autonomous Metro, or CAM). A Strategic Outline Business Case development is underway which will test different scheme options.

7.4. GCP is developing proposals to deliver elements of the Cambridgeshire Autonomous Metro (CAM) early: the Cambourne to Cambridge and South East Cambridge busways, which stand alone as schemes in their own right but which ultimately could be incorporated into the wider CAM network. The full system, and in particular the proposed city centre off-road or tunnelled sections, are unlikely to be operational for some time. Action must be taken before then to make public transport more attractive and more viable.

7.5. The analysis in the Public Transport paper clearly sets out that without one or more measures of demand management, and until such time as fully offline public transport solutions can be delivered, it is unlikely that the necessary congestion reduction will occur to improve bus journey times, and make walking and cycling more attractive without supporting measures.

7.6. To deliver the significant improvement to the public transport network set out in Paper 1 requires either or both of:

- a very substantial increase in demand for public transport (to provide the additional fare revenues to justify new commercially provided services);
- ongoing public subsidies for services that are not commercially viable, but are considered socially desirable.

8. Next steps and milestones

8.1. Work continues on the evidence base for options to manage traffic demand and a further paper will be brought to the Board later in the year.

9. Implications

Equality and diversity

9.1. In addition to the congestion reduction, mode shift and revenue raising impacts estimated through the modelling work, careful consideration has been given to how any demand management measures may affect different people.

9.2. It is expected that demand management to support public transport network improvement will have both positive and negative impacts on different groups of people but it is important to consider whether those impacts fall disproportionately on any one group, and in particular those of lower incomes, people with mobility concerns, children and older people.

9.3. An equalities impact screening assessment has been carried out based on the demand management measures set out above. This has considered not just the impact of any demand management measures, but the impact of the improved public transport network that it enables, either by reducing journey times or by providing financial cross-subsidy.

9.4. Given the emerging nature of proposals this is a preliminary exercise, intended to inform a discussion of the relative merits of the different measures, but will be updated as proposals are developed. A full equalities impact assessment will be undertaken as part of any decision to progress with a package of demand management measures.

List of appendices

Appendix 1	Key Features of Demand Management Options
Appendix 2	

Appendix 1: Key features of Demand Management Options

	Physical measures	Parking Controls	Workplace Parking Levy (WPL)	Toxicity Charge (T-Charge)	Intelligent Charging
Pros: opportunities and benefits	• Can influence congestion and public realm in specific areas • Can allow public transport to be more reliable and faster • Can allow cycling/walking to be safer and more attractive • Can encourage modal shift as sustainable transport has more freedom than private vehicles	• Fewer parking spaces may reduce traffic coming in towards those parking spaces – provided supply is known to be limited • Potentially an effective way to achieve modal shift to sustainable transport options. • Reduced parking might over time lessen problems caused by queues for car parks if there is sufficient modal shift. • Can be monitored by digital means	• Raises funding for other transport options • Potential to impact commuter behaviours including modal shift. • There is also the possibility that some businesses will be incentivised to release car parks for more productive uses (e.g. housing or employment) providing windfall and infill sites in the city centre and at key employment locations.	• Can deliver the 10-15% reduction in traffic, modal shift and the other City Access objectives (but emissions standards would need to be tightened over time to maintain congestion impacts) • Health benefits and public realm benefits from reduced emissions.	• Can influence behaviours to change time and/or route of travel if other options are available • Can be equitable if designed well • Gives positive feedback – doesn't need to charge if there is no congestion/pollution • Can deliver the 10-15% reduction in traffic, modal shift and the other City Access objectives.
Cons	• Reduces freedom of private vehicles for access • Restricts access for deliveries to businesses as well as residences • Potential modal shift to sustainable transport options.	• There is no affordable alternative for many people coming in from outside the city at the moment, including key workers and sixth form students	• Little impact on congestion • This cannot by itself fund the potential improvements ('carrots') • Some business opposition – needs to be fair • For those businesses that don't release land but choose to pay the Levy, it is not clear what proportion would absorb a Levy as a business overhead (which would be likely to have minimal traffic reduction impact) and what proportion would pass the cost on to individual drivers.	• May not be seen as equitable if older cars are owned by poorer residents	• Political concerns based on historic public reaction, offset by recent positive reaction in The Big Conversation findings • More expensive to install and trial than other measures
Feedback from business (as recorded at Big Conversation	• Risk of displacement rather than behavioural change • Very poor communication from City Deal last time this	• Space freed up from parking can be used in ways that contribute to the GCP aims.	• Some business saw WPL as an opportunity to develop land currently used for parking. Some businesses were	• Through traffic may avoid the area and thus reduce congestion.	• Significant potential for funding for improved, subsidised public transport and

	Physical measures	Parking Controls	Workplace Parking Levy (WPL)	Toxicity Charge (T-Charge)	Intelligent Charging
business briefings unless otherwise stated).	was raised		opposed to WPL because of the impact on low paid staff. Examples include Colleges with low paid staff working outside office hours who park at the College.		sustainable alternatives which helps to address concerns about low paid workers.
Big Conversation (Resident feedback from the Systra survey).	• Strong previous business opposition.	• Effective use of parking controls for demand management would reduce revenues, with a negative impact on City and County Council budgets (particularly significant for City given its relatively high proportion of overall budget).	• The Systra residents' survey indicates that this is a low scoring demand management option (significantly below Intelligent Charging).	• Vehicle owners (businesses and individuals) may change their vehicles over time.	Potential modal shift to sustainable transport options.
Main impacted group.	• 'Tackling Peak Time congestion' (summer-autumn 2016) resulted in negative feedback from businesses. In particular 'The least popular option was the introduction of the 6 Peak-time Congestion Control Points'.	• Some support for more parking controls. Some businesses supported expansion/extended hours of existing P&R sites and new P&R sites.	• Businesses in the affected area. • People working for businesses in the affected area.	• This may encourage new delivery operations e.g. electric fleet, freight consolidation.	• Potential flexibility may allow change over time. This could provide a means of adjustment in response to feedback from those affected.

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GREATER CAMBRIDGE PARTNERSHIP

Growing and sharing prosperity

Delivering our City Deal

Report to: Greater Cambridge Partnership Executive Board **4 July 2018**

Lead officer: Mike Davies – Cambridgeshire County Council

Greenways

1. Purpose

1.1. The creation of a network of Greenways is part of a strategy to encourage commuting by sustainable transport modes into the city from South Cambridgeshire villages, in a bid to reduce traffic congestion as well as contributing towards improved air quality and better public health. The project also provides opportunities for countryside access and leisure.

1.2. £500,000 has been allocated over two years to develop the 12 routes in a bid to get them 'shovel ready' for future funding via The Future Investment Strategy, S106 developer funding, or a combination of both. This report provides an update on progress and key issues.

1.3. This paper also proposes a programme of 'Quick Wins' designed to deliver short term improvements to the Greenways Network.

2. Recommendations

2.1. The Executive Board is recommended to:

- Note the outcomes of the initial engagement work;
- Note the schemes currently out to public consultation;
- Support the programme of 'Quick Wins' for delivery across the next two years.

3. Officer comment on Joint Assembly recommendations and issues raised

3.1. Questions regarding maintenance of Greenways were raised by the Assembly. Officers confirmed that this was under full consideration as part of the project, and that options being investigated include commuted sums, use of volunteers, sponsorship, and working towards a change of maintenance policy/priorities.

3.2. The Assembly highlighted a need for inter-connecting links to Greenways. It was confirmed that many of the routes would resemble 'herringbones' and would include links to the Greenways themselves. The consultations will allow for further route and link suggestions to be made.

3.3. A question was raised around consultation for the Quick Wins programme. The programme has been developed based on suggestions made at the early engagement events held, and in terms of consultation there will be letters sent out to locally elected representatives, Parish Councils, interest groups and local residents to ascertain any pockets of objection to any of the elements.

4. Key issues and considerations

4.1. Greenways has adopted a 'bottom up' methodology in engaging with local communities to maximise buy-in, to ensure that routes meet local needs, and to take advantage of local opportunities. The pre-consultation/engagement phase has completed for all of the routes, with 28 events held in total. Outputs from these events can be seen on the GCP website. Local communities engaged very positively at the events, and provided some really useful ideas and feedback which will help to shape the proposals further. Some examples include a clear steer to avoid any major changes to the path across Grantchester Meadows, and a desire to find a route that is as direct as possible to link Waterbeach.

4.2. The more formal consultation on all routes is scheduled to take place from now, until May 2019, with the exception of Linton Greenway which was included in the recent South East Cambridge Transport Study consultation. The order in which to take projects out to consultation was determined by considering a number of factors including apparent local support, cost benefit analysis, and alignment with strategic priorities including housing and employment growth. The first two consultations will be Barton and Haslingfield, followed by Waterbeach and Fulbourn.

Waterbeach Greenway

4.3. Over the two evenings, 102 written responses were collected. The majority of respondents (75%) felt they would use the Greenway for commuting, and the most popular mode of transport was bicycle. More people expressed a preference for a direct route that runs parallel to the railway line over any other option. The majority of respondents felt that the preferred route should be direct, wider than current routes, with a hard, smooth surface. Additionally people highlighted the importance of an attractive environment to encourage both leisure users and commuters.

4.4. A high number of responses suggested that current provision on the A10 is too narrow and dangerous. Personal safety was raised as an issue by some respondents, whilst others requested that the route should be well lit.

4.5. Based on the output from these initial engagement events a route with a number of 'spurs' at each end has been designed for public consultation, which can be seen in Appendix 1.

Fulbourn Greenway

4.6. Over two evenings 44 written responses were collected. More people expressed a preference for a direct route that runs parallel to the railway line over any other option. The respondents told us that the preferred route should be direct, wider than current routes and barriers should be removed. Other issues raised included a need for segregation where possible, lighting and improvements to the narrow approaches and bridge on The Tins path.

4.7. Based on these results, materials have been prepared on proposals for an improved route between the Carter Bridge (Cambridge Station) to Cherry Hinton which will focus on improved surfacing and continuity, as shown in Appendix 2. This section of the route will include replacement of the existing railway bridge and its ramps at The Tins.

Barton Greenway

4.8. Based on feedback from the engagement events, the consultation for this Greenway will include improved links to Cambridge alongside the A603, and towards the city centre, as well as improvements to the bridleway from Barton to Grantchester. The proposals are shown in Appendix 3.

Haslingfield Greenway

4.9. The proposed Greenway follows the existing desire line out towards Cantelupe Farm using a quiet road, and onwards via farm roads and bridleways, before crossing the M11 on an existing farm bridge, linking into Grantchester, then onwards to Newnham. It is also proposed to include a spur linking across to Hauxton and the Melbourn Greenway via an existing bridleway. The proposed route can be seen in Appendix 4.

5. Options and emerging recommendations

5.1. The results of the route consultations will be reported back to the Joint Assembly and Executive Board later in the year.

6. 'Quick Wins' Programme

6.1. In response to feedback received at the early engagement events officers have developed a 'Quick Wins' Programme of schemes that could be delivered over the next two financial years. This £4.65m package is listed in Appendix 5 and shown in a map in Appendix 6. The programme consists of new and improved links, as well as improvements to existing sections of Greenway.

6.2. A workshop has taken place with supply chain partners to discuss how best to tackle the programme, and to explore process efficiencies to ensure that the programme can be achieved. The schemes require minimal consultation, have some public support already, are generally within highway land, and require minimal statutory processes.

7. Next Steps

7.1. Consultation on Barton and Haslingfield Greenways has just commenced, running until 20th August. Waterbeach and Fulbourn will follow in September and October. Work is ongoing to determine route proposals, and consultation materials for the other routes.

7.2. Work to deliver the 'Quick Wins' programme could commence from August 2018.

8. Implications

Financial and Other Resources

8.1. £500,000 has been allocated for development of the Greenways. £4.65m is sought to deliver the Quick Wins programme.

Legal

8.2. No significant legal implications have been identified at this stage. Existing and new schemes need to be engaged with and managed as much as is possible within the current legal framework to minimise any negative effects.

Staffing

8.3. Project management is undertaken by Cambridgeshire County Council.

Risk management

8.4. Risks are managed with a project risk register.

Equality and diversity

8.5. Equalities impact assessments will be undertaken as part of any decision to progress with Greenway route delivery.

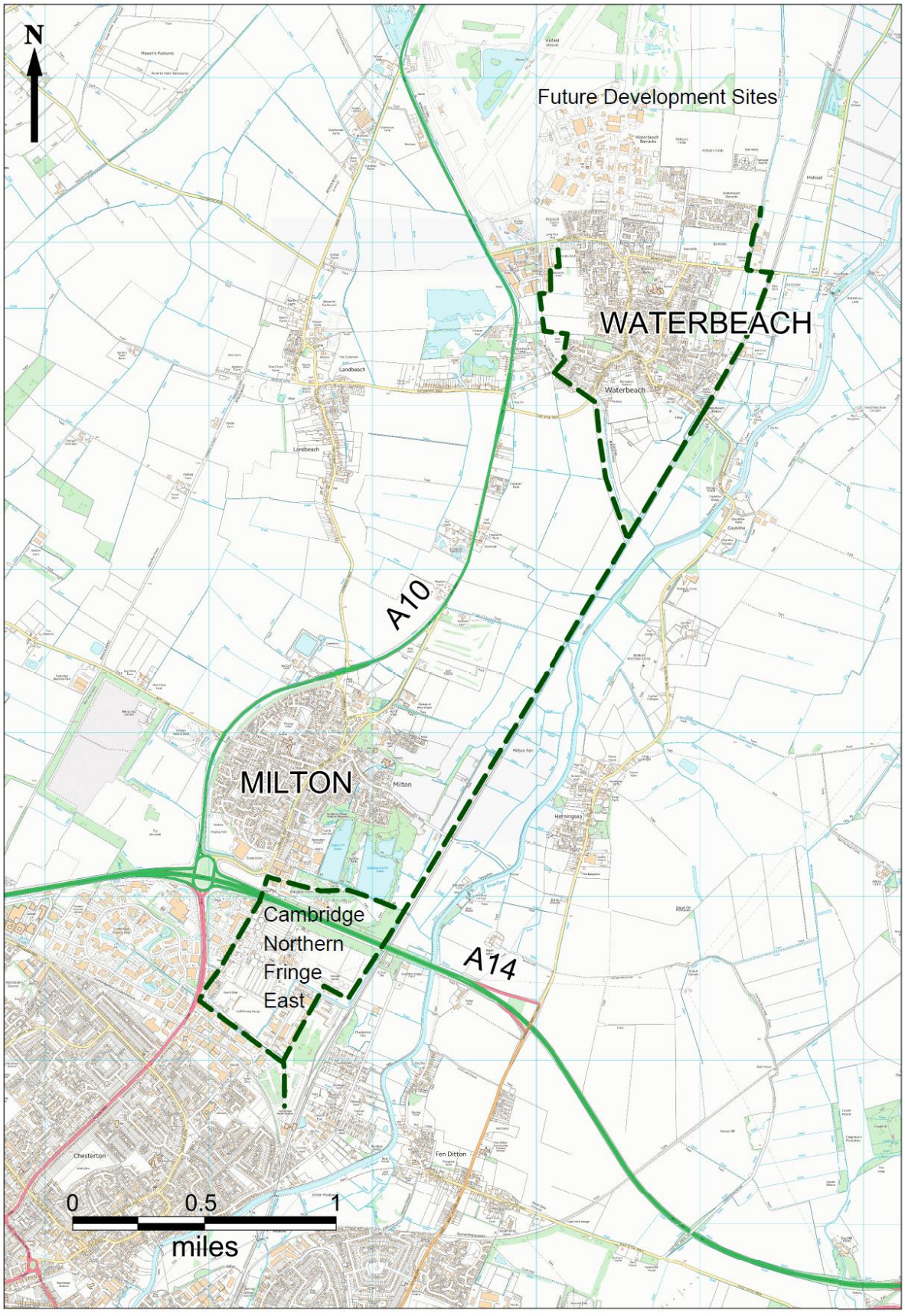
Climate change and environmental

8.6. Greenways have the potential to reduce congestion and improve air quality in the longer term through encouraging a shift towards sustainable transport modes.

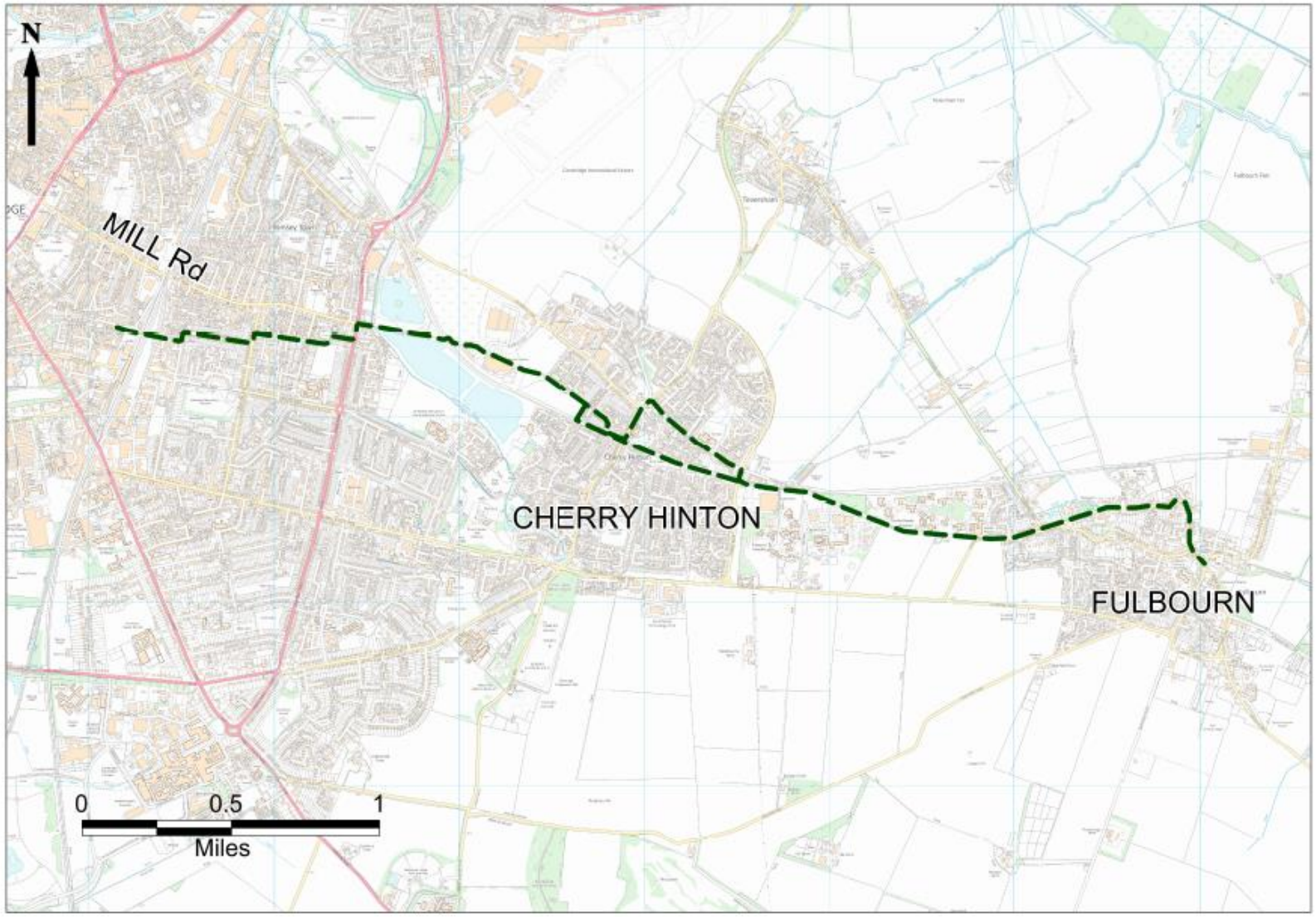
Consultation and communication

8.7. There has been extensive early public engagement on the Greenways routes to help to shape the consultation options. Suggestions from the events held have fed into the Greenways Quick Wins programme.

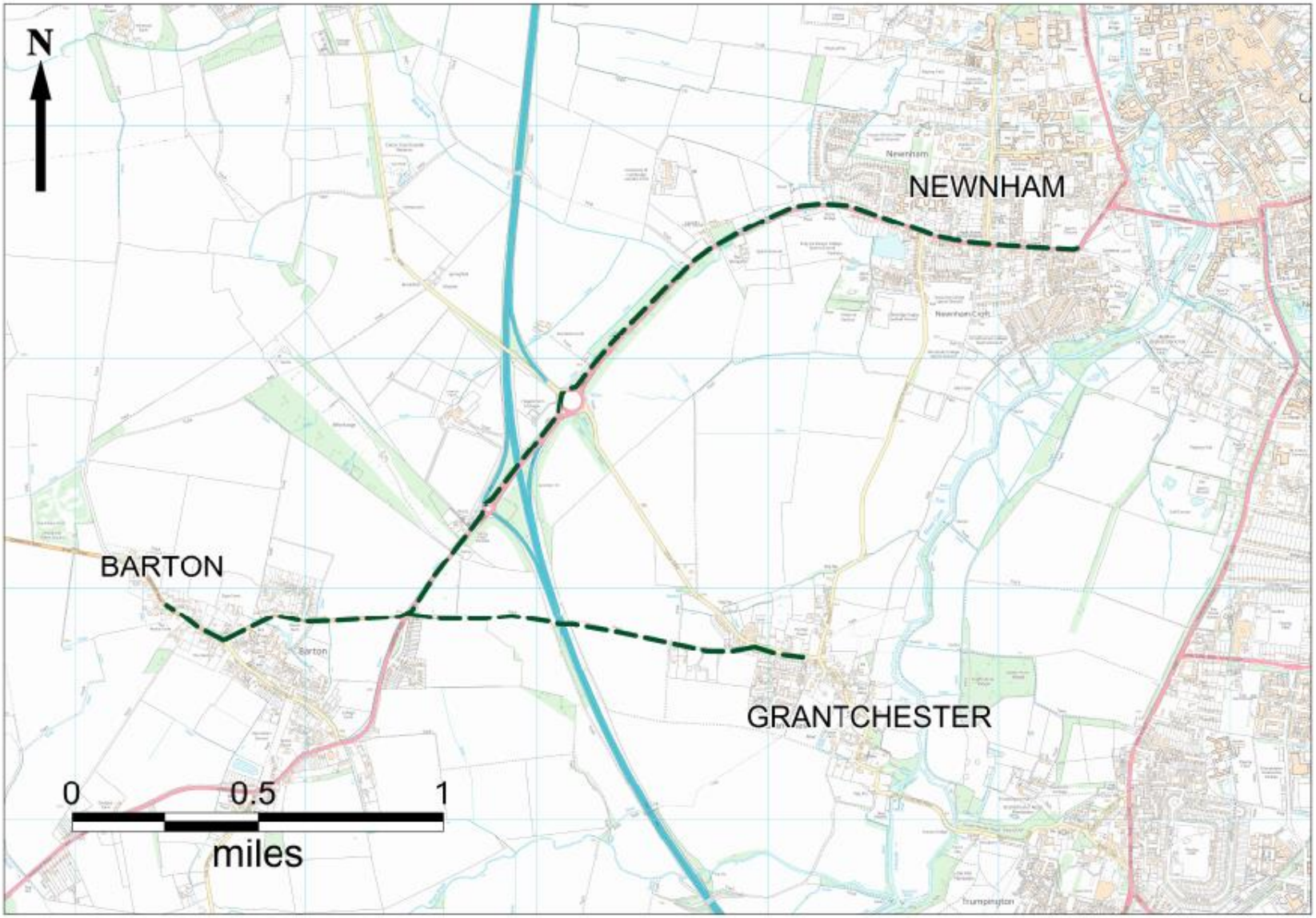
APPENDIX 1 – WATERBEACH GREENWAY



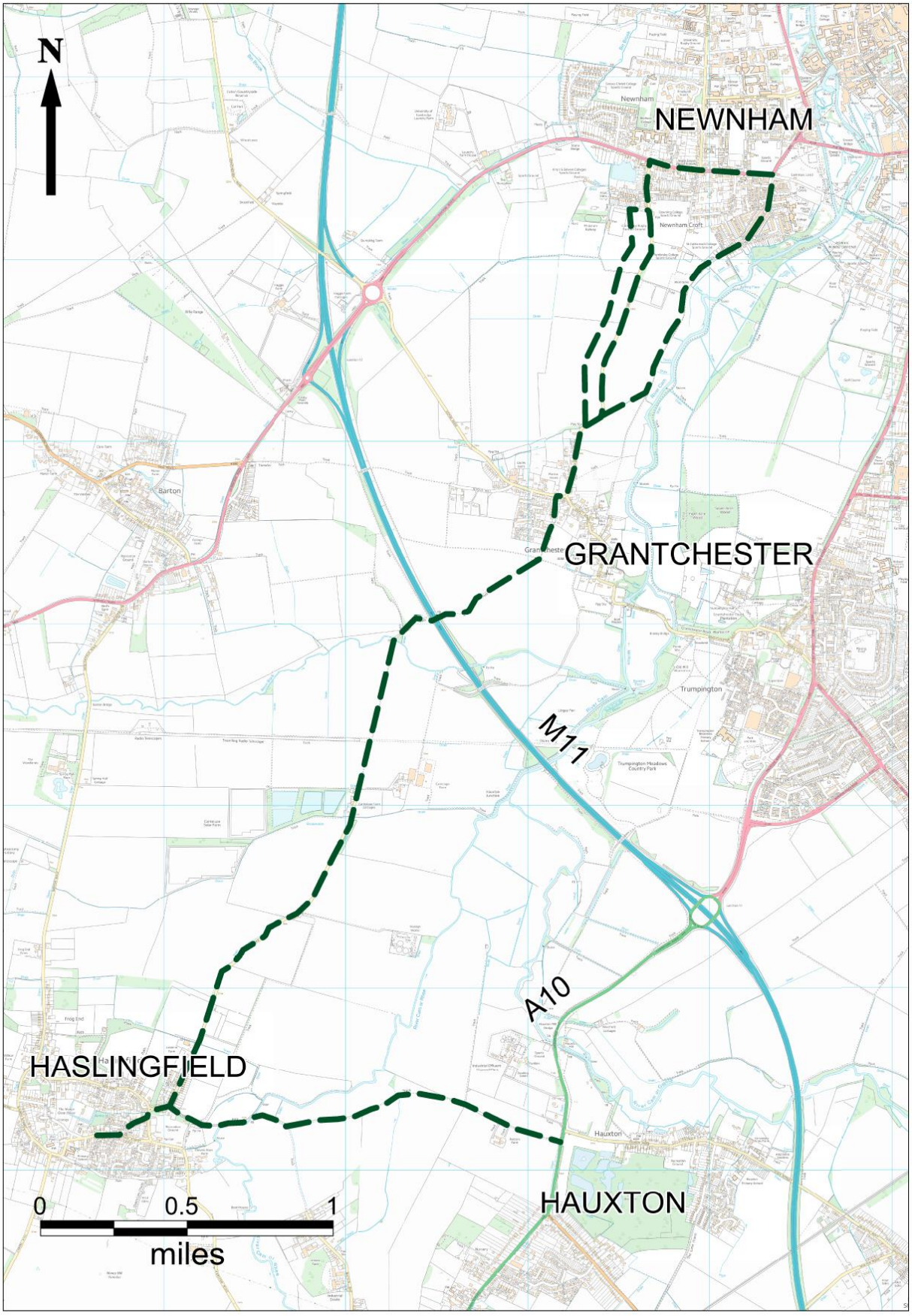
APPENDIX 2 – FULBOURN GREENWAY



APPENDIX 3 - BARTON GREENWAY



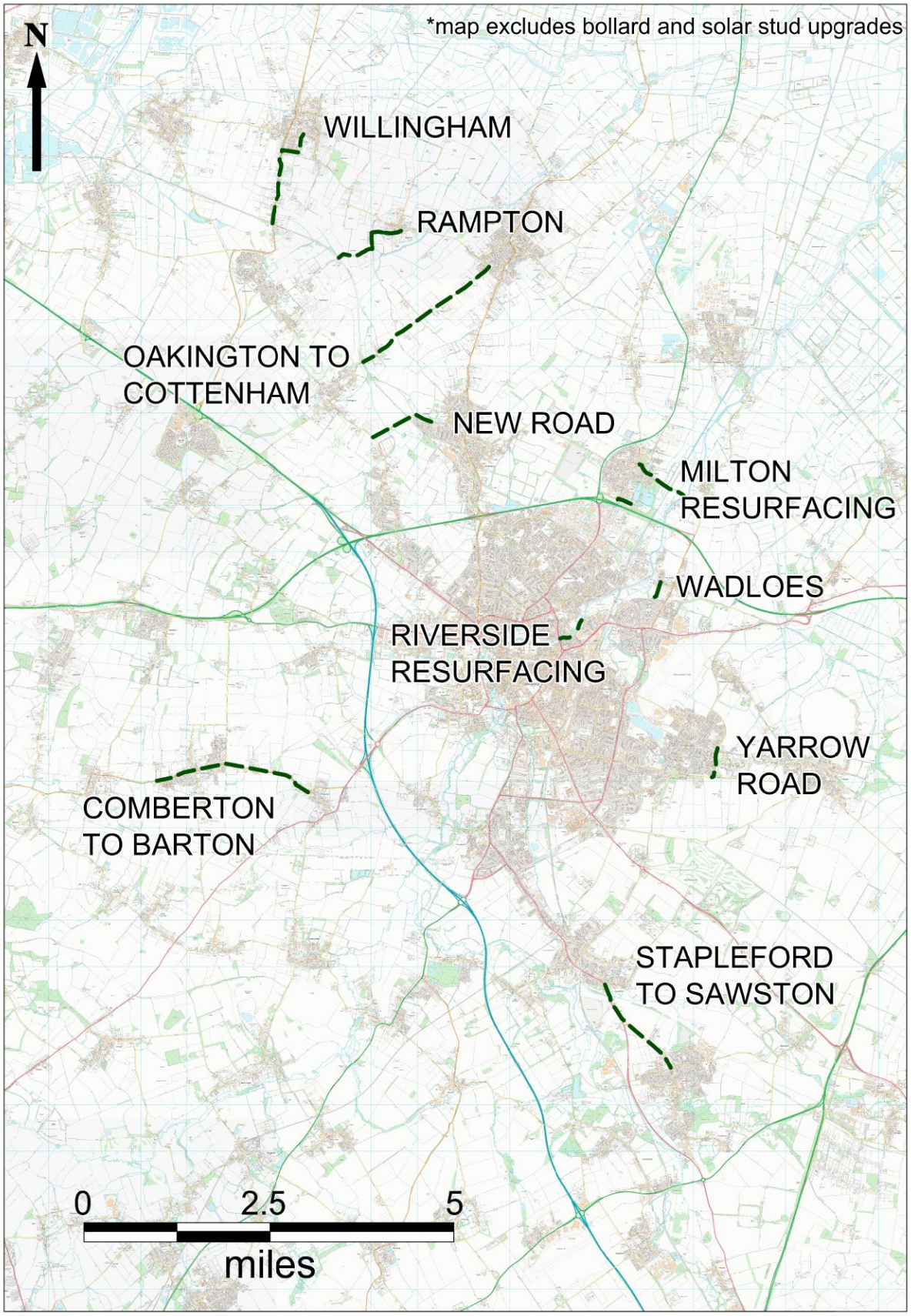
APPENDIX 4 – HASLINGFIELD GREENWAY



APPENDIX 5 – GREENWAYS 'QUICK WINS' PROGRAMME

		BUDGET	SPEND PROFILE	
SCHEME NAME	GREENWAY		2018/19	2019/20
Busway bollards - replace steel with more visible plastic bollards	St Ives	15,000	15,000	
Stapleford to Sawston - widening & resurfacing cycleway	Sawston	750,000	750,000	
Rampton Busway link - add tarmac surface to byway	St Ives	600,000	130,000	470,000
Willingham Busway link - localised widening & resurfacing	St Ives	50,000	50,000	
Girton/Oakington Busway link - localised widening & resurfacing	St Ives	200,000	200,000	
Renew and install new solar studs on Greenway network	various	100,000	100,000	
Resurfacing roads that link or form part of Greenways	Waterbeach	650,000	635,000	15,000
New shared use path linking Cottenham to Oakington (Busway)	St Ives	1,000,000	100,000	900,000
Link Fulbourn Rd with Fulbourn Greenway - widening Yarrow Road shared use path	Fulbourn	520,000	520,000	
The Wadloes, Fen Ditton - widening existing narrow shared use path	Horningsea	300,000	50,000	250,000
Comberton to Barton - localised widening & resurfacing	Comberton	465,000	450,000	15,000
TOTAL		4,650,000	3,000,000	1,650,000

APPENDIX 6 – 'QUICK WINS' PROGRAMME PLAN



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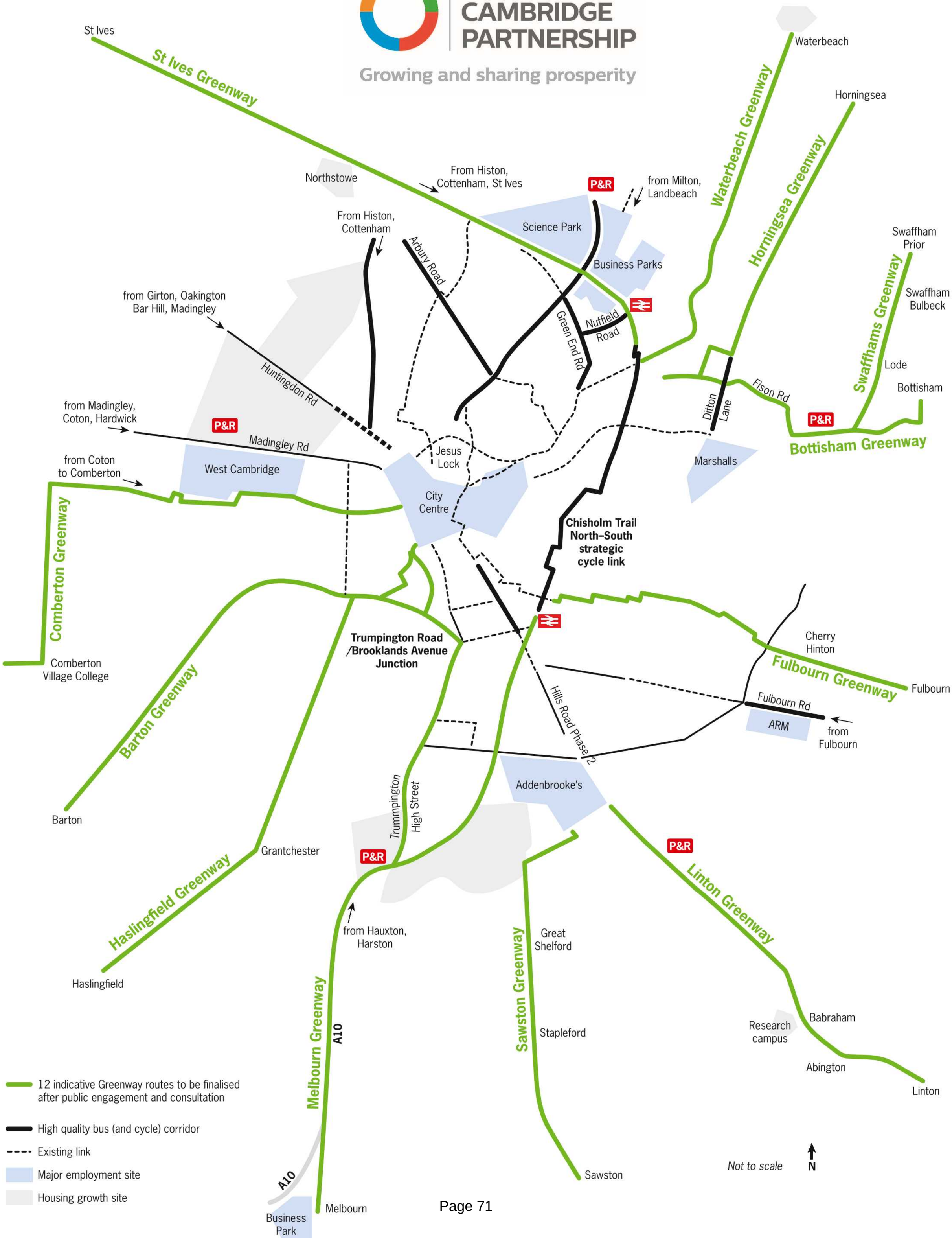
Greenways plan

GREATER CAMBRIDGE PARTNERSHIP

Growing and sharing prosperity



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GREATER CAMBRIDGE PARTNERSHIP

Growing and sharing prosperity

Delivering our City Deal

Report to: Greater Cambridge Partnership Executive Board **July 2018**

Lead officer: Peter Blake – GCP Director of Transport

Cambridge South East Transport Study

1. Purpose

1.1. The A1307 Haverhill to Cambridge corridor is one of the key radial routes into Cambridge. It suffers considerably from congestion during peak times, particularly at the Cambridge end, at the junction with the A11 and around Linton, the largest settlement on the corridor. There are also some large employment sites in this corridor including the Babraham Research Campus (BRC), Granta Park, and Cambridge Biomedical Campus (CBC). The A1307 east of the A11 also has a poor accident record, particularly on the stretch around Linton and eastwards towards Horseheath.

1.2. The corridor has been identified by the Greater Cambridge Partnership's Executive Board, as a priority project for the Greater Cambridge Partnership's delivery programme.

2. Recommendations

2.1. The Executive Board is recommended to:

- Note the results of Public Consultation
- Approve Implementation of Phase 1 Quick Wins and the development of the other Phase 1 options for delivery from summer 2018

3. Officer comment on Joint Assembly recommendations and issues raised

Wandlebury Underpass

3.1. The proposal for a pedestrian/cycle underpass at Wandlebury was well supported in consultation, but also raised concerns over cost and level of use. The Assembly was concerned that the underpass would not be used.

3.2. The location is an accident cluster site and is at the end of the dual carriageway section. The proposed Linton Greenway is on the north side of the A1307 and Haverhill Road to Stapleford is on the south side. On the north side of the A1307 is the Wandlebury Country Park and the Gog Farm Shop, while on the south is the Magog Trust. An existing NMU path links Stapleford to the Magog Trust car park, but goes no further due to concerns over safe crossing of the A1307. There is a bus stop at Wandlebury with no current means of crossing the A1307 (dual carriageway at this point) safely.

3.3. Current DfT guidance for the speed of traffic and volume of traffic at this location is to provide grade separation or signals. Signal control of the Haverhill Road/Gog Farm Shop

junction was considered, but rejected on grounds of safety due to limited approach visibility from the east and high approach speeds. The limited visibility caused by the blind summit is a factor in the accident cluster at this location. On the basis that signal control of the junction had been rejected on safety grounds, providing a signal controlled pedestrian crossing was not considered sensible in view of the limited approach visibility.

3.4. Reducing the speed limit to 40mph was considered to reduce visibility requirements, but at the end of a dual carriageway section would raise compliance concerns.

3.5. A bridge was considered as an alternative to an underpass, but would have severe visual impact on the view over Cambridge and on the view of Wandlebury. It was rejected on that basis. An underpass was proposed as a means of safely connecting non-motorised users on Haverhill Road to the proposed Linton Greenway, and to provide safe crossing for bus users accessing the Country Park and Magog Trust. The underpass is supported by both Cambridge Past Present and Future and the Magog Trust.

3.6. A subway or underpass maybe less attractive to some users. In this case the design eliminates blind corners, and would provide end to end visibility. Given the elevated position, drainage would not be an issue. There is a risk that people will attempt to cross at grade, and urban restraints such as railing would not be appropriate.

3.7. In view of the Assembly concerns and the comments made by Smarter Cambridge Transport and others over cost and use, Officers propose to review the proposals and consider if there are lower cost solutions, and confirm the underpass provides value for money.

Linton Greenway

3.8. Concerns were expressed by the Chair of the LLF regarding the design of the Linton Greenway, particularly the width of cycleways.

3.9. In response to a public question to the March 2017 Assembly, Officers stated that, where reasonable and appropriate, they would adopt the standards in the latest DfT guidance for design of cycleways (IAN195/16 Cycle Traffic and the Strategic Road Network) appropriate for routes close to fast busy roads. This provides for physical separation between the path and the road.

3.10. This remains the intention for design of the Linton Greenway where constraints permit. Cambridge Past Present and Future, however, oppose widening through Wandlebury due to species rich verges, and do not consider widening to be necessary beyond Wandlebury. There are also locations where properties are close to the existing road. Moving the road simply to achieve separation may not be cost effective.

3.11. It is the intention to adopt DfT standards over as much of the route as constraints permit, but there may be locations where consideration of environmental impact and cost require a lower standard over short lengths. Constraints will be addressed on a case by case basis and solutions consulted on with stakeholders.

3.12. Concerns were raised in the LLF over the landscaping design of the Linton Greenway. For the design of the Greenways generally a landscape architect has been engaged. It is intended that they will also have input to the design of the Linton Greenway element of the Cambridge South East Transport Study.

4. Key issues and considerations

4.1. The Board's decision in November 2017 was:

- Public consultation on the three strategies subject to Strategy 1 being considered as an off-road public transport corridor; with the most appropriate mode being the subject of further consideration and consultation at a later stage of scheme development following the outcome of this consultation.

4.2. A public consultation started on 9 February 2018 and finished on 9 April 2018. The original closure date of 3 April was extended to 9 April due to the snow in February delaying leaflet delivery. It was subsequently found that an area of approximately 25 dwellings had been omitted accidentally by the leaflet delivery contractor, and these were given an extension to 30 April to respond.

4.3. A total of 1785 responses to the consultation questionnaire have been received. In addition a further 129 written responses have been received via letter, e-mail, social media and at events.

5. Scheme Options

Response to Public Consultation

5.1. A summary of the responses to the public consultation can be found in Appendix A. Overall the responses were supportive of all the proposals, with support outweighing opposition.

5.2. Officers have considered the responses to the consultation and propose the following changes/additions to the proposals;

Cycle Improvements Newmarket Road, Great Abington

5.3. Consultation with Granta Park identified concerns over cycle safety on Newmarket Road, Great Abington. A cycle access to Granta Park from Bourn Bridge Road was closed by the landowner. Cyclists were therefore required to use Newmarket Road to access Granta Park. Newmarket Road is a section of road that used to be the A11 before the A11 was dualled in the 1990s. It is used by relatively little traffic, but what traffic does use it is fast. Measures to reduce speed have been ineffectual, and the County Council is using S106 funding to add additional signs and markings to warn of cyclists.

5.4. Due to the closure of the permitted path into Granta Park, Newmarket Road is the route by which cyclists would reach Granta Park from the proposed Linton Greenway. Officers recommend that the GCP proposals include measures such as a cycleway or traffic calming to improve cycle safety between the proposed Linton Greenway and Granta Park.

Babraham High Street Junction

5.5. In connection with a park and ride site proposal at Babraham a roundabout was proposed to provide access to/from the A1307. As it was primarily associated with the park and ride site, and it did not feature in the Local Liaison Forum workshops in 2017, the roundabout was withdrawn from the strategies presented to the LLF, and the Board. However, the lack of measures at Babraham High Street, which is an accident cluster site, were challenged in the February 7th 2018 Local Liaison Forum.

5.6. GCP proposals here are to provide a short section of bus lane between Babraham High Street and the A11. Officers agreed to reconsider junction improvements as part of the bus lane proposals.

5.7. Officers will consult with Babraham Parish Council who have ideas for improvement, and will address the comments made by Babraham Research Campus regarding safety crossing the road which is dual carriageway at this point.

Dean Road Junction

5.8. Although proposals for closing the central reserve here are more supported than opposed, it may be possible to amend the proposals to address concerns over access to West Wickham. Accidents are primarily clustered around the gap for the Bartlow turn, and the West Wickham turn has fewer accidents. Officers propose to consult with the CCC Road Safety Team and local stakeholders over closing only the Bartlow gap, leaving the West Wickham gap open, but with additional safety measures if needed.

Linton High Street – Right-Turn Ban

5.9. Overall, signalising the High Street junction was supported in the public consultation. However, strong opinions in opposition have been made by the Parish Council and others. Officers will re-evaluate this proposal, and continue the existing dialogue with Linton Parish Council.

Linton Greenway

5.10. The alternative route via the Strategy 1 tramway proposed by CTC Cambridge will be considered in further work on Strategy 1. Consideration will also be given to the alternatives proposed by Great Abington Parish Council.

Haverhill Road/Gog Farm Shop Junction and Underpass

5.11. Concern has been raised over the scale of the works, and the cost of the proposed underpass. The proposals will be subjected to further value engineering and review in developing the proposals further to ensure that they are appropriate. The signal alternative proposed by Smarter Cambridge Transport, previously rejected on safety grounds, will be reconsidered.

Phase 1 Quick Wins

5.12. Officers have considered the responses to the consultation and propose the following quick wins along the corridor to deliver some short term improvements to the route:

Dalehead Foods and Eastbound Bus Lane

5.13. Cambridgeshire County Council is carrying out major maintenance on the A1307 in 2018. This presents an opportunity to implement measures that can be delivered without requiring land or planning consent.

5.14. One of the areas of work is on the short section of dual carriageway west of Linton. This is an existing accident cluster site, associated with the entrance to Dalehead Foods. In the evening, peak hour traffic queues back from Linton to the start of the dual carriageway past the entrance to Dalehead Foods. Traffic tends to queue only in Lane 1, leaving Lane 2 clear.

5.15. Requests for merge in turn signing to make better use of both lanes were declined by the County Council who considered existing signs to be adequate.

5.16. GCP is proposing to use Lane 1 as a peak hour only bus lane enabling buses to pass the queue of traffic. Opportunity would be taken to improve signing on approach to the dual carriageway section. The bus lane combined with keep clear markings would address the existing safety problem at Dalehead Foods.

5.17. With major maintenance planned here in 2018, there is an opportunity to carry out these works at the same time, enabling an early intervention to improve bus journey times in the pm peak hour and improve road safety. A Traffic Regulation Order will be needed for the bus lane, but the works do not require land or planning consent.

Additional cycle storage and electric charging points at Babraham Road P&R site

5.18. Adding cycle storage was well supported in public consultation, and adding more electric charging points will further support the adoption of electric vehicles. The provision of increased cycle storage will encourage park and cycle to the Addenbrooke's Campus.

Upgrading the traffic signal controller at Linton Village College

5.19. The existing signals cause delay on the A1307. It is proposed to upgrade the signals to incorporate MOVA (Microprocessor Optimised Vehicle Actuation). MOVA caters for the full range of traffic conditions, from very low flows through to a junction that is overloaded. In normal conditions, it works to minimise delay. If any approach becomes overloaded, the controller switches to maximising capacity.

Speed management measures between Linton and Horseheath

5.20. These were well supported in public consultation. However, there was less support for reducing the speed limit. Main concerns from the public and stakeholders were around excess speed by overtaking vehicles. The introduction of average speed camera enforcement and monitoring success, before reductions in speed limit, would be a way forward.

Phase 1 Medium Term

5.21. Subject to the proposed alterations above, officers are recommending the Board authorise the development of the remaining Phase 1 proposals for delivery by the end of 2020. This includes:

- Granham's Road junction - right-turn lane;
- Linton Greenway;
- Haverhill Road and the Gog Farm Shop junction safety improvement;
- Multi-user underpass at Wandlebury;
- Signalised crossing at the Babraham Research Campus roundabout;
- Eastbound bus lane at A11 and safety improvements at Babraham High Street;
- Multi-user crossing of A11 via improved footbridge & underpass;
- Signalise Hildersham crossroads with Toucan/Pegasus crossing;
- Signalisation and right-turn ban (except buses) from Linton High Street;
- Measures to ease bus movements in Linton;
- Westbound bus lanes on approach to B1052;
- Bartlow Road roundabout and rural hub;
- Dean Road crossroads.

5.22. These would be packaged for delivery as soon as possible. Larger measures requiring planning consent, land acquisition, and a longer lead in period, would be completed in 2020. These would include:

- Haverhill Road and the Gog Farm Shop junction safety improvement
- Multi-user underpass at Wandlebury
- Multi-user crossing of A11 via improved footbridge & underpass
- Westbound bus lanes on approach to B1052
- Bartlow Road roundabout and rural hub

5.23. Others could be completed in 2019.

Phase 2 Longer Term Strategy

5.24. The GCP Board has agreed to a "pause" on strategic decisions until July 2018 to allow time to work with the Combined Authority on ensuring alignment of the major transport proposals.

Business Case

5.25. The business case for Phase 1 is summarised in Appendix B.

5.26. The stated aims of the project are to:

- Cut congestion;
- Improve air quality;
- Provide faster and more reliable transport routes into Cambridge and to employment sites;
- Link villages together;
- Improve junction safety through highway improvements;
- Provide high-quality walking and cycling facilities.

5.27. The scheme would positively contribute to growth along the corridor by:

- Improving local sustainable transport links between homes and jobs;
- Improving road safety along the corridor by making changes to key junctions to reduce conflict or by reducing the speed of vehicles with appropriate enforcement where there have been speed-related accidents;
- Support the delivery of job and housing growth along the corridor including important growth sites at Granta Park, Babraham Research Campus and the Cambridge Biomedical Campus;
- Help address local transport issues, for example, bus reliability along the A1307 corridor.

5.28. In the shorter term the Phase 1 measures will enhance road safety by addressing accident clusters along the route with junction enhancements, improve bus journeys in terms of reliability and journey times, especially in an eastbound direction at PM peak times and in the westbound direction around Linton in the AM peak.

5.29. The new pedestrian and cycle links including the Linton Greenway and safer crossing facilities will also reduce severance, improve access for all non-motorised users (pedestrians, cycles and equestrians), improve access to bus stops and improve linkages between homes, jobs and schools.

6. Conclusions

6.1. There is a strong case for progressing the Phase 1 works, which are all well supported, with changes where necessary to respond to public consultation feedback. These proposals, which are discrete interventions to improve road safety, improve cycling and walking, and provide localised bus priority are not in conflict with the Combined Authority proposals. They can therefore be progressed without waiting for the review by the CA.

6.2. Strategy 1 is the Phase 2 solution that has the greatest public support, and is the one most strongly aligned to off-highway, segregated, public mass transit options. Further technical and environmental work is needed on Strategy 1. A decision on a preferred strategy cannot be made until the Combined Authority have completed their review, and any changes required as part of the review implemented.

6.3. Phase 2 will be brought to the Board in autumn 2018 subject to alignment with the Combined Authority.

7. Implications

Financial and other resources

7.1. The estimated cost profile for Phase 1, excluding further development work on Phase 2 is:

2018/19	£	750,000.00
2019/20	£	6,600,000.00
2020/21	£	9,150,000.00

Risk management

7.2. There are no extraordinary risks. The key risks are:

- Obtaining agreement of Highways England to modification of the bridge over the A11 to increase parapet height and add ramps;
- Securing planning consent for works in greenbelt and sensitive areas;
- Decision on Phase 2.

8. List of appendices

Appendix A	Public Consultation Response
Appendix B	Business Case Summary
Appendix C	Figures
Appendix D	Programme

9. Background papers

Public Consultation Report

Appendix A – Results of Public Consultation

A.1. Public consultation started on 9 February 2018 and finished on 9 April 2018. The original closure date of 3 April was extended to 9 April due to the snow in February delaying leaflet delivery. It was subsequently found that an area of approximately 25 dwellings had been omitted accidentally by the leaflet delivery contractor, and these were given an extension to 30 April to respond.

A.2. The consultation adopted a multi-channel approach to promote and seek feedback including through traditional and online, paid-for, owned and earned media, community engagement events in key or high footfall locations along the route and through the wide-spread distribution of more than 22,000 consultation leaflets.

A.3. Thirteen drop-in events were held across the area to enable people to have their say in person and the opportunity to question transport officers and consultants.

A.4. Quantitative data was recorded through a formal consultation questionnaire (online and hard-copy) with 1785 complete responses in total recorded. A significant amount of qualitative feedback was gathered via the questionnaire, at road-shows, via email and social media and at other meetings.

A.5. A consultation leaflet was the principle paper-based mechanism for providing information about the consultation to people across the area. The leaflet included a questionnaire to invite comments on the level of support for each strategy proposed, for elements common to all strategies as well as other relevant information such as whether respondents would consider switching their mode of transport. The questionnaire sought profile information in order to facilitate further analysis. The leaflet was made available in other formats on request.

A.6. In addition to the leaflet a consultation brochure, providing further background information on the three strategies and the scheme as a whole, was available at events and on request.

A.7. The documents were made available online with links to the project webpage sent electronically at the commencement of the consultation to over 4500 interested parties. The availability of further online information and the online survey was referenced in the leaflet.

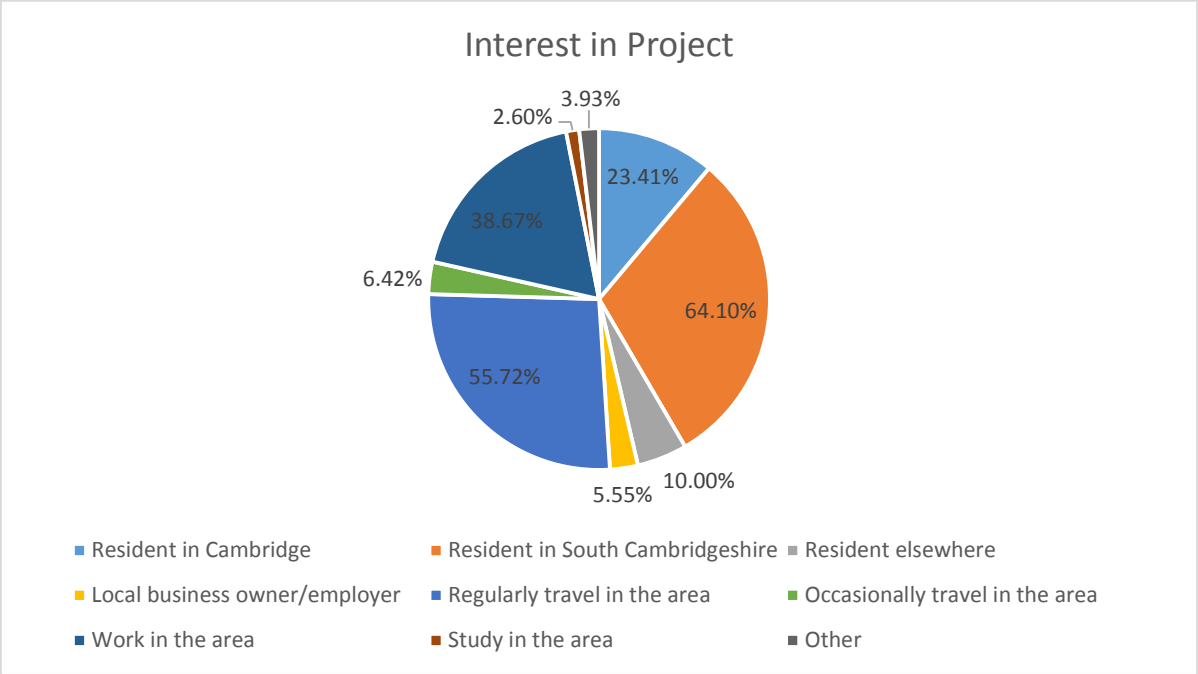
A.8. Other means of publicity included events, earned media from news releases and distribution via the Partnership's owned channels both on and offline e.g. leaflets at the County's Park & Ride sites and at local libraries. Paid for media included Park & Ride bus screens, advertising in local newspapers and on radio, and poster sites including city centre boards. Online promotion included targeted Facebook advertising across the wider identified area. Twitter posts encouraging retweets via local people and organisations' feeds. The public consultation material presented the scheme to be delivered in two phases. Phase 1 comprised 17 elements along the A1307 between Cambridge and Haverhill. Phase 2 comprised three public transport strategies.

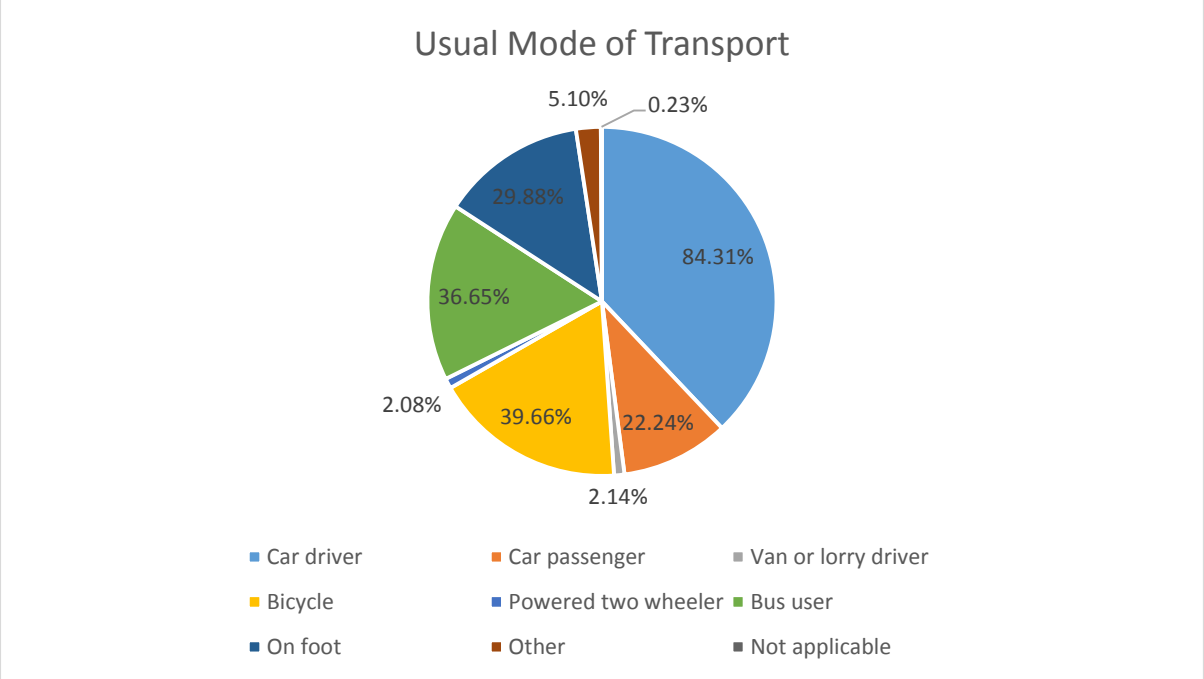
A.9. A total of 1785 responses to consultation have been received to the questionnaire. In addition a further 129 written responses have been received via letter, e-mail, social media and at events.

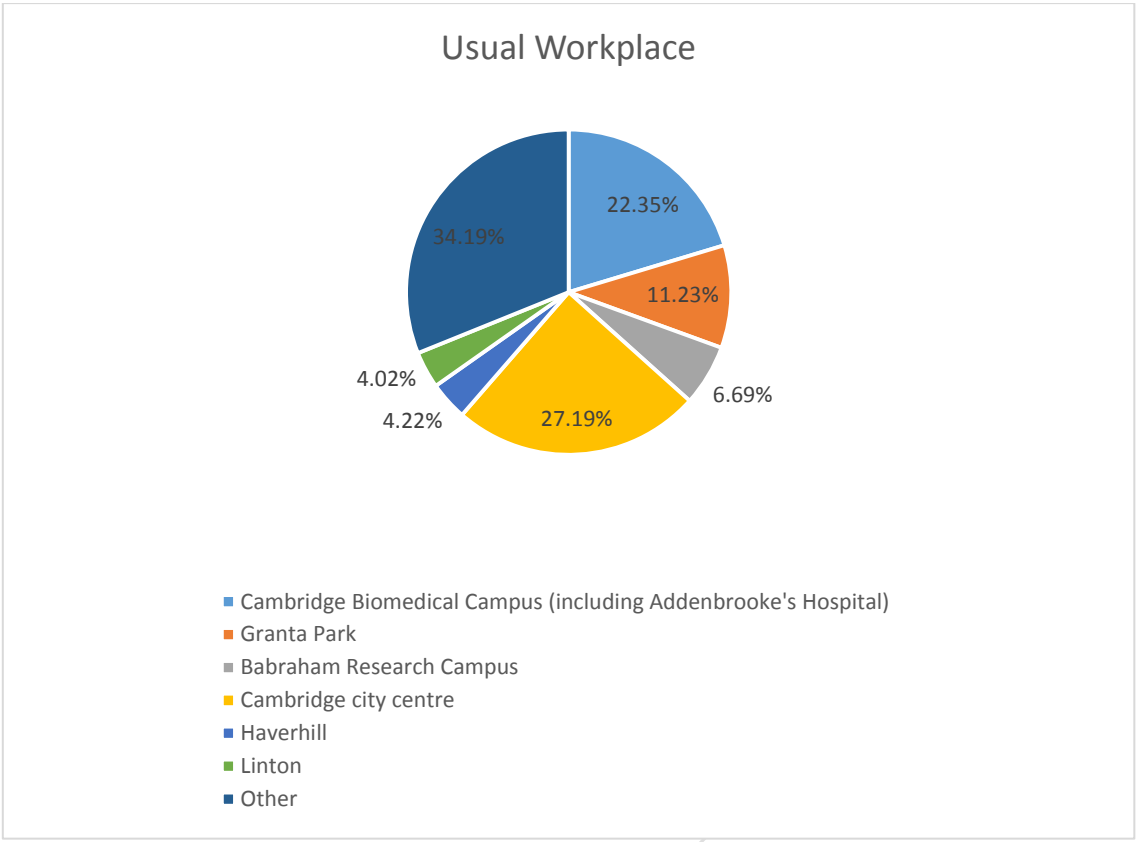
A.10. A few respondents indicated that they hadn't put forward an opinion on some of the elements as they felt they were lacking information on how they would be implemented and what they would achieve.

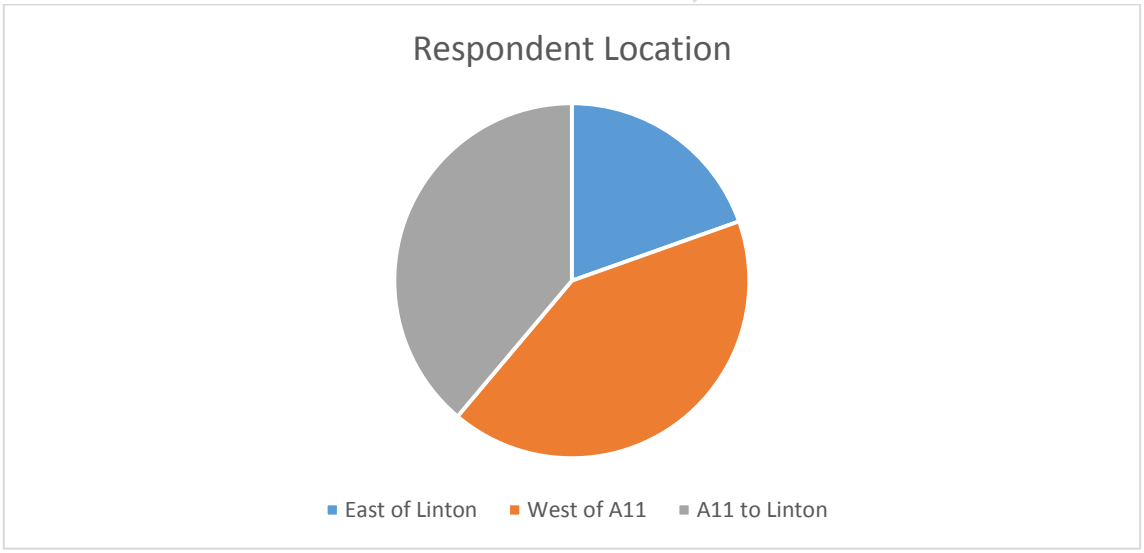
A.11. Respondents were asked for their postcodes during the survey, but were not forced to enter a response. 1364 respondents entered recognisable postcodes, while nearly a quarter did not (421 respondents). Based on the postcode data provided most respondents resided in Linton (14.01%), Queen Edith's (9.64%), Great Shelford (7.9%) and Sawston (7.62%).

A.12. These postcodes were also used to group respondents by parish (or ward in the case of Cambridge) and then into one of three categories; 'East of Linton' (covering 14.9% of respondents); 'Babraham to Linton', for respondents along the proposed route (covering 29.69% of respondents); and 'West of Babraham' (covering 31.54% of respondents).



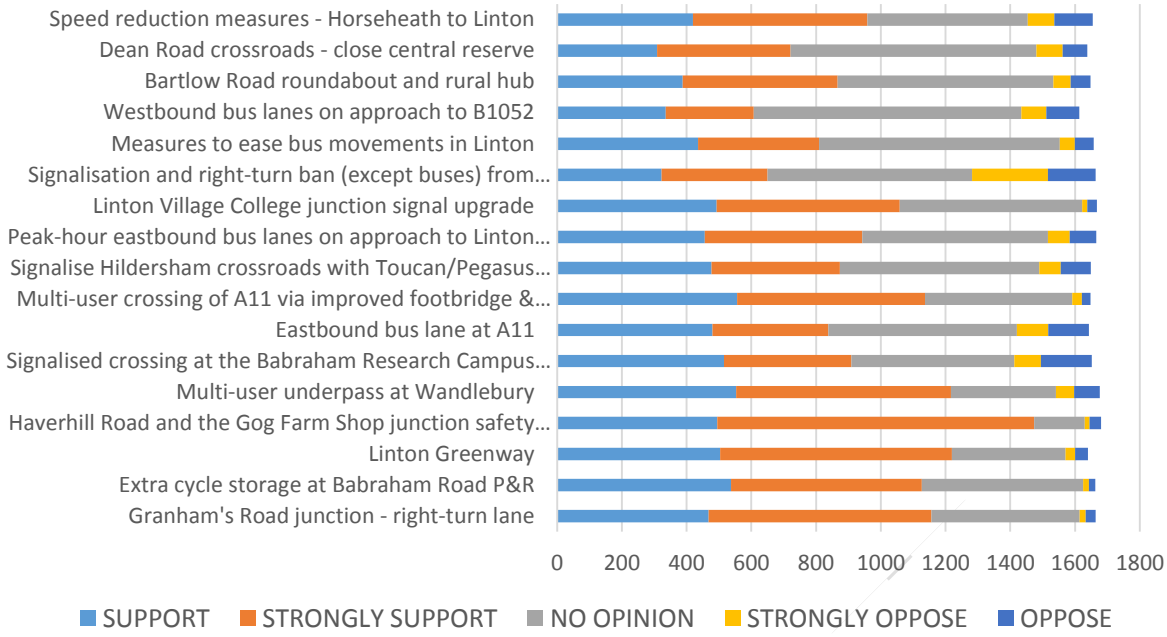




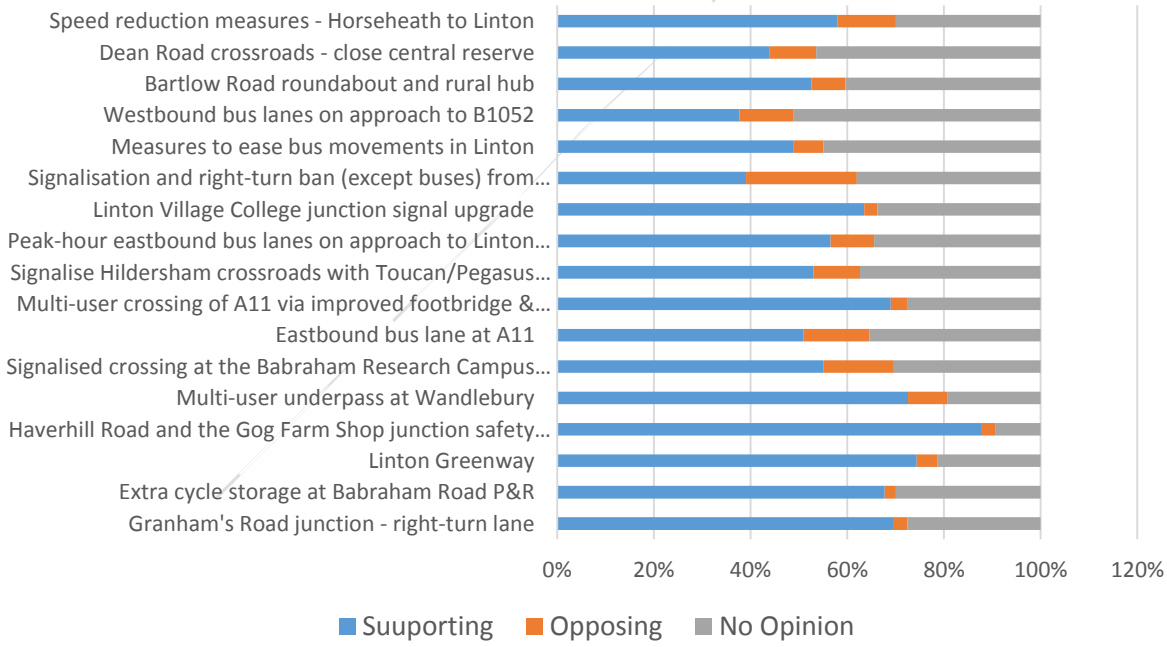


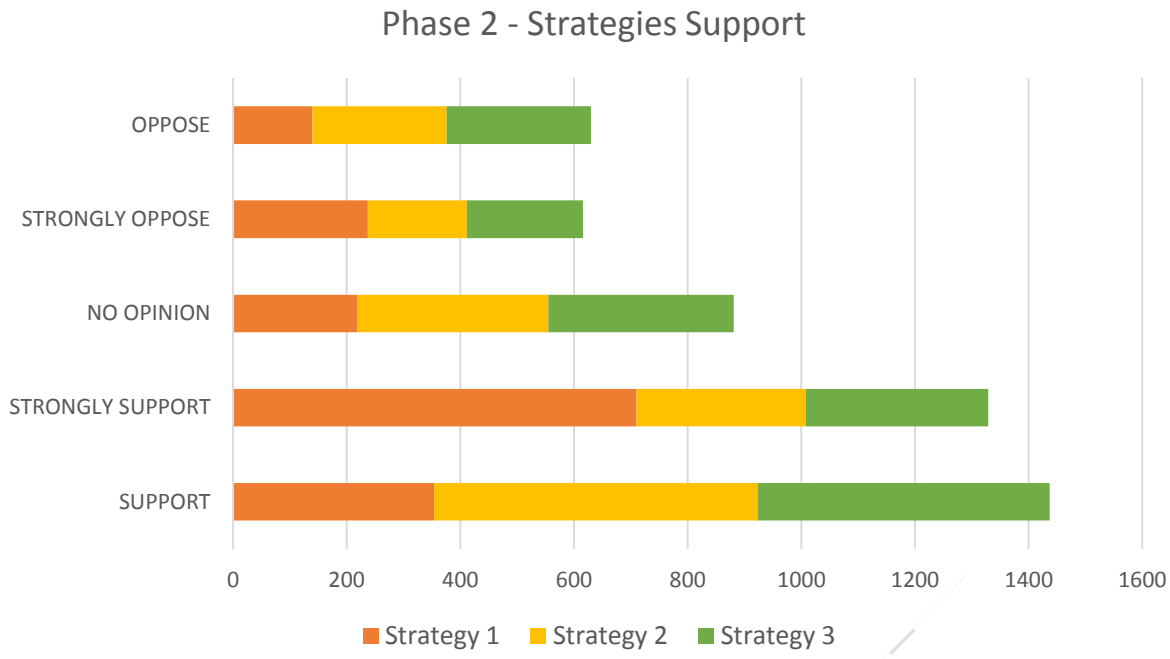
A.13. The overall picture was one of support in varying degrees for all the proposals:

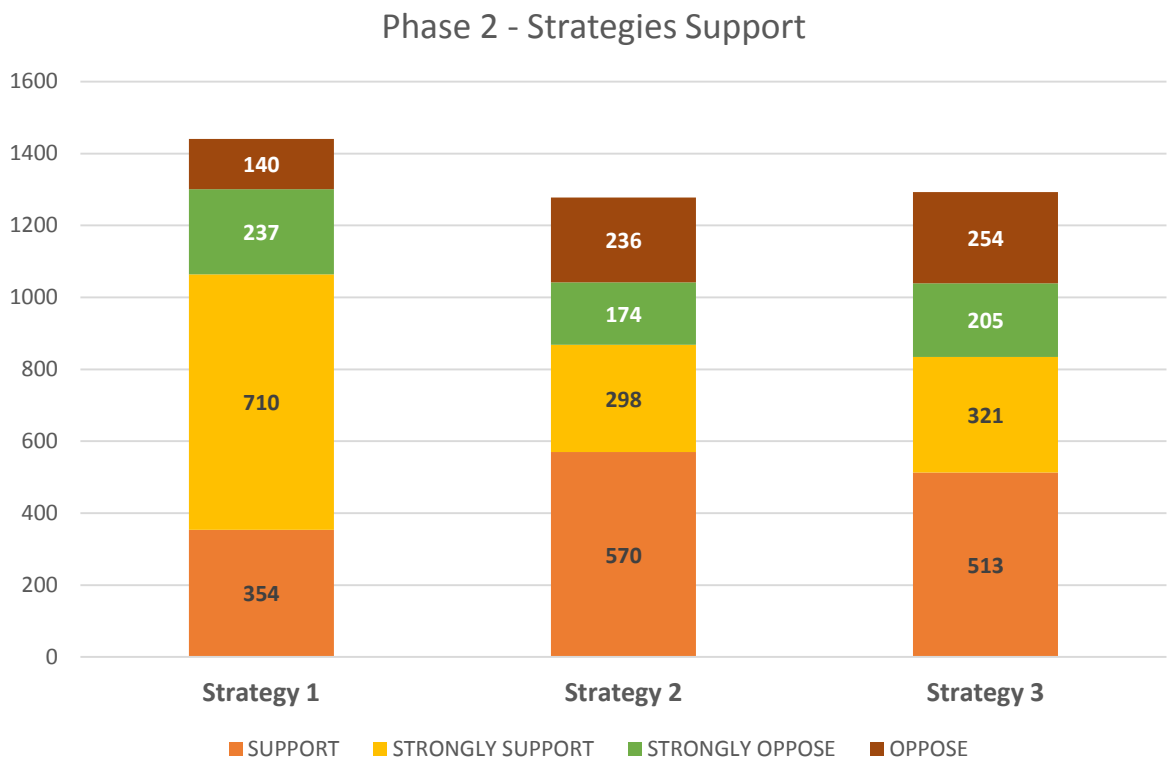
Phase 1 Consultation Response



Phase 1 - Supporting vs Opposing







Phase 1 Themes

A.14. **Signalisation and right-turn ban (except buses) from Linton High Street.** Many respondents were concerned about this element, particularly the right-turn ban. They felt that stopping vehicles from turning right will force drivers to take alternative routes, none of which were felt to be suitable. There were concerns drivers would instead use Back Road or Bartlow Road, roads felt to be unsuitable for high volumes of traffic and currently in poor condition,

to access the junction at Abington that was also felt to be unsuitable for an increase in traffic. Respondents also felt that it would increase congestion for Linton residents and make accessing Cambridge difficult for the village.

A.15. **Bartlow Road roundabout and rural hub.** Some respondents were supportive of this element, feeling the roundabout would increase the safety of this area of the A1307 and assist drivers needing to get from Linton from Bartlow. The rural hub was felt to be a positive move to improve modal shift to bus use, cycle use or encourage car sharing. It was also felt to ease parking issues on High Street, as some drivers use it for Park & Ride currently. A few of these respondents were concerned that drivers from Bartlow might struggle to get out onto the A1307 however, as roundabout precedence would go to drivers coming from Haverhill. Some respondents were opposed to this element. These respondents felt that the hill would limit visibility of traffic at the roundabout and that drivers may not slow down appropriately. Some of these respondents were concerned the amount of parking at the rural hub was too limited and would become inadequate for use quickly. A few respondents supported the roundabout but opposed the rural hub.

A.16. **Congestion**. Many respondents discussed this theme. These respondents felt that some of these improvements would increase congestion or not be enough in the long term with current development plans, particularly for new homes in Haverhill. These respondents felt that bus lanes would force other traffic into less space and increase congestion. Respondents who indicated they were from villages along the route particularly felt this and other improvements aimed at buses would penalise them as current bus services were not felt to be adequate in the villages along the route. It was felt that the safety measures would slow traffic flow which would encourage drivers to take alternative routes around the A1307, including the villages along the route. It was also felt that anything that slowed the flow of traffic would increase frustration in impatient drivers, who would take more risks.

A.17. **Dean Road crossroads – close central reserve**. Many respondents discussed this theme. Most of these respondents felt that this element was a high priority, as they considered it to be a high accident area. Some respondents felt that consideration needed to be taken for non-motorised traffic who needed to cross this area, suggesting a footbridge or underpass. A few respondents discussed the nearby dual carriageway and felt this should be reduced back to a single lane, as the limited distance it covers encourages drivers to pull in at the last moment. A few respondents discussed their opposition to this element. These respondents felt that it would encourage rat running on minor roads as they would not be able to get into Balsham. Some of these respondents highlighted the area is used by heavy goods vehicles who need to access either side of the road and felt this needed to be taken into consideration.

A.18. **Speed reduction measures – Horseheath to Linton.** Many respondents discussed this theme. These respondents felt this would be a positive move towards reducing both accidents and the severity of accidents in the area. Some of these respondents felt that this speed reduction should cover the entire road, as the changes in speeds along the route was felt to add to safety problems. Some of these respondents felt that alongside the speed reduction more enforcement was needed, either through cameras or police presence, as many drivers were felt to ignore the current limits. A few respondents felt that reducing the speed in the area would not be of benefit, that enforcement was the only beneficial way to improve safety.

A.19. **Travel safety.** Many respondents felt that the A1307 and connected villages are dangerous routes. Junctions, areas of village or business access were all discussed in relation to this theme. Some of these respondents felt that driver error and impatience were the key factors in accidents in these areas and that mechanical measures would not be effective enough at

reducing accidents, that this road needed more safety enforcement. Respondents who indicated they travelled on foot, by bicycle or by horse, felt that where off-road routes joined or crossed on road were often very dangerous with little in place to protect them.

A.20. **Cycle paths**. Many respondents felt that the improvements to cycle routes were positive. Some of these respondents felt that the Greenway should carry on towards Haverhill and some felt there should be a cycle path to Granta Park. Some of these respondents discussed the poor maintenance of existing paths and the limited space available on current shared use pathways.

A.21. **Haverhill Road and the Gog Farm Shop junction safety improvement**. Some respondents felt that these improvements were a positive move to making this area safe for all road users. Some of these respondents felt that they potentially needed to be taken further, through speed reductions, a traffic light system or a roundabout. Some felt that more cost effective measures could be used, such as improving visibility by trimming hedges regularly or a right-turn restrictions on those coming from Haverhill Road and the Gog Farm Shop. A few respondents were concerned about damage to wildlife from roadworks in the area.

A.22. **Signalise Hildersham crossroads with Toucan/Pegasus crossing.** Some respondents felt that there were some potential issues with this element. It was felt that this could increase congestion along this route, as it would affect traffic flow, and that the dual carriageway leading up to this crossing would require reducing to one lane to avoid drivers approaching it at high speeds. Some respondents felt these issues were acceptable for the benefit of non-motorised traffic being able to safely cross the road and allowing buses and other traffic from Abington to exit on to the A1307 in a timely manner. Some respondents felt that the increase in congestion caused by this element was unacceptable and that the amount of people needing to cross that road was low. A few of these respondents felt that a footbridge or underpass would be a better improvement.

A.23. **Eastbound bus lane at A11**. Some respondents felt that a bus lane would add to an already congested route and that buses did not travel down this route often enough to make this investment of benefit. Some of these respondents felt that improvements to the roundabout by making the left lane for left hand turns only and improving the signage to encourage users to make use of both lanes to go straight over would be effective for all traffic. A few respondents felt there needed to be improved safety measures for crossing the A1307 to and from Babraham village, as workers at Babraham Research Campus had difficulty crossing this road when using public transport.

A.24. **Bus lanes.** Some respondents felt that the bus lanes proposed would only add to congestion along these routes, without having a significant benefit on bus journey times. Some of these respondents felt that a bus lane would need to extend to the whole route to be worthwhile. Some of these respondents felt that the bus lanes would have a negative effect on the villages along the route who are not served by current bus services and some felt there would be a negative impact on the environment from their development. Some respondents felt that bus lanes were a positive improvement to public transport. A few of these respondents had concerns about the environmental impact of expanding these lanes. A few respondents felt that the guided bus route needed to be extended further, with particular mention of Granta Park.

A.25. **Dual carriageway**. Some respondents felt that the dual carriageway needed to be extended, as it was too short in some areas and increased the risk of accidents. These respondents felt it was needed to allow faster moving traffic to bypass the increase in heavy goods vehicles in the area. Some of these respondents felt that drivers should be encouraged to queue in both lanes when congestion builds up. Some of these respondents felt that the duel carriageways

should be removed completely and a flat speed limit introduced along the whole route, which should then be policed. These respondents felt that this would reduce accidents and their severity.

A.26. **Traffic lights**. Some respondents felt that traffic lights risked affecting traffic flow in the areas they would be installed. They felt that, even if slowly, traffic should be kept moving where possible to reduce car emissions and driver impatience. These respondents felt that existing traffic lights along the route were not responsive to traffic levels, changing at unnecessary times and increasing congestion.

A.27. **Measures to ease bus movements in Linton.** Some respondents felt that measures to ease bus movements in Linton would risk adversely affecting local residents and businesses. Some of these respondents felt that parking on the High Street was the main issue for all traffic, including those parking illegally and that parking restrictions needed enforcing. Some of the respondents felt that putting further restrictions on parking on High Street would have an adverse effect on those who needed to use it, such as older residents and those with disabilities. A few respondents felt that the introduction of a one way system, that buses could be exempt from, would solve issues in this area.

A.28. **Westbound bus lanes on approach to B1052.** Some respondents felt that a bus lane here would do little to improve bus times but would increase congestion for other road users. These respondents also felt that too few buses travelled along this route to justify a bus lane and that other measures from this scheme would improve traffic flow enough to make a bus lane unnecessary. Some respondents felt that improving bus journey times with a bus lane was positive but felt that the lane should extend further to be fully effective.

A.29. **Linton Greenway.** Some respondents felt this would be a positive improvement that would encourage some drivers to switch to non-motorised methods along the route. These respondents felt that it was currently dangerous to cycle along this route. Some of these respondents felt that the Greenway should extend to Haverhill. Some of these respondents felt that it would be important for the Greenway to be segregated for cyclists and pedestrians. A few respondents felt that the Greenway would be underused and funding should be spent elsewhere. A few respondents felt that the routes did not need widening to accommodate the Greenway as it there was enough existing space and it would adversely affect the environment along the route.

A.30. **Cost**. Some respondents felt that the cost of developing these elements was too high for the benefit of too few. Some of these respondents felt that the money should be invested in something longer term with potential benefit to a larger proportion of the population, such as a rail link from Haverhill to Cambridge. Some of these respondents felt that some of the elements should be trialled, such as the right-turn bans, before investing in road development to ensure they were effective. Some respondents felt that funding should be sought from developers in the area, Suffolk and Essex Councils, and businesses that would be benefitting from these developments.

A.31. **Signalised crossing at the Babraham Research Campus roundabout**. Some respondents felt that, although something was needed to help pedestrians attempting to cross the road, a signalised crossing would increase congestion on the road and may be unsafe due to the poor visibility on the approach to the roundabout. A few of these respondents felt that an underpass would be of more benefit. A few respondents supported this element, highlighting the difficulty for pedestrians and cyclists attempting to cross this road. A few of these respondents felt that the crossing should have sensors to minimise the disruption to road traffic.

A.32. **Bus service improvements.** Some respondents felt that the improvements to the bus service from this scheme would only be of benefit if the bus service itself was improved. These respondents felt that the bus routes did not service businesses or villages sufficiently, that the times buses ran needed to be expanded and run at times people needed them, and that the ticketing cost needed to be reduced in order to encourage people to use them. Some of these respondents felt that improvements were needed in central Cambridge for bus routes, as this was where they felt the services become inefficient. A few respondents discussed the Bus Services Act 2017 and the possibility of developing a public transport system similar to London.

A.33. **Alternative modes of public transport.** Some respondents felt that alternative public transport needed to be developed and funded to effectively encourage modal shift away from personal vehicle use. These respondents felt that some form of rail, dedicated bus route or tram link should be created from Haverhill to Cambridge. Some of these respondents discussed reopening the rail link from Haverhill to Cambridge.

A.34. **Peak-hour eastbound bus lanes on approach to Linton Village College junction and safety improvements at Dalehead Foods junction.** Some respondents felt this element should have been split into two. Some respondents felt that a bus lane here would do little to improve bus times but would increase congestion for other road users. These respondents also felt that too few buses travelled along this route to justify a bus lane. Some respondents felt that improving bus journey times with a bus lane was positive. Some respondents felt that safety improvements at Daleheads Foods were needed.

A.35. **Multi-user underpass at Wandlebury**. Some respondents felt this was a positive development to allow non-motorised traffic to get across this road. Some respondents felt that too few people would use this underpass to justify the cost. A few respondents were concerned about the safety of underpasses in general, feeling they were crime hotspots.

A.36. **Linton Village College junction signal upgrade**. Some respondents felt that the signals at Linton Village College were responsible for some of the congestion in the area, as they changed when no one needed to come out. A few of these respondents felt that there should be another way out of the College to avoid this. Some respondents felt that these lights should only be in use during College opening times. A few respondents felt that a roundabout would be more effective and limit the effect on traffic flow.

A.37. **Equestrian provision**. Some respondents welcomed the inclusion of equestrian provision, as they currently have difficulty accessing existing bridleways. A few respondents questioned this provision and felt this scheme should be aimed at transport methods used for commuting. A few of these respondents had concerns about the provision around Babraham foot bridge/underpass as the route travels through a busy farm. This was felt to be inappropriate and unsafe for horse riders.

A.38. **Multi-user crossing of A11 via improved footbridge & underpass**. Some respondents supported this element, feeling it would be beneficial to non-motorised traffic needing to cross here and would help motorised traffic on the road by keeping non-motorised traffic off the road. A few of these respondents felt that consideration needed to be made to those using cargo bikes, bike trailers, horses and those with limited mobility. A few respondents felt that alternative routes should be considered, such as the old rail line.

A.39. **New Park & Ride**. Some respondents felt that a Park & Ride site should be located closer to Haverhill in order to remove some of the traffic travelling through Horseheath and Linton. Some of these respondents highlighted the proposed housing development at Haverhill as one of the reasons they felt this would be a good idea.

A.40. **The environment.** Some respondents were concerned about the environmental impact of some of the elements of this scheme. Some of these respondents highlighted that Nine Wells and areas near Wandlebury are considered sites of outstanding natural beauty and should be avoided. Some of these respondents discussed concern over the loss of hedges and trees to widen roads for bus lanes, feeling these were environmentally important and needed to screen noise and pollution from the road. Some respondents were concerned that some of the elements could slow traffic so much that they would produce more pollution and felt flowing traffic was important to avoid this. A few respondents indicated that the proposed site for the rural hub was located on a flood plain.

A.41. **Car as necessity.** A few respondents indicated that car use was necessary for some people, including workers and those with mobility issues. These respondents felt it was important that they were not penalised for using personal vehicles.

A.42. **Accessibility**. A few respondents discussed some of the accessibility issues they felt some elements had. This included: the safety of underpasses, particularly for women; potential loss of parking on High Street in Linton, which was felt to be needed for those with mobility issues; and the access to the rural hub for pedestrians, cyclists and those with mobility issues from Bartlow, as the road is narrow and steep**.**

A.43. **Granham's Road junction – right-turn lane.** A few respondents felt this was not needed because traffic turning right was felt to just be rat runners avoiding traffic and because there is no traffic island at Granham's Road/Babraham junction. Some respondents felt that further improvements were needed in respect to visibility for those turning towards Addenbrooke's and with speed restrictions.

A.44. **School traffic**. A few respondents felt that school traffic was the cause of some of the current congestion problems and that restrictions should be placed on personal vehicle school transport or a school bus service should be put in place.

A.45. **Short term.** A few respondents felt that these elements were all short term solutions that wouldn't be effective in the long term with current planned developments.

A.46. **Bypass.** A few respondents felt that a new bypass should be put in place around Linton.

Phase 2 Themes

A.47. **Strategy 1**. Many respondents discussed this theme. Some of these respondents felt that strategy 1 was the most thought out of the three strategies and had the best chance of creating modal shift away from personal vehicles. These respondents also felt that this strategy would be the best suited for integration into future transport links, including those to Haverhill. Some of these respondents indicated that they felt the cost of development was high but was worth the cost. A few of these respondents felt that strategies 2 and 3 would only benefit those travelling into Cambridge and would not benefit those commuting back home or to employment sites outside Cambridge. A few of these respondents felt that a cycle route should be included along the route and access should be available to villages. Some respondents were concerned about strategy 1, feeling that the increased cost of development was not worth the small increase in improvements. Some of these respondents were also concerned about the environmental impact this route would have on villages and Green Belt land in the area.

A.48. **Strategy 2**. Many respondents discussed this theme. Some of these respondents felt that strategy 2 would bring the best cost to benefit ratio and would bring benefits in a shorter space of time. Some respondents felt that the projected passenger traffic was too small to justify the expansion into the Green Belt. Some of these respondents felt that strategy 2

would cause increased congestion on Babraham Road, an area of current high levels of congestion, as drivers would be encouraged to use the Park & Ride site. A few of these respondents felt that strategy 2 would be too short term and not result in lowering congestion enough for the increased development in the area.

A.49. **Strategy 3**. Some respondents discussed this theme. Some respondents felt that strategy 3 held little benefit, as these respondents felt that bus lanes did not improve journey times enough as there were still interactions with other road users. Some of these respondents were concerned that there was not enough space for the lanes in the proposals without compromising one of lanes or negatively affecting the environment. A few respondents felt that strategy 3 would add to congestion, particularly around Babraham Road and Addenbrooke's Hospital, because of the availability of space. Some respondents felt that this strategy would be of most benefit as it could be implemented quickly and dismantled easily if future developments superseded it, such as autonomous vehicles.

A.50. **Railway links from Haverhill**. Many respondents felt that having a rail link from Haverhill to Cambridge would reduce much of the motorised traffic currently using the A1307. These respondents felt the railway should link villages along the route and a few respondents felt that it should include a stop at Addenbrooke's Hospital.

A.51. **Mass rapid transit**. Many respondents discussed this theme. These respondents felt that the mass rapid transport system should take the form of something other than a bus. For some this was a train link while others felt it should be a tram or underground route. As with the respondents who discussed the railway links, many of these respondents felt that the route should go from Haverhill to Cambridge, for some using the old railway link. A few respondents were concerned about the environmental and financial impact of developing a mass rapid transit route.

A.52. **Haverhill**. Many respondents discussed this theme. These respondents highlighted the planned growth in Haverhill and felt that any route development should include Haverhill. Respondents who indicated they lived in the area felt that public transport underserved the area and needed improving to discourage personal vehicle use. Some of these respondents felt that a cycle path would also encourage modal shift away from personal vehicles.

A.53. **Bus service improvements**. Many respondents discussed this theme. These respondents felt that current bus services did not run at times or locations that were convenient for passengers, that they did not run often or early/late enough, that it was unreliable, and that the cost of bus fares was prohibitive. These respondents felt that the bus service needed subsidising to attract passengers, with a few respondents discussing the Bus Services Act 2017 and the possibility of developing a public transport system similar to London. Many of these respondents felt that the proposals would fail without improving bus services or offering a cheap and reliable alternative. A few respondents felt that the cost of Park & Ride services should be reduced as well.

A.54. **Cost of development**. Some respondents discussed this theme. These respondents highlighted concerns they had with the cost of development for each of the strategies. Some respondents felt that the cost was too high for something they felt would only be a solution in the short term. Some respondents felt that the cost for strategy 1 was acceptable for the benefits it could bring. Some respondents did not feel the cost for strategy 1 was worth the benefits.

A.55. **Public transport links**. Some respondents discussed this theme. These respondents felt that public transport links needed to be available to all areas along the route, including villages and areas of employment such as Granta Park. Some of these respondents felt there should be direct services to Cambridge to ensure fast, reliable journey times.

A.56. **Short term**. Some respondents discussed this theme. These respondents felt that these strategies would only be short term solutions. These respondents discussed planned developments in areas around the route, particularly in areas outside Cambridgeshire and in places such as Addenbrooke's Hospital, and felt infrastructure developments needed to consider these. Some of these respondents felt that strategy 1 had potential to be future proofed.

A.57. **Environment**. Some respondents discussed this theme. These respondents were concerned with the environmental impact these developments could have on the surroundings. Gog Magog and Nine Wells were areas of particular concern for some participants, who felt the routes came too close to these areas and felt they should be avoided. Strategy 3 had the fewest respondents concerned with environmental impact, while strategies 1 and 2 had similar levels of concern. Some respondents were concerned about the impact these strategies would have on villages along the route, particularly during construction.

A.58. **Park & Ride location**. Some respondents discussed this theme. These respondents felt that a Park & Ride site needed to be included closer to Haverhill, as significant traffic came from this location and needed to be encouraged out of personal vehicles earlier. Some respondents felt that a Park & Ride site should be located at the A11 junction for similar reasons.

A.59. **Modal shift**. Some respondents discussed this theme. These respondents felt that modal shift away from personal vehicles was important. These respondents felt that for public transport to be attractive it needed to be perceptively cheaper and reliable. Some respondents felt that dedicated cycle routes would encourage more people to cycle. Strategy 1 was discussed by some respondents, who felt this would be most effective at achieving modal shift. However some respondents questioned the figures quoted in the documentation, feeling this was overly ambitious. Some respondents felt that any the strategies would achieve modal shift and a few respondents felt that these schemes did not go far enough.

Key Stakeholder Responses (Summary of main points only and in alphabetical order)

A1307 Parishes Forum

A.60. The forum supports the signal change at Linton Village College, and proposes extending the 50 mph limit from Linton to Haverhill. At Dean Road they propose reducing to one lane westbound and improving visibility. They would like to see bus service improvements and a park and ride site between Horseheath and Haverhill. The rural hub at Linton should be larger.

A.61. They would like to see public transport (rail or LRT) extended to Haverhill, and a new road and junction with the M11. Overall they felt that GCP is too bus and cycle focussed, and longer term improvements are needed.

Babraham Research Campus

A.62. BRC support the provision of a crossing at the entrance roundabout, and would like to see a further crossing on the grounds of safety at Babraham High Street.

A.63. They considered strategy 1 to be the most progressive and forward looking, but considered strategy 2 to serve the campus better due to the distance from strategy 1.

Cambridge Biomedical Campus Travel, Transport & Sustainability Group

A.64. CBCTTSG support strategy 1, and the phase 1 proposals, particularly the bus priority measures at Linton and the travel hub.

Cambridge Past, Present and Future

A.65. CPPF oppose all three strategies. Strategies 1 and 2 were strongly opposed, whereas strategy 3 was opposed. They strongly oppose strategy 1 on the grounds of impact on Green Belt and encouraging development outside the Local Plan.

A.66. They oppose strategies 2 and 3 on the grounds of impact on Wandlebury, and challenge the extent of bus lane. They consider the need for a bus lane east of Wandlebury is not proven. They indicated least opposition to strategy 3, and would support this strategy if the bus lane did not extend beyond Wandlebury. They considered that rail improvements, demand management, and improved cycle facilities would deliver the desired modal shift.

A.67. They support the proposed Haverhill Road/Gog Farm Shop Junction, the proposed underpass, and the Linton Greenway.

Cambridge University

A.68. Cambridge University supports strategy 1 as it offers the greatest opportunity for mode shift and offers fast and reliable public transport. However, they consider development of the proposal needs to consider the Western Orbital and South Station, and also needs to address access to Granta Park, management of parking around the Biomedical Campus and infrastructure improvements within the campus.

Camcycle

A.69. Camcycle wish for high standard cycleways to be provided, with a segregated cycle route. They support additional cycle storage at Babraham Road Park & Ride. Strong support is given to the proposed Linton Greenway, but they would like to see “continental” standards adopted. The underpass at Wandlebury is supported provided the design eliminates blind corners.

A.70. The toucan crossing at Babraham Research is supported, but would be preferred some distance from the roundabout. The upgrade of the route across the A11 is welcomed, but they consider the bridge to not be wide enough. At Hildersham crossroads they consider a bridge might be more appropriate. They ask for Dean Road junction to not be closed for cycles unless a bridge is provided.

A.71. Camcycle strongly object to all three public transport strategies. Strategy 1 they feel to have too many unknowns, and to be too far in the future. They object to the new road element of strategy 2, and consider that strategy 3 on the basis of the bus lane occupying road space to the disadvantage of vulnerable road users. They would prefer to route buses via Worts Causeway.

Confederation of Passenger Transport

A.72. The Confederation supports all the phase 1 elements, especially those that make public transport journeys faster and more reliable. They offer strong, but qualified support for strategy 1 as it offers the potential for high frequency mass public transport. However, their support is tempered by the mass transit proposals being most likely not available for all public service vehicles.

A.73. Strategy 2 was also strongly supported for increasing public transport usage. Strategy 3 was supported, but it was regarded to be less attractive in public transport terms than the other strategies.

A.74. The Confederation urged that within the plans for improving public transport routes, coach travel is also given precedence. Coaches should be offered the same precedence as buses. In addition the Confederation would welcome improved provision for coaches to access current and future railway station developments.

Coppice Avenue Residents Association

A.75. The Association objects to the Strategy 1 proposals. They consider the proposal to be likely to increase traffic on Hinton Way and to impact the amenity of residents from increased noise. Overall they consider the strategy 1 proposals to be over bearing, out of scale, and out of character. Widening the existing A1307 would be preferred.

CTC Cambridge

A.76. CTC are neutral on the three strategies. However, they suggest that if strategy 1 were adopted the Linton Greenway should be re-routed via the public transport route. They ask for priority for cyclists at the Gog Farm Shop junction, and do not support the proposed underpass as they consider the money would be better spent elsewhere. They do not support the upgrading of the existing A11 footbridge on the grounds of width, and that a new bridge on a different line would provide better access.

A.77. Improvement of Hildersham crossroads is strongly supported as is signalisation of Linton High Street. A roundabout at Bartlow Road is supported as long as there is adequate provision for cyclists. Dean Road and speed management between Linton and Horseheath is supported as long as cyclists are provided for.

Granta Park

A.78. Granta Park support strategy 1, and all the interventions in phase 1.

Great Abington Parish Council

A.79. The parish council strongly supports all the phase 1 proposals with the exception of signalising Linton High Street with a right turn ban except for buses, which they oppose. While supporting the eastbound bus lane at the A11, they suggest this should be peak hours only.

A.80. The parish council strongly supports strategy 1, less support for strategy 2 and opposes strategy 3. An alternative route for the Linton Greenway through the Abingtons is proposed.

Hinxton Parish Council

A.81. Hinxton parish council supports strategy 1 provided the A505 is dualled. They also request that GCP presses for M11 junction 9 to become all movement.

Horseheath Parish Council

A.82. Horseheath parish council strongly opposes closing Dean Road junction as it will increase traffic through Horseheath. They suggest reducing the A1307 to one lane in each direction between Linton and Horseheath and reduce the speed limit to 50mph. They support part time signals at Linton High Street, but not a right turn ban.

A.83. The parish council supports a Park & Ride at the A11, but also considers one should be provided at Haverhill. In the long term they would like to see a new road to the M11, and consider that rail based public transport is better.

Linton Parish Council

A.84. Linton parish council supported the phase 1 interventions in general, but oppose the bus lanes in both directions at Linton. They support signalisation of the High Street junction, but note very strong opposition within the village to the right turn ban except for buses. They strongly support the travel hub proposal, but would like to see a Park & Ride site at Haverhill considered.

A.85. In terms of the three strategies none were considered to be a definitive solution, with strategy 3 being considered the least damaging to the environment. Rail alternatives were preferred to strategy 1.

Little Abington Parish Council

A.86. Little Abington parish council support the concepts of Strategy 1 and all measures that would improve traffic flow and safety on the A1307. They propose a speed limit reduction to 30 mph at Little Abington.

A.87. They do not support any options that would see a Park & Ride site at Abington, and suggest reconsideration of locating Park & Ride east of Linton.

A.88. They strongly support the Linton Greenway elements, but have suggested improvements. They also strongly support cycle improvements on Newmarket Road to connect to Granta Park. They oppose the eastbound bus lane at the A11.

Magog Trust

A.89. The Magog Trust oppose the three strategies in similar terms to CPPF, and object to bus lanes extending east of Wandlebury. They would support a shorter bus lane. They support in principle an underpass at Wandelbury provide there is a net bio-diversity gain.

Sawston Parish Council

A.90. Sawston parish council made no comment regarding the three strategies but support the changes between Addenbrooke's roundabout and Fourwentways including the Babraham village junction with the A1307.

Smarter Cambridge Transport

A.91. Smarter Cambridge Transport supports most of the short-term measures proposed, but believes that these alone are inadequate to address the urgent transport needs of the Biomedical Campus.

A.92. Smarter Cambridge Transport does not support any of the three long-term strategies proposed. They accept the need to increase transport capacity between Cambridge and Haverhill, but want to see a fair and realistic comparison of the three mass transit options: heavy rail, light rail and bus rapid transit.

A.93. Strategies 2 and 3 do not in their opinion provide sufficient long-term benefit to warrant the environmental damage their construction will cause.

A.94. Smarter Cambridge Transport supports the phase 1 proposals with the exception of the Haverhill Road/Gog farm shop junction and underpass as being over-engineered. They propose signalisation as an alternative.

A.95. Strategy 3 would be the most acceptable if road widening was avoided as much as possible. They suggest an alternative strategy 3a with inbound flow control and reduced speed limits, and using Worts Causeway for buses. A wider strategy of encouraging the use of rail to access Cambridge is advocated. Stations at Hinxton and Cherry Hinton are suggested.

Trumpington Residents' Association

A.96. TRA strongly support strategy 1 but are concerned over current availability of detail and potential environmental impact. They strongly support the interventions on the A1307 between Addenbrooke's and Wandlebury.

Welcome Genome Campus

A.97. The sustainable transport measures being proposed, such as bus priority, road safety and walking cycling improvements, are welcomed.

A.98. Of particular interest to the WGC is the potential new Park & Ride site and associated improved connections to Cambridge in association with phase 2. Strategy 1 utilises the disused railway and brings the corridor relatively close to the WGC, providing more opportunity to provide a sustainable transport connection between the new Park & Ride and the WGC.

West Wickham Parish Council

A.99. The West Wickham parish council supports the short term proposals for transport and safety improvements along the A1307, but opposes the closure of the central reserve at Dean Road.

A.100. The Parish Council also supports strategy 1, to provide a Mass Rapid Transport route from a new Park & Ride facility at the A11/A505 Junction to the Cambridge Biomedical Campus via Sawston.

Wildlife Trust

A.101. The Wildlife Trust is supportive of measures to increase use of public transport and cycling, but not be at the expense of the natural environment.

A.102. The Wildlife Trust objects to strategy 1 due to the current lack of information provided and the potential for loss of the Shelford-Haverhill Disused Railway (Pampisford) CWS.

A.103. Both Phases will need to demonstrate that they will avoid adverse impacts on nearby sites important for nature conservation, particularly Wandlebury Country Park, Magog Hills and Nine Wells. Schemes should also demonstrate that they can deliver a net gain in biodiversity, in line with National Planning Policy.

Appendix B – Business Case

Policy and Strategic Context

Context

B.1. The strategic case for interventions in the study area is based on the analysis of the existing network performance, stakeholder feedback, the form and function of the local economy and the growth aspirations of the area south east of Cambridge including the three campuses and in particular CBC.

Transport Context

B.2. The study area and routes within it suffer from congestion at peak times, such as the A1307, A1301, A505 and A11. There is also traffic re-routing onto less suitable local roads to avoid these congestion points on the road network. The effects of congestion also impact on the reliability of bus journey times which reduces the attractiveness of bus travel to support the modal shift which is needed to offer traffic relief to the A1307 and A1301 corridors.

B.3. Cycle and walking provision are often not joined up and there are key points of severance such as limited opportunities for crossing the A11. Future committed and aspirational growth in housing and jobs within this part of South Cambridgeshire and across the borders in Essex and Suffolk is likely to increase congestion and reduce accessibility by non-car modes unless a strategic intervention is put in place.

B.4. Air quality and congestion in central Cambridge means more opportunities for non-car travel are needed to enable people to reduce car dependence for travel into Cambridge.

Economy Context

B.5. The strong economic and population growth across the region places increasing demands on the existing transport infrastructure and housing supply. Rising congestion and increasing journey times threatens further economic growth. These constraints also negatively impact on the study area as a place to live and work.

B.6. The evidence shows that individually and collectively the study area is important to the Greater Cambridge region. This successful location is well placed to continue to grow if the key challenges of increased pressure on transport infrastructure, demand for local housing and access to jobs and services can be addressed. However, future committed and aspirational growth in housing and jobs within this part of South Cambridgeshire and across the borders in Essex and Suffolk will increase congestion and reduce accessibility by non-car modes

B.7. There are important economic assets (such as the Three Campuses, Communities along the A1301, Cambridge City and workers living in the area) identified in the study area. The analysis of the influence of the existing transport network and the intrinsic economic assets of the study area provides the evidence that transport investment could help address existing transport issues, trigger positive changes to the economic connectivity and help unlock local access to cater for growth.

Statutory Context

B.8. The project has been developed to address issues of inclusivity by enhancing access for all users and improving accessibility of key facilities such as schools, workplaces and recreational facilities to assist with improving population health and quality of life.

B.9. The proposed multi-user routes and Greenways in phase 1 are designed to be fully inclusive, designed with accessible ramps and gradients, with appropriate handrails and tactile paving on approach routes and legibility as well as good overlooking for personal security (or CCTV on secluded routes). Improved crossing facilities with either full segregation from traffic where possible or signalisation will also assist those with restricted mobility and enable safer access to new routes and bus services on A1307.

Policy Context

National Planning Policy Framework 2012 & National Planning Practice Guidance 2014

B.10. The National Planning Policy Framework (NPPF) was published in March 2012 and sets out the Government's economic, environmental and social planning policies for England. It provides within a single document the greater part of national policy advice, and sets out the Government's vision for delivering sustainable development. The NPPG supports this with more detailed guidance on each topic considered within the NPPF.

B.11. The framework introduces a presumption in favour of sustainable development, and lists transport policy objectives as being to:

- "facilitate sustainable development and its contribution to wider sustainability and health objectives" (para 29);
- "support reductions in greenhouse gas emissions and congestion, and support a pattern of development which , where reasonable to do so, facilitates the use of sustainable modes of transport" (para 30); and
- "develop strategies for the provision of viable infrastructure necessary to support sustainable development" (para 31).

B.12. The NPPF states that all developments that generate significant amounts of movement should take account of:

- Prioritising opportunities for encouraging the use of sustainable transport modes depending on the nature and location of the site, to reduce the need for major transport infrastructure;
- Safe and suitable access can be achieved for all users; and
- Improvements can be undertaken within the transport network that cost effectively limit the significant impacts of the development. Development should only be prevented or refused on transport grounds where the residual cumulative impacts of development are severe.

B.13. The NPPF notes that developments should be located and designed where practical to, amongst others:

- Give priority to pedestrians and cycle movements, and have access to high quality transport initiatives;
- Create safe and secure layouts which minimise conflicts between traffic and cyclists or pedestrians; and
- Incorporate facilities for charging plug-in and other ultra-low emission vehicles.

B.14. Minimising journey lengths is a key policy aim set out in the NPPF and NPPG, and it notes that, for large scale developments, this helps to maximise non-car access. This includes locating key facilities such as schools, shops and jobs within accessible distance of most properties.

B.15. With regards to accessibility the NPPF states that local planning authorities should take account of:

- The availability of and opportunities for public transport;
- Local car ownership levels; and
- An overall need to reduce the use of high-emission vehicles.

B.16. The proposals seek to align with the NPPF by promoting the use of non-car modes of transport by offering improved accessibility and infrastructure which encourages public transport operators to operate more efficiently and effectively and supporting the growth in use of low emission vehicles to minimise air quality effects.

Cambridgeshire Local Transport Plan (2011-2026)

B.17. The Cambridgeshire Local Transport Plan sets out Cambridgeshire County Council's plans and policies for the future of transport in Cambridgeshire. The current plan was adopted in 2011 and further updated in 2014 and it covers the 20 year period up to 2031. The overarching vision of the plan is to create communities where people want to live and work, now and in the future.

B.18. The strategic objectives of the plan are to:

- Enable people to thrive, achieve their potential and improve quality of life;
- Supporting and protecting vulnerable people;
- Managing and delivering the growth and development of sustainable communities;
- Promoting improved skills levels and economic prosperity across the county, helping people into jobs and encouraging enterprise; and
- Meeting the challenges of climate change and enhancing the natural environment.

B.19. These objectives have been translated into a series of challenges for transport, which the strategy aims to address. These are:

- Improving the reliability of journey times by managing demand for road space, where appropriate and maximising the capacity and efficiency of the existing network;
- Reducing the length of the commute and the need to travel by private car;
- Making sustainable modes of transport a viable and attractive alternative to the private car;
- Future-proofing our maintenance strategy and new transport infrastructure to cope with the effects of climate change;
- Ensuring people, especially those at risk of social exclusion, can access the services they need within reasonable time, cost and effort wherever they live in the country;
- Addressing the main causes of road accidents in Cambridgeshire;
- Protecting and enhancing the natural environment by minimising the environmental impact of transport; and
- Influencing national and local decisions on land-use and transport planning that impact on routes through Cambridgeshire.

B.20. The scheme proposals accord with the County Council's key priorities listed above.

South Cambridgeshire Proposed Submission Local Plan, 2013

B.21. The South Cambridgeshire Local Plan was submitted to Secretary of State for Communities and Local Government for inspection in March 2014. The Local Plan is under examination and not yet formally adopted. This plan covers the 20 year period from 2011 to 2031.

B.22. The plan aims to "to maximise potential for journeys to be undertaken by sustainable modes of transport including walking, cycling, bus and train." The plan therefore has a presumption in favour of sustainable development.

B.23. The proposed submission Local Plan included the following relevant policies regarding transport:

- Policy TI/2 Planning for Sustainable Travel

  Development must be located and designed to reduce the need to travel, particularly by car, and promote sustainable travel appropriate to its location; and

  Planning permission will only be granted for development likely to give rise to increased travel demands, where the site has (or will attain) sufficient integration and accessibility by walking, cycling or public and community transport.

- Policy TI/3 Parking Provision

- Policy TI/8 Infrastructure and New Developments

  Planning permission will only be granted for proposals that have made suitable arrangements for the improvement or provision of infrastructure necessary to make the scheme acceptable in planning terms. The nature, scale and phasing of any planning obligations and/or Community Infrastructure Levy (CIL) contributions sought will be related to the form of the development and its potential impact upon the surrounding area; and

  Contributions may also be required towards the future maintenance and upkeep of facilities either in the form of initial support or in perpetuity in accordance with Government guidance.

Transport Strategy for Cambridge and South Cambridgeshire (TSCSC)

B.24. The Transport Strategy for Cambridge and South Cambridgeshire was adopted by Cambridgeshire County Council in March 2014 and it ensures that both districts work together to plan for sustainable growth and continued economic prosperity. The plan provides a detailed policy framework and a programme for transport schemes across both districts aimed at addressing current problems.

B.25. The overall vision is to create a sustainable, efficient and accessible transport system to support Cambridge City, major employment hubs, villages and key centres. In doing so the plan covers all modes of transport and takes account of forecast employment and housing growth up to 2031. This includes Local Plan growth at key campuses along the A1307.

B.26. The scheme is consistent with the Cambridgeshire Local Transport Plan 2011-26 and it supports both Cambridge and South Cambridgeshire Local Plans.

B.27. The plan contains a number of specific policies which are relevant to the corridor. These are:

- Policy TSCSC 3: Catering for travel demand in South Cambridgeshire

  This policy states that as existing transport networks from South Cambridgeshire into Cambridge are constrained, passenger transport services on main radial corridors will be used for part or all of more trips to Cambridge and to other key destinations. It also

states that more people will walk and cycle to access services and that more people will car share.

- Policy TSCSC 4: National networks: trunk roads, motorways and rail

  National improvements to strategic transport infrastructure must take account of local circumstances, opportunities and impacts e.g. changes to national important road and rail routes.

- Policy TSCSC 7: Supporting sustainable growth

  Changes to the transport network should support sustainable travel modes.

- Policy TSCSC 12: Encouraging cycling and walking

  This policy states that all new developments must provide safe and convenient pedestrian and cycle improvements.

B.28. The proposals fit well with the above listed TSCSC policies in particular they support mode shift to more sustainable forms of transport, for example, by providing new and improved infrastructure for pedestrians and cyclists such as the Linton Greenway and Multi-user crossings.

B.29. The phase 1 measures also enhance safety and convenience with new crossing facilities to address severance issues along the route. The underpass at Wandlebury will assist users to access cycle routes and Wandlebury Country Park and A11 crossing enhancements will offer safer routes away from traffic.

B.30. Public transport improvements and improved Park and Ride facilities will enable modal shift even for those who do not live within easy reach of a frequent bus service.

Cambridgeshire Long Term Transport Strategy (LTTS) 2011-2031

B.31. The Long Term Strategy (LTTS) was adopted in July 2015. It was developed by the County Council in close collaboration with district and neighbouring authorities, and forms part of the aforementioned Local Transport Plan.

B.32. The purpose of the LTTS is to provide additional detail on future major transport schemes needed to support Cambridgeshire's ambitious growth plans up to 2031.

B.33. The objectives of the strategy are to (i) ensure that the transport network supports sustainable growth and continued economic prosperity; (ii) improve accessibility to employment and key services; (iii) encourage sustainable alternatives to the private car, including rail, bus, guided bus, walking and cycling, car sharing and low emission vehicles; (iv) encourage healthy and active travel, supporting improved well-being; (v) make the most efficient use of the transport network; (vi) reduce the need to travel; (vii) minimise the impact of transport on the environment; and (viii) prioritise investment where it can have the greatest impact.

B.34. The aspects of the strategy most relevant to the South east of Cambridge are the following:

- Expanding rail capacity and creating new stations (e.g. Cambridge south station)
- Wider pedestrian / cycle network improvements to provide a comprehensive network of high quality pedestrian / cycle routes linking the town with key destinations in Cambridge and the surrounding villages

B.35. The Long Term Strategy Seeks to enhance the bus/guided bus network which forms a major part of the strategy to achieve a high quality network:

- Extend the busway network to serve major new developments and employment sites.

- Develop high quality public transport corridors along key routes with priority at key junctions, helping to reduce journey times.
- Implement new and improved passenger transport interchanges and hubs with parking, cycle parking, high quality waiting facilities, passenger information and facilities for local feeder services, and that are easily accessible by pedestrians and cyclists.

B.36. The Cambridge Autonomous Metro proposals which form part of Strategy 1 contribute towards delivering the extended network envisaged within the LTTS. The inclusion of transport hubs and P&R sites along the route is also a principle within Strategy 1 and Phase 1 (at Linton) which accords well with the policy.

Cambridgeshire Green Infrastructure Strategy (2011)

B.37. The Cambridgeshire Green Infrastructure Strategy sets out to encourage a consistent approach amongst planners for the provision of Green infrastructure within Cambridgeshire. The Strategy outlines the benefits that provision of green infrastructure can have as well as identifying the opportunities within set target areas to inform future development.

B.38. The strategy specifically highlights the current Target Area 6.3 – Cambridge.

B.39. In respect to transport, the strategy sets out the following opportunities to inform future project development.

- Green Infrastructure Gateways: the growth areas provide opportunities for enhanced linkages between the City, the surrounding countryside, the navigable river and Green Infrastructure sites.
- Publicly Accessible Open Space: the provision of open space and linkages to the strategic Green Infrastructure Network and Public Rights of Way forms one of the key elements of the growth agenda for Cambridge. Significant levels of high quality open space are required by planning policies. These open spaces must link well with the surrounding built-up area.
- Rights of Way: by ensuring that all communities have access to sustainable modes of movement and enhanced links to the wider countryside as required by the plans for the major developments to provide for countryside recreation.

B.40. The new Linton Greenway which forms part of strategy 1 is a key new green infrastructure link crossing the A11 safely and providing access between villages and workplaces. In the later phase, the multi-user route to be provided along with the mass transit route will also offer part of a new Sawston Greenway and will also be connected to the research campuses along the route. There is an opportunity for the former disused railway to form a new linear park with enhanced ecology and improved connectivity between the Nine Wells Nature reserve at the west end of the route and the CWS at the eastern end of the route close to the A11. This will extend the public rights of way network and enhance access to the countryside and opportunities for recreation and healthier lifestyles.

Air Quality Management Plans

B.41. Like many other urban areas, Cambridge has an air quality problem. Air quality is monitored in Cambridge through the Local Air Quality Management process, known as LAQM. Due to excessively high levels of NO2 (Nitrogen dioxide, which is primarily traffic related) in central Cambridge an Air Quality Management Area (AQMA) was declared in 2004. The purpose of the Air Quality Management Area is to establish an area where air quality must be improved

and start the process of working towards these improvements to bring levels of pollutants below the National Air Quality Objectives.

B.42. Nitrogen dioxide is routinely monitored across the city and like most cities, the high levels are caused primarily (but not solely) from traffic pollution. The areas of the city most severely affected by air pollution, with high levels of nitrogen dioxide are:

- the area around the bus station
- the trafficked parts of the historic core
- the inner ring road
- junctions with the inner ring road
- main radial routes into the city

B.43. An Air Quality Action Plan is in place seeking to reduce levels of NO2 within the AQMA, There are two main reasons for transport related pollution in Cambridgeshire; these are the importance of Cambridge as an employment, education and tourist centre, and the prevalence of long-distance freight on the A14 east-west corridor.

B.44. The Air Quality Action Plan is integrated into the local transport plan so that the issues can be addressed together.

B.45. The consequent Air Quality Action Plan was integrated into the Cambridgeshire County Council's Local Transport Plan Two (2006 - 2011), LTP2, which was published in 2006. It included:

- Expansion of the Core Area traffic road closure programme to further limit access to the city centre
- Development of a low emission zone in the historic city centre by setting minimum emission standards for buses and taxis
- A 20 mph speed limit in parts of the city centre
- Regulation of goods vehicles

B.46. Other measures proposed for the Air Quality Action Plan included:

- A pro-active stance on land-use planning in relation to air quality and a requirement for Air Quality Assessment for new developments
- Continued limitation of parking in the Core Area by our adopted car parking standards
- Full implementation of our Cycling And Walking Strategy

B.47. Minimum emissions standards have been agreed with bus operators, through the Quality Bus Partnership and taxis continue to be less than 8 years old and a 20 mph zone has been implemented in the city centre.

B.48. The Air Quality Action Plan was updated in 2009 and integrated with the Action Plan for South Cambridgeshire District Council, working with Cambridgeshire County Council to produce the Air Quality Action Plan for the Cambridgeshire Growth Areas.

B.49. The Third Local Transport Plan (LTP3) covers the period 2011 – 2026. The preferred strategy for LTP3 focuses on reducing the need to travel while improving accessibility, encouraging the use of environmentally sustainable modes of travel, and reducing reliance on the private car.

B.50. The main themes in the revised Air Quality Action Plan 2015 – 25 will include:

- Continuing to improve emissions from the vehicles being driven around Cambridge;
- Continuing to improve access to public transport across the city;
- Promoting smarter travel choices;
- Lowering emissions from buildings;
- Managing emissions from new developments within the city through the planning process.

B.51. To continue to achieve improvements to air quality in central Cambridge and beyond, emissions from all vehicles entering the city will need to be significantly reduced. This is dependent on vehicle manufacturers making further improvements to the emissions from vehicles alongside continued restraint on traffic entering the city and through an accelerated shift to lower emission vehicles.

Overall Policy Fit

B.52. The proposals accord well with the above transport, planning and air quality policy objectives, encouraging increased shift to non-car travel and supporting healthier and active journeys by walking and cycling within the South East of Cambridge. Reduction in KSI at road junctions will also improve population health.

B.53. The Phase 1 measures also support this with safety and bus priority measures as well as new Greenways and enhanced crossing facilities without encouraging increased traffic into central Cambridge. The new routes created will increased non-motorised user access to the countryside and increase healthy lifestyles.

Greater Cambridge Partnership Objectives

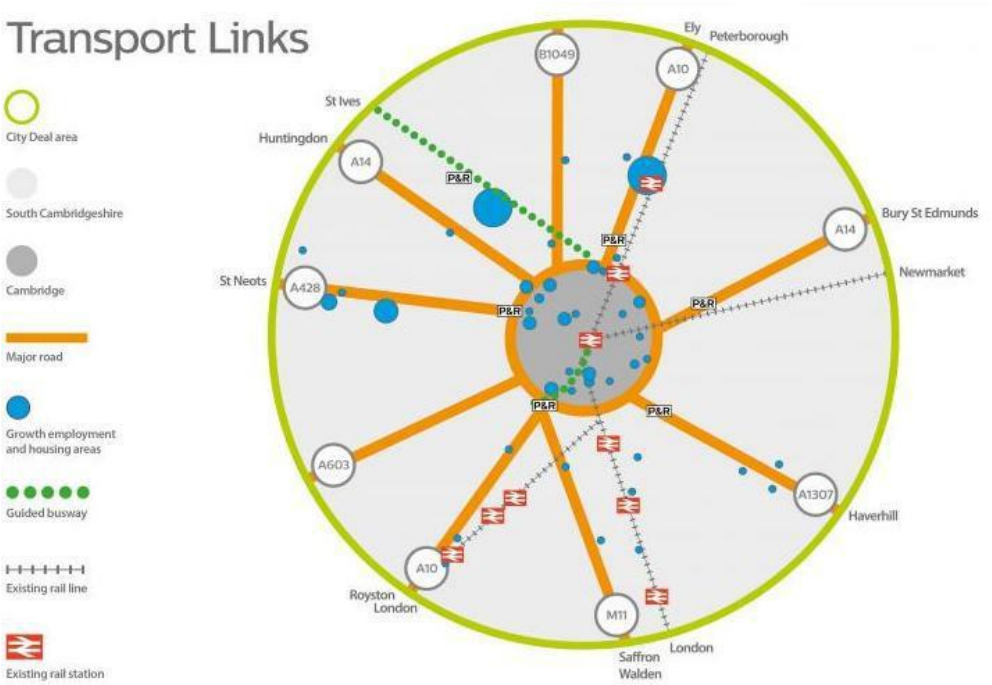
B.54. The Cambridge South East Transport Study is being led by the Greater Cambridge Partnership (GCP), a local delivery body for the Cambridge City Deal, worth £1 billion over 15 years. The City Deal will deliver vital improvements in infrastructure, supporting and accelerating the creation of 44,000 new jobs, 33,500 new homes and 420 apprenticeships.

B.55. The Greater Cambridge Partnership (GCP) has the following transport vision:

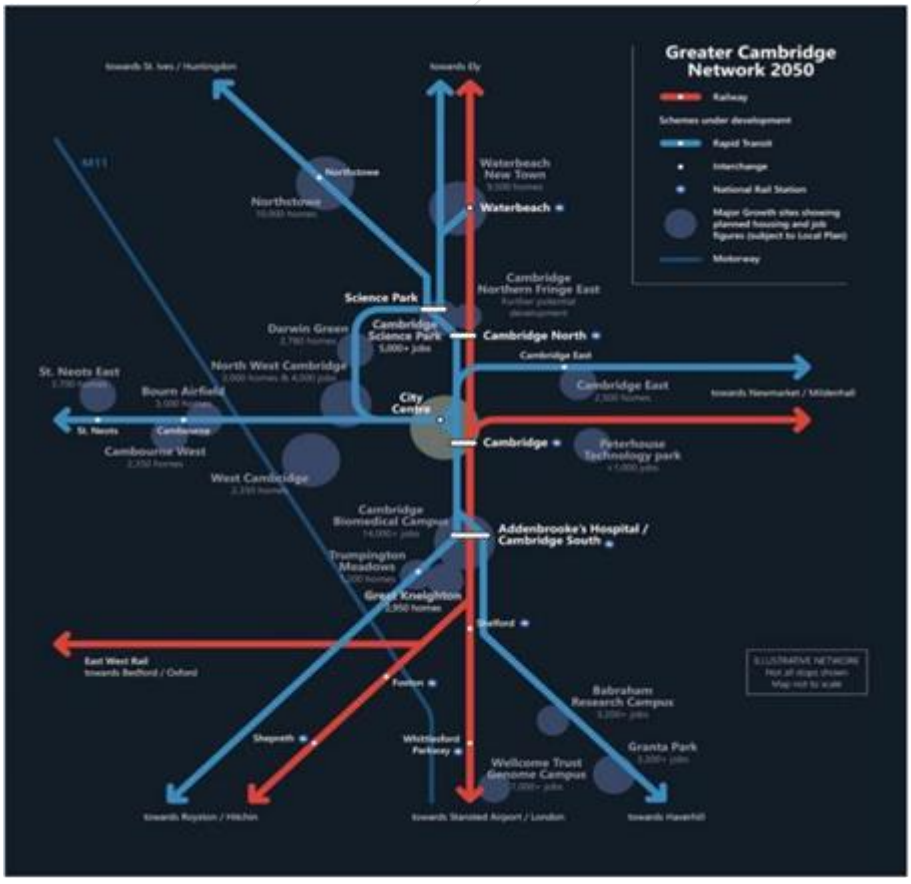
"Creating better and greener transport networks, connecting people to homes, jobs, study and opportunity."

B.56. The GCP aims to develop a sustainable transport network for Greater Cambridge that keeps people, business and ideas connected, as the area continues to grow; to make it easy to get into, out of, and around Cambridge by public transport, by bike and on foot. Through a range of projects, it will create a transport network fit for a small, compact city served by a growing network of rural towns and villages.

B.57. As shown below this includes the A1307 corridor from Haverhill to Cambridge in the south east quadrant and the research campuses are highlighted as growth locations along the route.



The Greater Cambridge Partnership Future Investment Strategy is the overarching view of the growth and development delivery for 2020 and beyond. It covers the Greater Cambridge Network until 2050, which envisions a Rapid Transit route between Cambridge and Haverhill via Babraham Research Campus and Granta Park – the route assessed in this South East Transport Study. The Greater Cambridge Network 2050 is shown below:



B.58. The Greater Cambridge Partnership transport objectives are as follows:

- Ease congestion and prioritise greener and active travel, making it easier for people to travel by bus, rail, cycle or on foot to improve average journey time (4.87 minutes per mile in the peak hour in 2015/6)
- Keep the Greater Cambridge area well connected to the regional and national transport network, opening up opportunities by working closely with strategic partners
- Reallocate limited road space in the city centre and invest public transport (including Park & Ride) to make bus travel quicker and more reliable
- Build an extensive network of new cycle-ways, directly connecting people to homes, jobs, study and opportunity, across the city and neighbouring villages
- Help make people's journeys and lives easier by making use of research and investing in cutting-edge technology
- Connect Cambridge with strategically important towns and cities by improving our rail stations, supporting the creation of new ones and financing new rail links

B.59. This firmly demonstrates that there is a commitment in place to deliver new sustainable transport infrastructure in order to support the anticipated housing and job growth in the study area. It is also expected that the central government investment via the City Deal towards new transport infrastructure is likely to stimulate further economic investment and growth.

B.60. Given the study area location on the south eastern edge of Cambridge and proximity to the county boundary, the project has also considered the adopted and emerging local policies applicable to neighbouring authorities including St Edmundsbury Borough Council, Braintree District Council & Uttlesford District Council.

B.61. For example the solutions proposed support significant housing growth (c4260 dwellings) at Haverhill in the eastern edge of the study area. This accords with the adopted St Edmundsbury Local Plan Vision document which sets out the future growth trajectory to 2031. The SEBC Local Plan recognises the proximity of Cambridge as a key driver for housing growth in Haverhill.

B.62. The growth forecasts within the emerging Local Plans for Braintree District and Uttlesford also include significant housing growth in commuting distance of Cambridge. The UDC emerging Local Plan in particular highlights an opportunity for new settlement close to Great Chesterford (referred to as Uttlesford New Garden Community) this includes housing growth of up to 4600 new homes in the longer term, although only about 1900 of these would be delivered before 2031. Braintree DC have also provided draft allocations for 10740 homes and jobs in 7350 jobs to 2031. These substantial housing growth areas on the edge of the study area are likely to further increase travel demand in the A1307 corridor in the future which has been taken into account within the traffic modelling work that has informed the selection of options taken forward for consultation. The modelling undertaken in summer 2017 which informed the strategy development takes into account the following extra external growth within neighbouring Districts on the south east edge of the study area:

- 14,100 dwellings in Uttlesford Emerging Local Plan (including 4600 dwellings in a new settlement option at Great Chesterford).
- 9,000 jobs at Stansted Airport and 900 elsewhere in Uttlesford (2017-2033)
- Braintree Draft Local Plan 2016 716dpa and 490jpa = 10,740HH+7350jobs

- Suffolk SPIF Growth – up to 50,000 HH by 2050 (of which 10,000 could be in place by 2031)
- 304 extra dwellings at Linton – 84 under construction and 224 at potential appeal sites

Problems Identified

B.63. The A1307 and A1301 corridors are key radial routes into central Cambridge capturing local traffic from villages along the routes (such as Horseheath, Linton, The Abington's, Sawston, Great Shelford and Stapleford) as well as strategic traffic using A11 and A505.

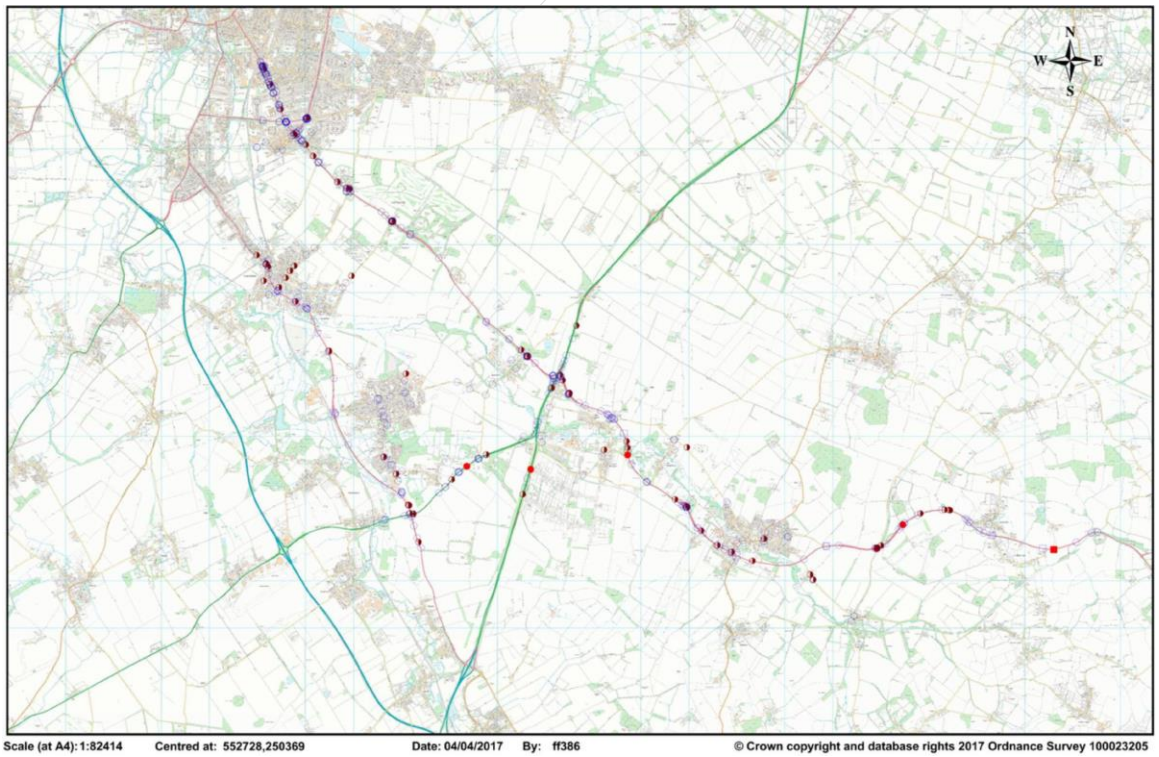
B.64. As house prices rise in response to economic success of Cambridge, the A1307 is receiving increased pressure from commuting traffic at peak times as it offers direct access to affordable housing areas to the east of the City such as Haverhill which are essential for example enabling key workers at the Biomedical Campus to live relatively close to Cambridge.

B.65. A key benefit of the scheme is expected to be road safety improvement and accident reduction, with the first phase of interventions proposed to address accident clusters and severance issues, as well as increased choice of travel options in the longer term with the strategy 1 proposals to provide a mass transit route and parallel Greenway.

Road Safety Issues

B.66. The A1307 is considered to have a relatively poor accident track record with some sections of the route signed as 'High Casualty' areas. There are also short sections of dual carriageway along the A1307 route which tend to lead to dangerous driver behaviour and speed-related accidents where drivers attempt to overtake slower vehicles and often take unnecessary risks seeking to improve their journey times.

B.67. The figure below shows the location of the accidents within the study area, red indicating fatal, half full circles indicating serious, and circles indicating slight accidents.



Congestion & Delays

B.68. Delays are prevalent in the westbound direction towards Cambridge in the AM peak, although there are also pinch points where eastbound PM peak delays occur for example on approach to Linton Village College traffic signals and the A11 roundabout.

B.69. On weekdays in the AM peak, vehicle speeds were lowest on inbound sections especially north of Cherry Hinton Road and on High Street Linton. In the PM peak, outbound speeds tended to be lowest on High Street, Babraham and Pampisford Road.

B.70. On weekends, vehicle speeds were generally higher on inbound and outbound links than on weekdays. This suggests that delays are linked to commuting trips by people working in Cambridge. The majority of links experience at least a 3 mph reduction on weekdays, with AM peak inbound up to 17 mph slower on weekdays and on average all inbound links in the AM peak are 10 mph slower on weekdays.

B.71. This suggests that commuting and business journeys occurring in the AM peak hour travelling towards Cambridge are likely to experience on average a 23% increase in comparison with weekend free flow travel and up to 15% increase in the eastbound direction during the PM peak.

B.72. Due to the rural nature of the study area and Greenbelt areas surrounding Cambridge City, residents need to travel significant distances to access jobs, schools and retail facilities on a daily basis. However there are relatively few options for non-car travel in this part of the South Cambridgeshire District, with Park & Ride or traditional bus services offering the main alternatives to car travel.

B.73. Public feedback from earlier stages of public consultation in summer 2016, indicates that the existing bus services are unattractive due to uncompetitive journey times and bus fares which are considered to be expensive. Many services, especially Park & Ride do not operate at convenient times of day (particular for shift works at the CBC campus) or are not sufficiently frequent in the evenings there is very little bus priority on the routes so buses suffer delays and poor reliability.

B.74. The phase 1 scheme includes sections of bus lanes around Linton (westbound on approach to the B1052 junction and eastbound on approach to Linton Village College) and to the north of Babraham village on approach to A11. Phase 2 proposals seek to offer enhanced priority to public transport services and new mass transit options which would offer a more reliable and faster journey time to Cambridge, coupled with increased Park & Ride capacity to achieve the extent of mode shift required to address the GCP objectives and support the City Access proposals.

Emergency Response Times – Ambulances/Fire & Rescue

B.75. Emergency response times across Cambridgeshire have been and are predicted to continue increasing, which is in part attributable to delays on roads and traffic congestion. Improvements to transport links south east of Cambridge are likely to have a positive effect on emergency response times. Access to Addenbrooke's hospital located in the southeast of Cambridge could be improved noticeably through transport network improvements.

B.76. Fire and Rescue incident response times in Cambridgeshire are currently over 11 minutes for road vehicle fires and over 10.5 for primary fires.

B.77. Ambulance response times are among the longest in the East. The median ambulance response time in the postcode area of CB21is over 12 minutes and only approximately 25% of life threatening calls are responded to within 8 minutes.

B.78. The phase 1 and strategy 1 proposals could contribute towards improving emergency response times either by reducing the volume of traffic on A1307, providing sections of bus lanes which could also be used by emergency vehicles and also the highway safety improvements proposed would also reduce the vulnerability of the A1307 to potential accident risk so disruption would occur less often. The strategy 1 mass transit route could also be potentially used infrequently by emergency services vehicles and this is well connected to the CBC campus and Addenbrooke's Hospital.

B.79. There is also a local Fire station in Linton which could benefit from the phase 1 works for example the proposed new roundabout at Bartlow Road for ease of access to the A1307 and bus lanes around Linton enabling fire apparatus to bypass congestion at peak times in addition to bus services.

Need for the Scheme

B.80. The Local Plans for Cambridge and South Cambridgeshire estimate more than 44,000 additional jobs will have been created in the area by 2031, and local science and research parks in the area have aspirations for continued growth. Plans for the area between South Cambridge, Haverhill and Great Chesterford suggest up to 8,000 new homes could potentially be built over the next 15 years, with scope for future growth.

B.81. Parts of the road network are already at capacity at peak-times, impacting on people's day-to-day lives, the ability of businesses to operate effectively and contributing to pollution. If no action is taken to deal with the estimated growth sustainably, journey times are predicted to increase by around 50%. The poorer operation of the roads is likely to worsen accident clusters, which could lead to an increased number of fatalities on high speed sections.

B.82. The investment in infrastructure such as bus lanes and busway options, is essential to secure reliable journey times and frequent services leading to mode shift. Given the context of the surrounding area Park and Ride is also an essential part of the strategies as this makes bus services accessible from a much wider catchment and enables traffic relief to the highway network. A site location close to the A11/A505 appears to offer an effective catchment which is able to attract a wider demand and minimises impacts downstream junctions on A1307 west of A11.

B.83. The strategy 1 option also provides relief to the A1301 corridor as this has an enhanced catchment with the proposed alignment alongside key villages, placing many more residents and workplaces in walking and cycling distance of the scheme. Similar to the northern busway this is expected to cater for housing growth and further stimulate investment in the area by enhancing accessibility.

B.84. Investment in bus-based infrastructure is also likely to be the most cost effective approach and is immediately compatible with the existing transport system in Cambridge as well as offering the flexibility of on-road and off-road travel. The connectivity with the CBC is essential to support economic growth and connect housing to the south and east of Cambridge with jobs, this also assists with providing streamlined journey times to the City.

B.85. Three transport strategies have been identified which all offer good benefits to residents and workers within the study area and improved local access. They also provide an improved opportunity for travel by non-car modes which helps take pressure off the road network at peak times and provides improved journeys across the whole day to key destinations, such as key worker shift patterns at Addenbrooke's Hospital and access across the route for retail and services.

B.86. The three strategies will improve local access and reduce car travel across the study area and on key routes. They will overcome constraints on the local transport network, improve safety and increase local trips by cycle, walking and passenger transport.

B.87. The strategic case for all of the strategies is significantly enhanced by the City Access proposals which focus on reducing car trips to central Cambridge. To complement the City Access proposals investment in passenger transport in the form of extra Park & Ride capacity, increased bus service frequency and affordable bus fares/parking charges as well as new high profile infrastructure and bus priority measures are required.

B.88. The alignment currently identified for the phase 2 strategy 1 busway option also has some synergy with other emerging strategies and does not preclude the major investment proposals being promoted by others in relation to light rail and heavy rail in the future. All the strategies provide a sound basis for developing passenger transport patronage to support future additional investment in transit schemes.

Aims and Objectives

B.89. The stated aims of the project are to:

- Cut congestion
- Improve air quality
- Provide faster and more reliable transport routes into Cambridge and to employment sites
- Link villages together
- Improve junction safety through highway improvements
- Provide high-quality walking and cycling facilities

B.90. The scheme would positively contribute to growth along the corridor by:

- Improving local sustainable transport links between homes and jobs;
- Improving road safety along the corridor by making changes to key junctions to reduce conflict or by reducing the speed of vehicles with appropriate enforcement where there have been speed-related accidents;
- Support the delivery of job and housing growth along the corridor including important growth sites at Granta Park, Babraham Research Campus and the Cambridge Biomedical Campus; and
- Help address local transport issues for example bus reliability along the A1307 corridor.

B.91. In the shorter term the phase 1 measures will enhance road safety by addressing accident clusters along the route with junction enhancements, improve bus journeys in terms of reliability and journey times, especially in an eastbound direction at PM peak times and in the westbound direction around Linton. The new pedestrian and cycle links and crossing facilities will also reduce severance, improve access for all non-motorised users (pedestrians, cycles and equestrians), improve access to bus stops and improve linkages between homes, jobs and schools.

Measures of Success

B.92. The key opportunities that the project (Phase 1 and Phase 2 as a whole) seeks to address are improvements to road safety, bus journey time reliability and mode shift, so key measures for success include the following:

- Reduction in frequency and severity of accidents at key junctions;
- Reduction in the number of locations classed as accident clusters along A1307;
- Casualty reduction - KSI reduction;
- Reduced accidents involving vulnerable users (especially cyclists);
- Improved journey times and reliability for bus users;
- Reduced vehicle emissions of NO2;
- Increased P&R usage, including for bikes – helping to reduce the number of cars travelling to central Cambridge;
- Increased public transport patronage and revenues;
- Reduced emergency response times for fire and rescue vehicles.

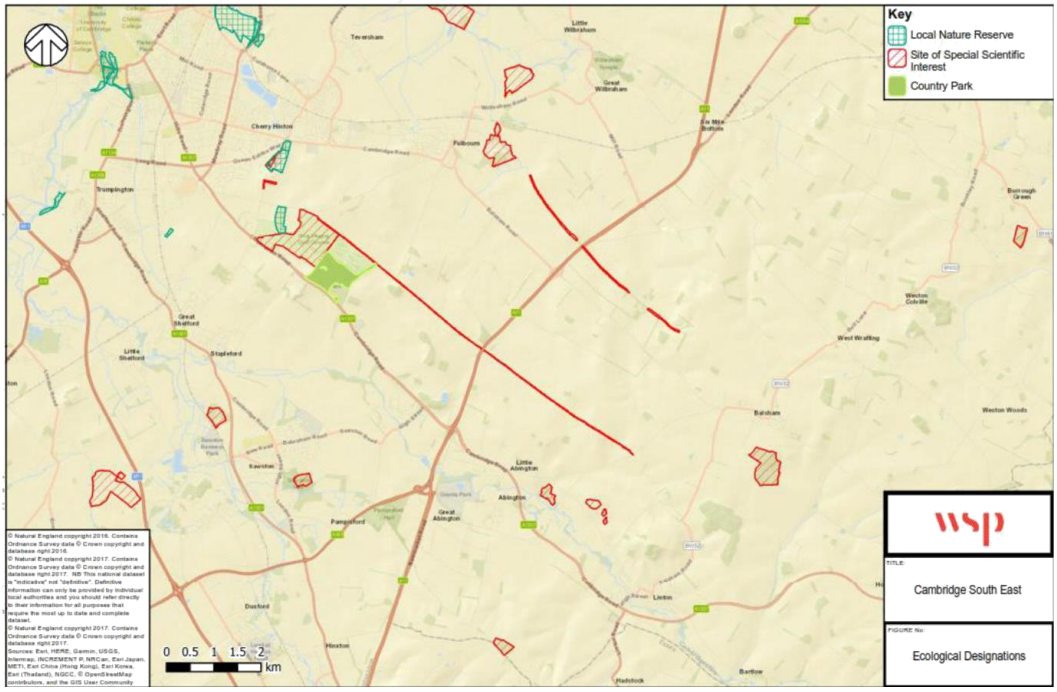
B.93. The success of the project will be monitored against these parameters via before and after surveys.

Constraints

B.94. The A1307 route to the south east of Cambridge is located close to a number of environmental constraints. These include designated heritage and ecology constraints (Wandlebury Country Park/The Gog Magog Hills, Nine Wells Nature Reserve and the former railway).

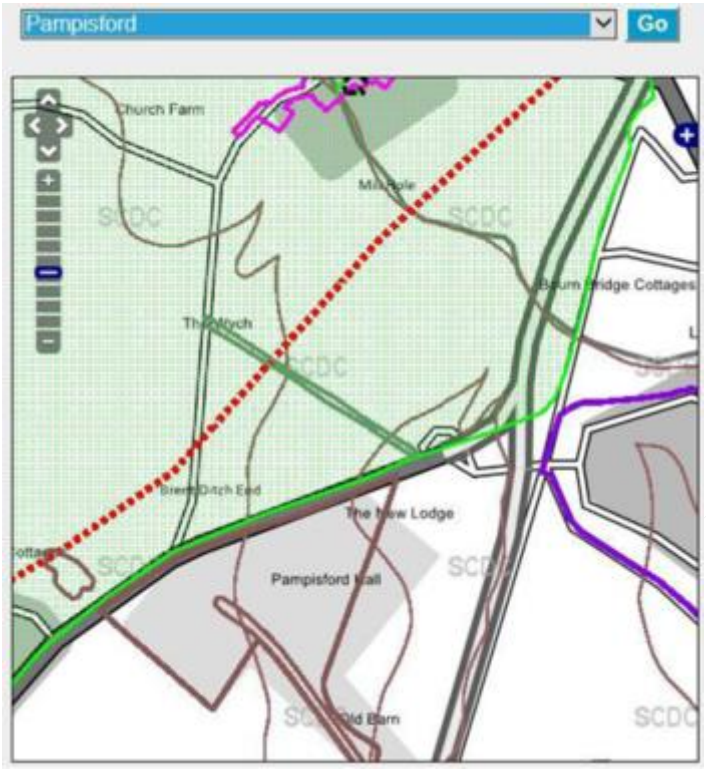
Ecology

B.95. Protected areas are shown below



County Wildlife Sites

B.96. County Wildlife Sites are shown below:



Greenbelt

B.97. The majority of the study area west of A11 in South East of Cambridge is also classified as Greenbelt. South Cambs District Council policy on Greenbelt indicates that development opportunities within the Greenbelt are very limited, although transport infrastructure may be considered to be included as key infrastructure with exceptional need and movement networks or leisure and recreation which support active and healthy lifestyles.

B.98. Based on local precedents for Park & Ride sites within the Greenbelt, including the nearby Babraham Road Park & Ride it is anticipated that transport infrastructure proposals could potentially be tolerated within the Greenbelt with adequate landscaping and mitigation. However, the Greenbelt status of the receiving environment remains a planning risk to the proposals which needs to be explored further in consultation with South Cambs DC as the detail of the strategy 1 proposals emerges.

B.99. The phase 1 scheme options have a marginal impact on the Greenbelt as the majority of works for implementation are within the existing extents of public highway. The phase 2 strategy 1 scheme will have a more pronounced effect. In particular on the landscape and on the County Wildlife site on the disused railway line.

B.100. It is proposed to protect the County Wildlife Site by routing beside the disused railway line rather than on it. The old railway line could potentially be retained as a landscaped backdrop to the new transit route offering screening in places where trees and hedges line the route of the former railway. The new transit route and the former railway line together could then offer a form of linear park for public enjoyment as a new public right of way for non-motorised users.

Stakeholder and Public Engagement

B.101. A variety of key stakeholders have contributed to the project, either as part of the Project Board, Project Team or Greater Cambridge Partnership. There are also many stakeholders who have been involved in the Local Liaison Forum these include parish councils along the route of A1307 and A1301 and co-opted members (Cambridge Past Present and Future, The Gog Magog Trust, the Cambridge University Hospitals Trust, Trumpington Residents Association and Queen Edith's Residents Association).

B.102. Local businesses have also been engaged throughout the project, this has included the campuses along the routes (Granta Park, Babraham Research Campus, Cambridge Biomedical Campus Hinxton Genome Campus),

Consultation

B.103. The proposals have been developed with public and key stakeholder input throughout the study since 2015. Initial Options were developed in 2015 with input from stakeholders following the DfT EAST method with a long list of options refined down to a shortlist which were taken forward to public consultation in summer 2016.

B.104. The feedback from the summer 2016 consultation indicated that local residents preferred a less intrusive package of options which would be affordable in the short term period coinciding with the availability of tranche 1 GCP funding (for scheme elements to be implemented by 2020). Key issues raised included:

- Road safety concerns;
- Congestion and delays;
- Improving bus journey times and reliability;
- Lack of alternative modes – rail;
- Improvements to walking and cycling facilities.

B.105. During the summer of 2017 a series of LLF Workshops were carried out to seek feedback on potential scheme options and seek alignment with the GCP objectives. The key elements of the scheme were derived from this feedback, prioritising those which best met the GCP objectives.

B.106. Further public consultation was carried out in 2018 on the options that emerged from the optioneering in 2017.

Other Strategic Options Considered

B.107. The study area includes a former rail line from Haverhill to Cambridge which was closed during the Beeching era and early studies undertaken as part of this project indicated that re-instating a railway from Haverhill to Cambridge would not offer good value for money. This has been challenged by Rail Futures who considered the estimated cost to be higher than other re-opened railways.

B.108. A new road scheme had also been considered previously within the corridor to provide additional highway capacity. However, this was considered to contradict the GCP objectives which seek to influence mode shift and reduce car travel into central Cambridge.

B.109. A review of traffic survey data at the A11 junction also indicated that much of the traffic travelling from Haverhill and Linton does not continue directly towards central Cambridge on A1307. About 50% of traffic approaching A11 and to the west of the A11 junction about 50% of A1307 traffic joins the road from A11. A separate highway scheme from Haverhill to A11

was felt to be more appropriate to the east of A11 and is therefore being progressed by Haverhill Chamber of Commerce (A1307 Strategy Board). A Pre-SOBC has been produced for potential scheme options for this route and has a BCR of approximately 1.0 with two scheme options considered to the north and south of Linton, with scheme costs in the region of £180m-£190m.

B.110. Due to land assembly and funding issues, timescales for implementation of the strategic road scheme east of A11 are unlikely to coincide with the Cambridge South East Transport Study being delivered in the next 8 years. However the principle of the route has been considered in the development of the Cambridge south east transport study. The Phase 1 strategy is expected to be complementary to this scheme without duplicating infrastructure or providing interventions that may become surplus to requirements once the new road is in place.

Summary

B.111. The evidence shows that the study area and routes within it are important for the local and regional economy with key strengths in knowledge-research industries, supported by a skilled workforce.

B.112. In order to maximise the areas effectiveness in contributing to the Cambridge economy and City Deal, transport connectivity must be addressed to enable reduced business costs, and enable improved access for all too key jobs and services.

B.113. The interventions are critical to overcoming the existing local and regional infrastructure challenges, connecting skilled people with jobs, linking employment clusters and creating an efficient transport network that enables housing and jobs growth to be delivered in way the supports the efficient movement of goods and people.

B.114. Modelling indicates that the strategic public transport, walking and cycling interventions proposed within the three strategies (in particular strategy 1) will ensure that a lack of transport connectivity and capacity does not prevent the area from successfully delivering sustainable growth.

Value for Money

Strategy Modelling

B.115. The County Council's strategic transport computer model referred to as the Cambridge Sub-Regional Model (CSRM) model was used to assess the different option proposals.

Forecast Background Growth to 2031

B.116. The CSRM2 foundation case model has been taken as the starting point for all GCP projects. This gives a common set of minimum background land use changes (e.g. housing and employment growth) as well as transport assumptions. The Foundation Case is consistent with the Local Plans within Cambridgeshire.

B.117. Within the study area, local adjustments have been made, where committed development is more than likely to exceed the Local Plan and project-specific requirements need to be taken into account. Additional developments were therefore included in addition to the Local Plan growth within the Foundation Case.

B.118. The A1307 travel demand model within the initial Options Report was based on a certain set of development assumptions which included a subset of what is now the committed development at CBC (Cambridge Biomedical Campus), employment expansion at Granta Park and Babraham Research Campus (BRC) and significant housing growth in Haverhill totalling 4260 dwellings by 2031 as set out within the St Edmundsbury Adopted Local Plan.

Scenarios tested

B.119. A total of 8 potential strategy sub-options were tested within the CSRM2 model.

B.120. All strategies are assumed to be implemented alongside the City Access measures being promoted by GCP. The objectives of the City Access study are to reduce traffic in central Cambridge by 1% below 2011 levels by 2031. The Do-Minimum (2031 forecast without implementation strategies) scenario does not include the City Access measures as the demand management measures proposed need to be supported by public transport and/or active mode alternatives such as those proposed for the A1307 route.

B.121. The key findings of the modelling work are summarised below:

- A public transport corridor located close to existing villages in the A1301 corridor enables additional settlements to benefit from faster journey times in addition to improving journey times for the existing Babraham P&R service due to the segregated route and higher bus speed owing to the guidance system.
- The bus link mainly improves the existing Babraham P&R service.
- Enhancing the X13 service frequency substantially helps to improve the level of mode shift being achieved from settlements east of the A11. This could be further supported by a rural hub at Linton.
- The provision of a new Park & Ride site near the A11 / A505 helps to increase the captive audience that the public transport improvements are able to cater for.

B.122. WebTAG sets out assumptions that should be used in the conduct of transport studies. The DfT Databook has been used where possible to provide a consistent basis for assessment. The cost data used to inform the assessment is based on the best information available at the time of preparing the OBC.

B.123. Optimism bias has been dealt with via the rule of half applied within the economic calculations. However, the implementation costs also include an element of optimism bias of 15%. Contractor preliminaries are assumed at 15%, traffic management 10% and profit 8%.

B.124. The proposed mass transit route is currently envisaged to form part of a wide Cambridge Autonomous Metro (CAM) network which is an entirely new concept for Cambridge being promoted by the Combined Authority and elected Mayor of Cambridgeshire and Peterborough. A Strategic Outline Business Case for the CAM system is being worked up by SDG and this is expected to be available in December 2018. However, the route could equally be delivered as a busway or light rail system (if extended to Haverhill). Given the limited knowledge of the CAM system, the assumptions are based on a bus only road which was the concept originally envisaged. It is proposed to undertake more detailed work alongside further development of CAM. Mass transit on Strategy 1 would increase patronage and economic return.

B.125. A new station in the south of Cambridge located at the CBC campus was also not included in the modelling assumptions for the study. At the time of preparing this OBC, the Cambridge south station proposal is currently moving through the GRIP. However, a preferred scheme was not published and there is not full funding in place to support the proposals so it is not seen as a committed scheme. It is expected that it would if delivered significantly increase patronage of the Strategy 1 mass transit route.

B.126. The Haverhill to A11 strategic road scheme is also excluded from the assessment. This is not geographically co-incident with the strategy 2 mass transit route option and caters for a different customer market (those travelling to strategic destinations north and south of

Cambridge rather than local trips into central Cambridge, so is unlikely to conflict or detract from the performance of the mass transit route. However, it would reduce the benefits of bus priority improvements east of the A11.

B.127. The City Access measures are assumed to play an important role in securing the mode shift potential of the scheme identified via the CSMR2 model, in particular trip end restraint at workplaces in Cambridge. The benefits of the scheme are dependent on this to a significant extent.

Benefit Cost Ratios

Phase 1

B.128. The benefit-cost ratio for phase 1 has been calculated at high level, as phase 1 is mainly discrete junction improvements and safety improvements. The traffic model results do not indicate significant mode shift changes to public transport, although the increased frequency of X13 services is likely to induce some local mode shift in the immediate vicinity of Haverhill and Linton.

B.129. Given the level of uncertainty at this stage of the project, a lower and upper value have been presented for a 10 year and 20 year assessment period, in accordance with WebTAG guidance. The benefits have been calculated with the rule of half applied to ensure they are conservative and costs include an optimism bias in accordance with webTAG. The benefit-cost ratios presented below are therefore felt to be conservative in nature.

B.130. In accordance with webTAG the figures are discounted to a base year of 2010 for comparison purposes.

	10 Year Appraisal	**20 Year Appraisal**
Benefits	£6.60m	£11.45m
Costs	£6.36m	£6.36m
Benefit Cost Ratio (BCR)	**1.04**	**1.80**

Investment Requirements

B.131. Phase 1 comprises discrete interventions costing £14.15m in total, with the cost of individual elements ranging from £40k to £3.45m. The measures are proposed to be delivered in 3 tranches.

Tranche 1 – Early Low Cost Interventions

B.132. This group contains low cost measures that do not require significant development, land acquisition or other than Traffic Regulation Orders. It is proposed to deliver these in the 2018/19 financial year.

B.133. These include:

Linton Village College junction signal upgrade	£	35,000.00
Extra cycle storage at Babraham Road Park & Ride	£	40,000.00
Peak-hour eastbound bus lanes on approach to Linton	£	70,000.00
	£	**145,000.00**

Tranche 2 – Medium Cost/Term Interventions

B.134. This group contains measures that require more development work and possible limited land acquisition by negotiation. It is proposed to deliver these in the 2019/20 financial year.

B.135. These include:

Measures to ease bus movements in Linton	£ 30,000.00
Linton High Street junction signalisation & right-turn ban	£ 230,000.00
Eastbound bus lane at A11	£ 325,000.00
Signalised multi-user crossing – Babraham Research	£ 400,000.00
Granham's Road junction improvement	£ 625,000.00
Horseheath to Linton safety improvements	£ 800,000.00
Dean Road Crossroads Safety Improvements	£ 325,000.00
Westbound bus lanes on approach to B1052 junction	£ 1,400,000.00
Signalise Hildersham crossroads with Toucan/ Pegasus	£ 1,300,000.00
	£ 5,435,000.00

Tranche 3 – Higher Cost/Longer Term Measures

B.136. This group contains larger scale interventions, requiring more development time, negotiations with third parties, land acquisition, and necessary orders. It is proposed to deliver these in the 2020/21 financial year.

B.137. These are:

Linton Greenway	£ 3,450,000.00
Bartlow Road roundabout & rural hub	£ 1,300,000.00
Haverhill Road junction safety improvements	£ 575,000.00
Wandlebury multi-user underpass	£ 1,950,000.00
Multi-user crossing of A11 via improved footbridge	£ 1,300,000.00
	£ 8,575,000.00

B.138. The phase 1 works would be placed through existing Cambridgeshire County Council frameworks, except where the works value exceeds framework limits, or the work is out of scope. These frameworks are:

B.139. Highway Service Contract

- Subject to a maximum yearly spend across CCC
- Suitable for low cost works

B.140. Eastern Highways Alliance

- Lot 1 £0 up to £1.5m
- Lot 2 £1m up to £20m Construction Only

B.141. All the work in phase 1 can be procured through either the Highway Service Contract or the Eastern Highways Alliance.

Appendix C – Figures

Figure 1 - Phase 1 Consultation Responses

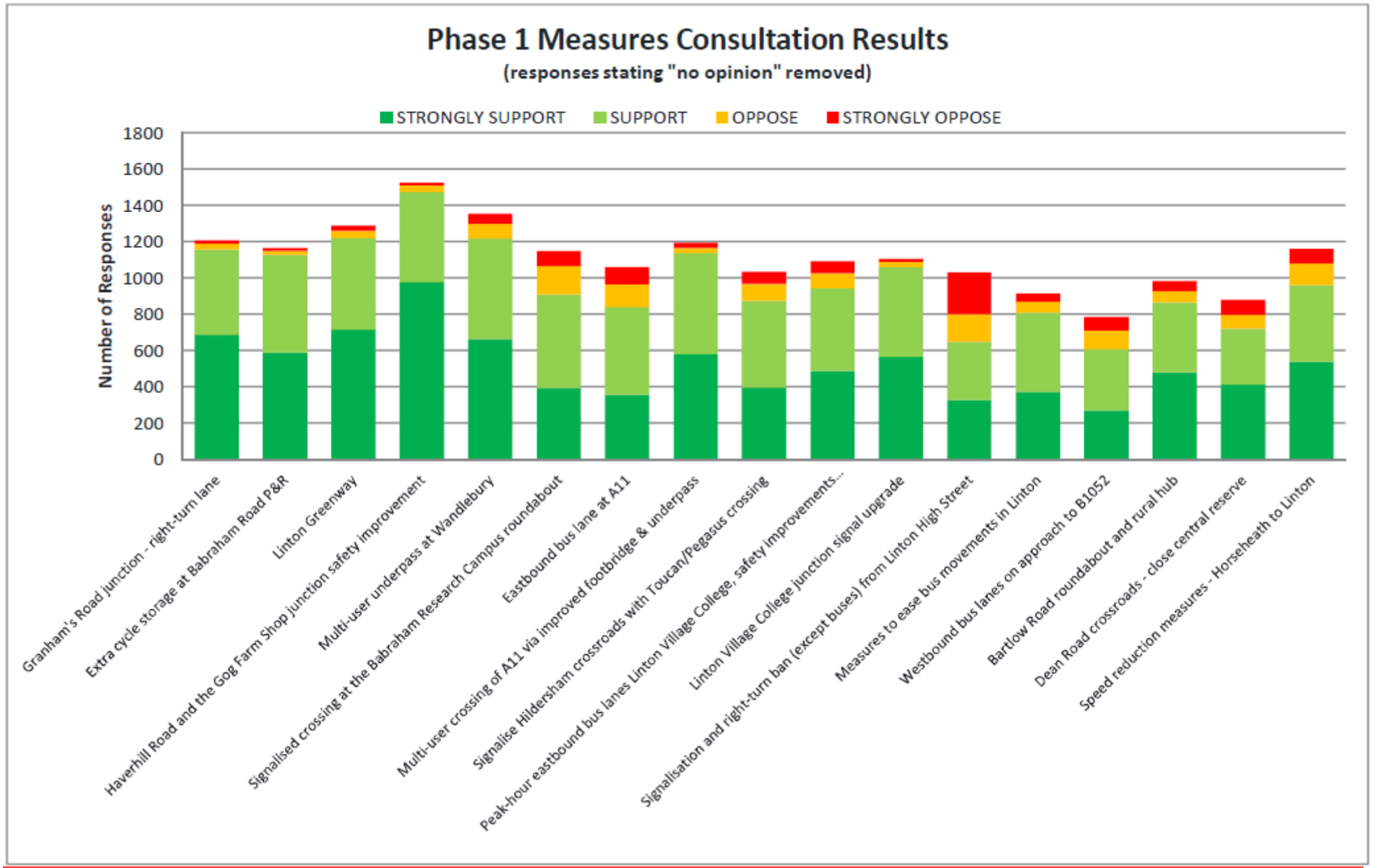


Figure 2 - Phase 1 Works

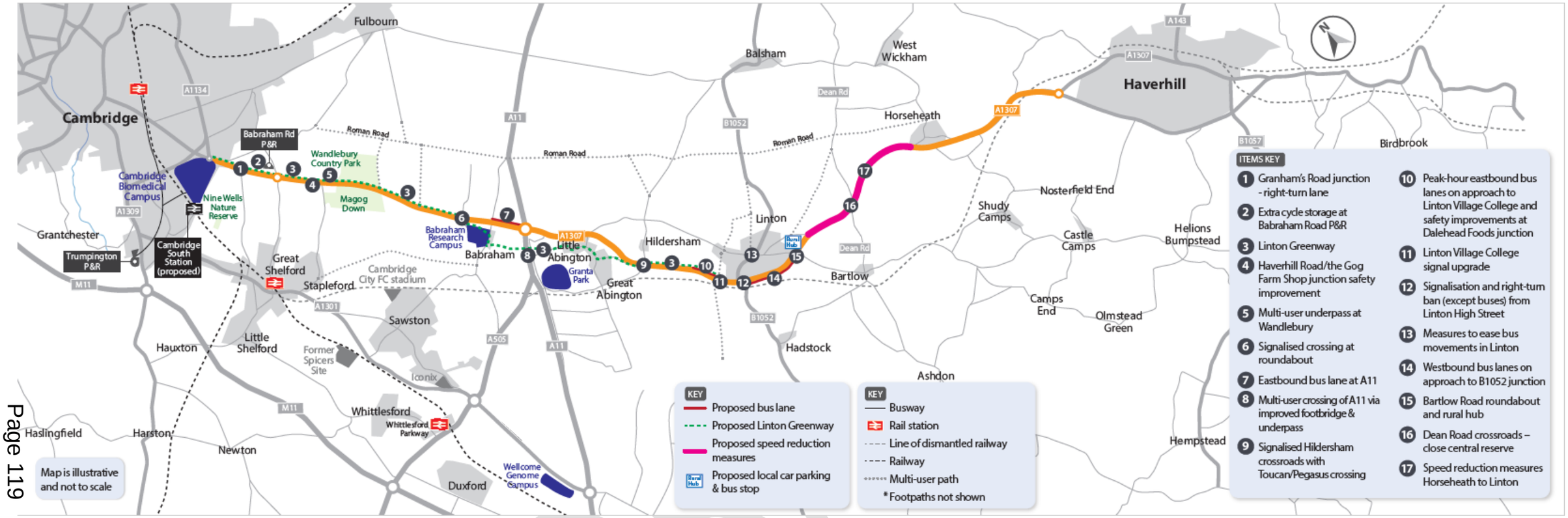


Figure 3 - Phase 2 - Strategy 1

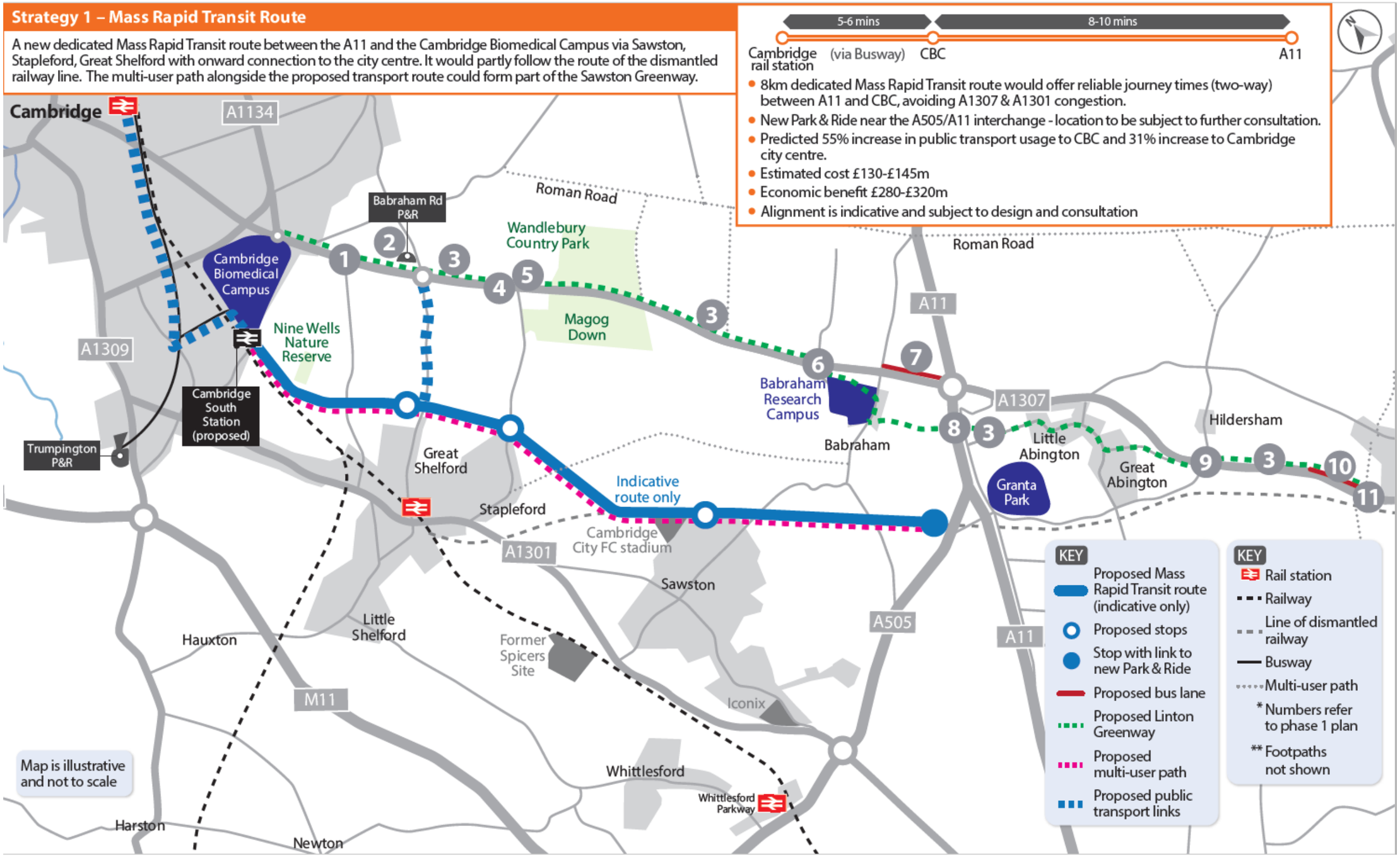


Figure 4 - Phase 2 - Strategy 2

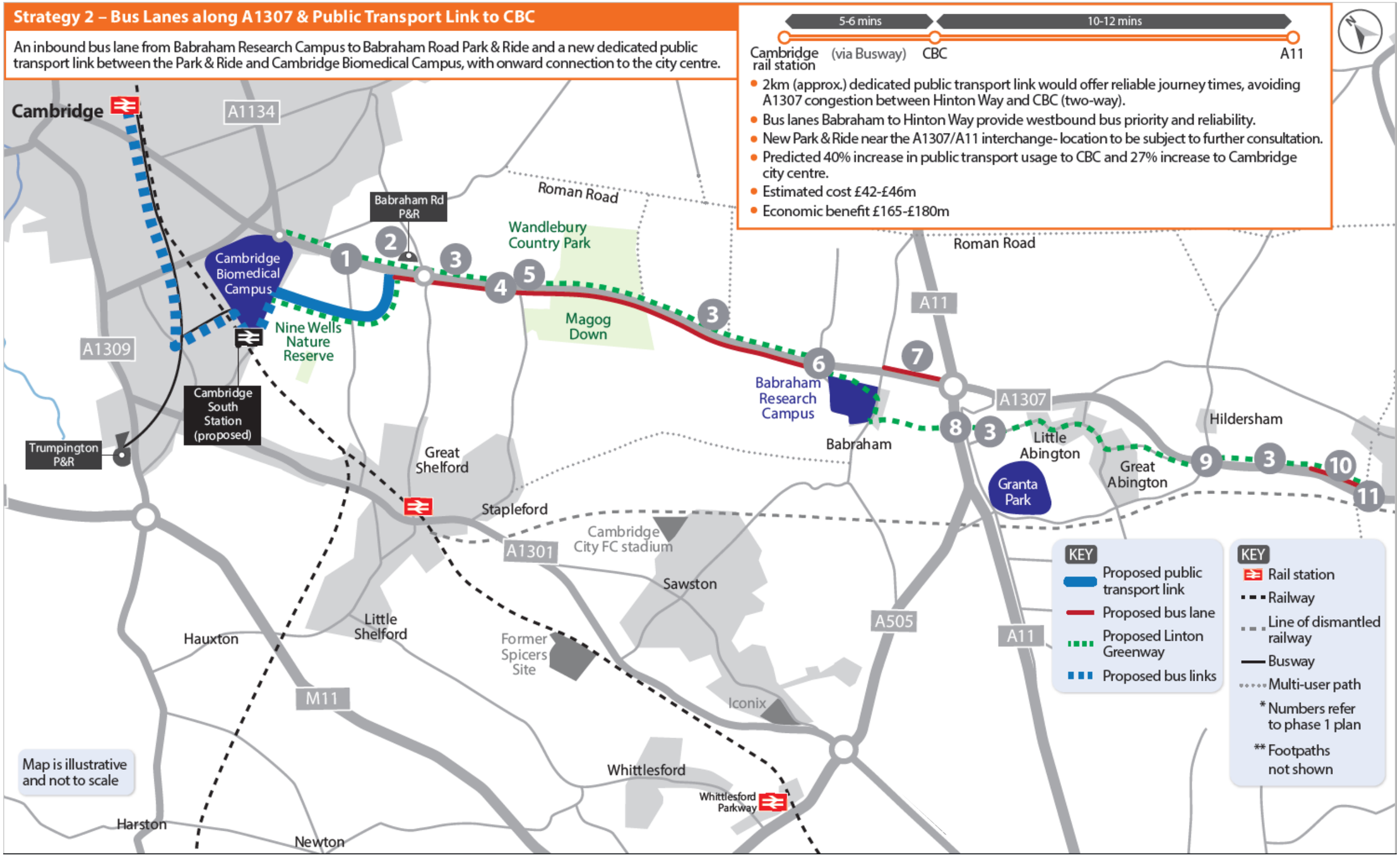
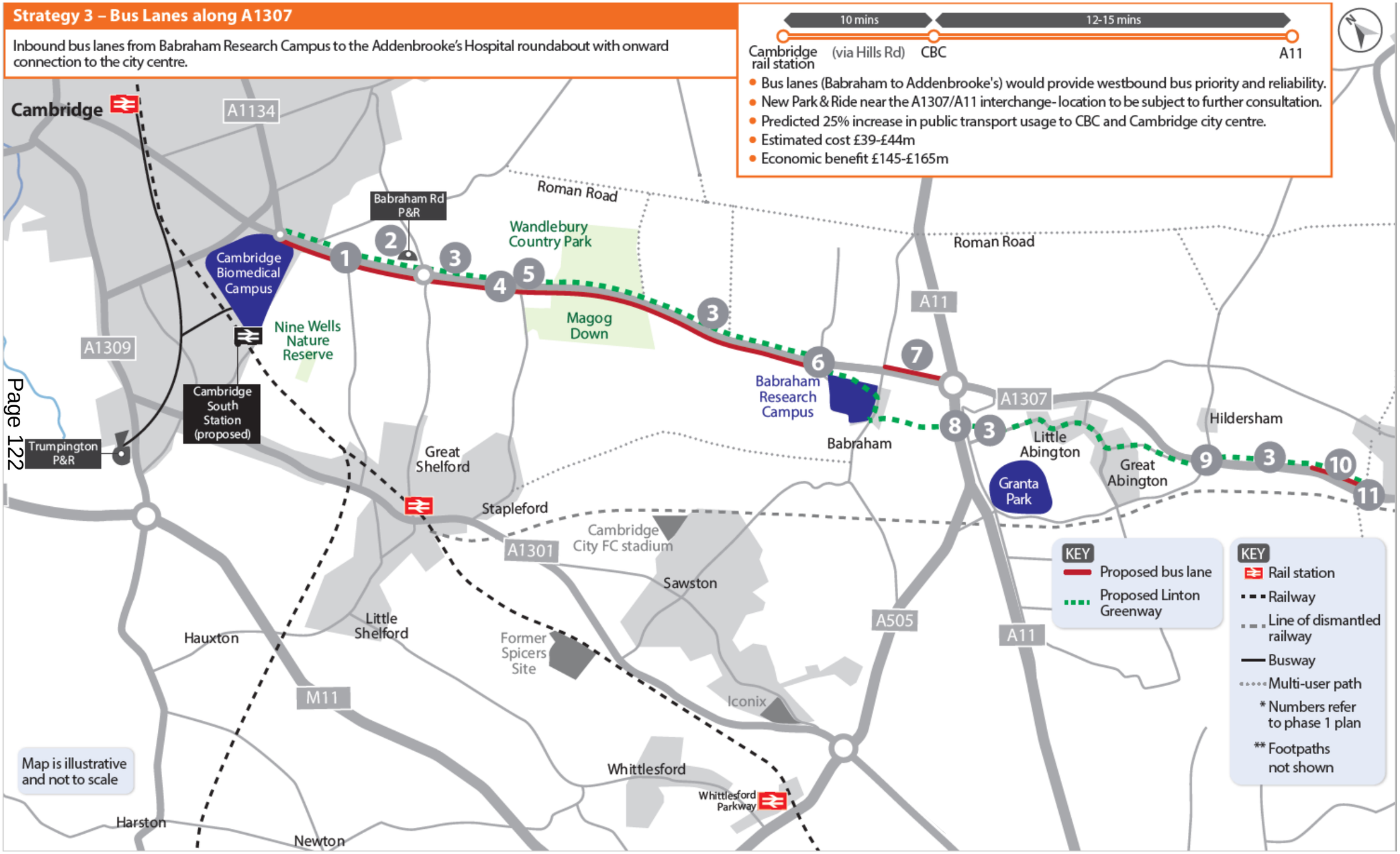


Figure 5 - Phase 2 - Strategy 3



Appendix D - Current Programme

The outline programme is:

Phase 1

- July 2018 - Authorisation to Proceed to Design
- November 2018 - Submit Planning Application
- March 2019 - Publish Orders
- Autumn 2019 - Public Inquiry if needed
- Early 2020 - Start Construction
- Late 2020 - Works Complete

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GREATER CAMBRIDGE PARTNERSHIP

Growing and sharing prosperity

Delivering our City Deal

Report To:	Greater Cambridge Partnership Executive Board	**4 July 2018**
Lead Officer:	Niamh Matthews – Head of Strategy and Programme	

Quarterly Progress Report

1. Purpose

1.1. To update for Executive Board members on progress across the Greater Cambridge Partnership (GCP) programme.

2. Recommendations

The Executive Board is recommended to:

2.1. Note the Communications and Engagement update in Annexe 1,2,3,4

2.2. Note the update on the West of Cambridge Package – Park & Ride in Annexe 7

2.3. Agree a six month extension to current skills activity at a cost of £80k. Details in section 9.5 of this report.

2.4. Support a contribution, with partners, to the provision of enhanced bus services from the Papworth area in to the Cambridge Biomedical Campus site. The County Council is currently tendering for the bus service. Update to follow.

2.5. Agree up to £100k of funding to carry out feasibility studies on potential affordable housing schemes on Cambourne High Street and at the Abbey stadium in Cambridge. Details at section 8 and Annexe 5 and 6 of this report.

3. Officer comment on Joint Assembly recommendations and issues raised

- Several members were interested to understand more about the skills workstream and specifically wanted a more recent update on apprenticeship numbers. Officers agreed to bring this back to the next meeting. Members also asked for reassurance that the GCP was working with the Combined Authority to develop skills proposals.

- Members were keen to understand more about what principles are applied when projects are being considered for GCP investment. Officers reassured Members that the first principle is to ensure that any GCP investment would offer genuine additionality to the project.

- Members were enthusiastic about the autonomous vehicle pilot and wanted to ensure it met its predicted timescales.

- There was also interest in the smart panels, Members asked that Cambridge North station also be considered as a location for a smart panel.

4. Programme finance overview (to end of March 2018)

4.1. The table below gives an overview of spend to end March 2018. All underspend has been rolled over in to the 18/19 budget which was agreed in March 2018 Budget setting report.

Funding type	2017/18 budget (£000)	Expenditure to year end (£000)	Forecast outturn (£000)	Actual variance (£000)	Status*		
					Previous[1]	Current	Change
Programme Budget	12,721	10,045	-	- 2,676			↔
Operations Budget	3,462	2,280	-	-1,182			↔

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

4.2. The table below gives an overview of the 2018/2019 Budget as agreed at the March Executive Board. Operations and Programme budgets have been combined to give a clearer overview of all GCP spend.

Funding type	2018/19 budget (£000)	Expenditure to date (£000)	Forecast outturn (£000)	Variance (£000)	Status*		
					Previous[2]	Current	Change
Infrastructure Programme and Operations Budget	26,918	3,234	26,918	0	-	-	-

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

[1] Throughout this report references to "previous status" relates to the progress report last considered by the Joint Assembly and Executive Board

[2] Throughout this report references to "previous status" relates to the progress report last considered by the Joint Assembly and Executive Board

Housing & Strategic Planning

"Accelerating housing delivery and homes for all"

Indicator	Target	Timing	Progress/ forecast	Status		
				Previous	Current	Change
Housing Development Agency – new homes completed	250	2016 - 2018	301			↑
Delivering 1,000 additional affordable homes**	1,000	2011-2031	851			↔

**Based on housing commitments as at 10 May 2018. On rural exception sites and 5 year land supply sites in the rural area

5. Housing Development Agency completion locations and tenure types:

Scheme Name	Local Authority	Ward / Area	Actual Affordable Completions 2016/17	Actual Affordable Completions 2017/18	Tenure Breakdown**
Colville Road	City Council	Cherry Hinton	25	0	25 AR
Water Lane	City Council	Chesterton	0	14	14 AR
Aylesborough Close	City Council	Arbury	20	0	20 AR
Clay Farm	City Council	Trumpington	0	104	78 AR & 26 SO
Homerton	City Council	Queen Edith's	39	0	29 AR & 10 SO
Fen Drayton Road	SCDC	Swavesey	20	0	20 AR
Horseheath Road	SCDC	Linton	4	0	4 AR
Hill Farm	SCDC	Foxton	15	0	15 AR
Ekin Road	City Council	Abbey	0	6	6 AR
Hawkins Road	City Council	Kings Hedges	0	9	9 AR
Fulbourn Road	City Council	Cherry Hinton	0	8	8 AR
Uphall Road	City Council	Romsey	0	2	2 AR
Bannold Road	SCDC	Waterbeach	0	11	11 AR
Cambridge City Housing Company	City Council	Arbury & Chesterton	0	24	24 AR
Total New Homes			**123**	**178**	

** AR – Affordable Rent
SO – Shared Ownership

6. **Delivering 1,000 additional affordable homes**

6.1. The methodology agreed by the Executive Board for monitoring the 1,000 additional homes means that only once housing delivery exceeds the level needed to meet the Cambridge and South Cambridgeshire Local Plan requirements can any affordable homes on eligible sites be considered as 'additional' and count towards this target. As reported to the Executive Board in March 2018, the Greater Cambridge housing trajectory published in both Councils' Annual Monitoring Reports (AMRs) in December shows a comprehensive assessment of planned housing delivery and actual completions (taking into account developer updates).

6.2. Until 2020/21, affordable homes being completed are counting towards delivering the Greater Cambridge housing requirement of 33,500 dwellings. Therefore it is estimated, based on current information that any affordable homes on eligible sites anticipated to be delivered from 2020/21 can be counted towards the delivery of the 1,000 additional affordable homes.

6.3. Between the annual publication of the housing trajectory, officers prepare interim updates for the purpose of monitoring progress towards delivering the additional 1,000 dwellings. These updates only take account of the number of affordable homes on eligible sites from additional planning permissions and resolutions to grant planning permission, and are not a comprehensive review and therefore should be used as an indication of progress only. Indeed there is a risk that the anticipated number may go up or down when the housing trajectory is updated on a comprehensive basis for publication in the AMRs, as was the case reported to the Executive Board in March 2018.

6.4. The table in paragraph 3 above shows that on the basis of known planning permissions and planning applications with a resolution to grant planning permission that 851 affordable homes on eligible sites are likely to be delivered towards the target of 1,000 by 2031, consistent with the approach to monitoring agreed by the Executive Board. In practice this means that we already expect to be able to deliver 85% of the target on the basis of current decisions alone. However, this is shown as Amber because the projection for practical reasons is drawn only from known sites.

6.5. Overall the housing trajectory shows that 38,080 dwellings are anticipated in Greater Cambridge between 2011 and 2031, which is 4,580 dwellings more than the housing requirement of 33,500 dwellings. There remains 13 years of the period to 2031 outstanding during which affordable homes on other eligible sites will continue to come forward as part of the additional supply, providing additional affordable homes that will count towards this target. However, due to the nature of rural exception sites and windfall sites, these cannot be robustly forecast up to 2031. Historically there is good evidence of rural exception sites being delivered at a rate of around 50 dwellings per year, therefore we can be confident that the target will be achieved.

7. Housing Development Agency – Update

7.1. In 2016 the GCP agreed a £200k commitment to part fund, over two years, the initial set up of the Housing Development Agency (HDA). That financial commitment came to an end in March 2018 and the HDA is now funded by both fee income and City Council resources.

7.2. The GCP investment was successful in establishing the HDA and positioning the HDA as a core delivery body for affordable housing in Greater Cambridge.

7.3. The HDA has consistently over achieved its target and has delivered 301 new affordable homes over the last two years against a target of 250.

7.4. The HDA continues to deliver a portfolio of schemes and its predominant focus over the next four years is likely to on delivering 500 affordable homes as part of a £70m commitment from the Cambridgeshire and Peterborough Devolution Deal.

7.5. Though GCP funding has now ceased, GCP and HDA officers will continue to work together on the delivery of affordable homes across Greater Cambridge.

8. Further opportunities for GCP investment in housing

8.1. Through the housing and strategic planning working group, members and officers have been looking for opportunities for the GCP to support further delivery of affordable housing in greater Cambridge.

8.2. As part of this work the group has established an evidence base (external research and market data) that strongly suggests there is very little housing choice for most people living in the area earning anything from c£20k - c£50k.

8.3. The working group is using this research as well as officer and member expertise to shape its future housing workstream. The working group has used the research to start to develop proposals for delivering or supporting the delivery of a key worker housing product that isn't being delivered by the market.

8.4. Further work look at exactly how and where GCP could intervene is required. A number of opportunities have come up including one in Cambourne High Street and one at the Abbey Stadium in Cambridge. Officers are asking the Board to approve £100k, £50k per scheme, to fund feasibility studies for each scheme. Details of each scheme can be found at **Annexe 5** and **Annexe 6**.

Skills

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

Indicator	Target/ profile	Progress	Status		
			Previous	Current	Change
Secondary school/UTC's KS3 & KS4 events	27	27	n/a		n/a
Special needs events	3	3	n/a		n/a
Post 16 (KS 5) events run in schools/UTC's	12	4	n/a		n/a
Business School Brokerage Service	0.75	0.75	n/a		n/a
Multi-school events - Opps Ahead / Primary School Fair/ARU	0	4	n/a		n/a
Apprenticeship events/interactions (students + parents)	35	36	n/a		n/a
Apprenticeship CPD (no of schools)	3	3	n/a		n/a
Business Apprentice Employer Interaction (B2B)	2	2	n/a		n/a
Local Labour Market Information	8	6	n/a		n/a

March 2018 update on current Form the Future activity (detailed KPI's presented for the first time to give a more accurate account of current activity)

9. Other Skills Activity

Training Needs Analysis

9.1. Through Cambridge Regional College (CRC), GCP is supporting an increased awareness raising campaign amongst our businesses, across our priority sectors, to conduct a Training Needs Analysis (TNA) and discuss how apprenticeships could be part of their workforce development plans. CRC are aiming to deliver 179 TNA's (67 of which will be with employers that were previously not working with CRC).

9.2. Progress as of the end of March 2018 was as follows:

Contracted TNA's	**Actual TNA March 2018**
179	148
Resulting Apprenticeship	**Sector**
18	Construction
12	Adv Manufacturing
5	IT
6	Life Sciences
12	Engineering
Total	
53	

Apprenticeships

9.3. As has previously been reported, the total number of apprenticeships in Greater Cambridge in the 2015/16 academic year was 1,550 – an 18% increase against the 2014/15 total of 1,310. Whilst the increase cannot be solely related to GCP activity, the increase does correlate with the start of GCP's activity on skills. This growth is reflected across all levels of apprenticeship: higher, advanced and intermediate.

9.4. After a significant delay, the final data is now available and is being broken down by County Council analysts so it can be shared as soon as possible in a digestible format. As soon as it's available it will be shared with the Joint Assembly and Executive Board for review and comment.

Future Activity

9.5. As reported in the March report the GCP Skills Working Group has agreed to establish an apprenticeship service to bridge the gap between employers and prospective apprentices as well as to engage with schools and parents. Officers are in the final stages of externally procuring an organisation to manage the service. Officers are currently working on the procurement process.

9.6. In March officers reported that, depending on the quality of tender returns new activity should be operational by early May 2018. There has been a delay in the tender process due to the need to follow the guidelines of the Office for the Journal of the European Union (OJEU). As such, it's unlikely that the service will be operational until autumn 2018.

9.7. To ensure there no complete pause in activity and subject to formal Board approval, officers would like to extend the current activity, being carried out by Form the Future, by six months at a cost of £80k.

9.8. The extension of activity will enable Form the Future to continue the activities outlined in the indicator table above.

Careers Champions

9.9. GCP has also supported schools to develop their capacity by providing access to two programmes:

a) A Careers Coaching programme with a company called Talentino - 9 schools and 79 staff

b) L4 & L6 Units of the Careers qualification - upskilling staff to ensure that those providing careers Information Advice and Guidance are appropriately qualified. This is delivered by Cambridgeshire County Council - 6 schools 11 staff

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

Smart Places

"Harnessing and developing smart technology, to support transport, housing and skills"

Project	Target completion date	Forecast completion date	Status		
			Previous	Current	Change
Establishment of an Intelligent City Platform (ICP)	Completed				↔
ICP Early Adopters	Completed				↑
Digital wayfinding	May 18	June 18			↓
Motion Map	2018	Launched on 20 Jun 18			↔
First steps to Intelligent Mobility	Completed				↔
Phase 2	2020	2020			↔

10. Digital wayfinding

10.1. For the pilot stage of this work, the specialist company '21st Century' has been appointed to deploy both a wayfinding screen at Cambridge Station and a ticket machine with integrated wayfinding at Trumpington Park & Ride.

- Station Gateway: the current screen at the station gateway is difficult to read and fails often. The new screen to replace this will give high level travel information such as real-time bus information, walking routes into town and will give visitors access to onward travel information.

- Trumpington Park and Ride: the installation of a next generation ticket machine with built-in screen for real time bus and wayfinding information. Tickets can be purchased via Chip and Pin and, if under £30, via contactless. The software is also mobile wallet compatible for Apple Pay and Android Pay if the Client Merchant account supports it. There is also the option to dispense rail tickets.

10.2. The wayfinding screen at the station gateway was deployed on 20 June 2018 and the device at Trumpington Park and Ride is scheduled for deployment shortly afterwards.

11. MotionMap travel app

11.1. The MotionMap app provides travellers with travel options in Cambridgeshire. Key features of the app include the following:

- Provides real time bus information where it is available
- Offers alternative ways of getting around

- Offers multi-modal options (including directions for walking to a bus stop)
- Allows easy searching for destinations
- Provides an engaging design so that it is easy to use for first time users and those unfamiliar with the city
- Has the potential to 'nudge' behaviours by presentation of different options

11.2. An improved version of the app has been available for download from both the Apple and Google Play app stores since early March 18. Formal launch and publicity took place on 20 June 2018.

12. Smart Panels (Lobby Screens)

12.1. This project has developed content from the Intelligent City Platform (iCP) using real time bus and other data to provide valuable information for travellers. The content of the screens is configurable so that information about buses and trains is relevant to the location of the screen. The screens are capable of showing buses as they make their way to nearby bus stops so that travellers can plan accordingly. A pilot Smart Panel is now operational in Shire Hall reception and further pilots were installed during late May and early June.

13. Travel information launch event

13.1. A Travel information event took place on 20 Jun 2018. This formally marked the launch of the Digital Wayfinding devices pilot, the MotionMap app and Smart Panel pilot.

13.2. Following the launch, further publicity will encourage usage of the Digital Wayfinding devices and further downloads of the MotionMap app. Organisations will also be able to request Smart Panels from the Smart Cambridge team.

14. Autonomous vehicles (AVs)

14.1. A bid for Government funding to the Centre for Connected and Autonomous Vehicles (CCAV3) has been successful. The project will develop AVs to run out of hours on the Cambridgeshire Guided Busway to the Cambridge Biomedical Campus and Trumpington Park and Ride. The project will result in 5 or 6 vehicles running a trial service. The project kick-off is planned for late June 2018, with outline plans for a vehicle pilot by end-Apr 19 and the trial service commencing mid-2019.

Transport

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

15. Transport delivery overview

Project		Delivery stage	Target completion date	Forecast completion date	Status		
					Previous	Current	Change
Tranche 1							
Ely to Cambridge Transport Study		Completed					
A10 cycle route (Shepreth to Melbourn)		Completed					
Greenways Development		Design	2018	2018			↔
Histon Road		Design	2022	2019			↔
Rural Travel Hubs		Design	2019	2019			↔
Milton Road		Design	2021	2020			↔
Chisholm Trail cycle links	Phase 1	Design	2020	2020			↔
	Phase 2	Design	2022	2022			↔
Cambourne to Cambridge / A428 Corridor		Design	2024	2023			↓
City Centre Capacity Improvements ["City Centre Access Project"]		Design	2020	2020			↔
Cambridge Southeast Transport Study (formerly A1307)		Design	2025	2023			↔
West of Cambridge Package		Design	2021	2021			↔
Greater Cambridge Rail Study		Design	2018	2018	n/a		n/a
Cambridge South Study		Design	2019	2019	n/a		n/a
Cross-city cycle improvements	Fulbourn / Cherry Hinton Eastern Access	Construction	2019	2018			↔
	Hills Road / Addenbrooke's corridor	Construction	2017	2018			↔
	Links to East Cambridge & NCN11/ Fen Ditton	Construction	2018	2018			↔
	Arbury Road corridor	Construction	2018	2018			↔
	Links to Cambridge North Station & Science Park	Construction	2018	2018			↔

16. Transport finance overview (to March 2018)

Project	Total Budget (£'000)	2017-18 Budget £'000	2017-18 Outturn £'000	2017-18 Variance £'000	2017-18 budget status		
					Previous	Current	Change
Histon Road bus priority	4,280	200	46	-154			↔
Milton Road bus priority	23,040	800	339	-461			↔
Chisholm Trail	8,400	2,025	849	-1,176			↔
Cambourne to Cambridge / A428 corridor	59,040	1,200	1,871	+671			↔
Programme management & Early scheme development	4,950	950	803	-147			↔
Cambridge Southeast Transport Study (formerly A1307)	39,000	1,000	354	-646			↔
Cross-City Cycle Improvements	8,000	3,537	2,966	-571			↔
West of Cambridge package of interventions (formerly Western Orbital)	5,900	600	717	+117			↔
Ely to Cambridge Transport Study	2,600	783	391	-392			↔
A10 cycle route (Shepreth to Melbourn)	550	0	42	+42			↔
City Centre Access Project	8,045	1,426	1,413	-13			↔
Greenways	480	200	256	+56			↔
Total	**164,285**	**12,721**	**10,047**	**-2,674**			-

The explanation for variances is set out below.

Histon Road – Bus Priority

16.1. The underspend of £154k for 2017/18 occurred as programme timescales were affected by the extensive Local Liaison Forum (LLF) engagement process which has resulted in further rounds of modelling and design. A preliminary concept design was approved by the Executive Board in March 2018 and will be consulted on in May / June 2018.

Milton Road – Bus Priority

16.2. The underspend of £461k for 2017/18 occurred as the programme timescales were affected by the further Local Liaison Forum (LLF) engagement process resulting in additional modelling and design.

Chisholm Trail

16.3. The planning application for Phase One between Cambridge North station and Coldhams Lane has been approved by the Joint Development Control Committee, and there are extensive pre-commencement planning conditions which are in the process of being discharged. The planning process took longer than expected, hence delaying the main construction works. There was an underspend of £1.2m, based on the original 2017/18 budget, which will carry into 2018/19.

16.4. Tarmac are working alongside the project team to consider matters of buildability, programme and efficiency. They have now submitted a 'target cost' for the project and this is currently being assessed, with the likelihood of works commencing in late May. Enabling works to clear vegetation and fell trees is nearing completion.

Cambourne to Cambridge / A428 Corridor

16.5. Final outturn is £1,871k. This is £671k over the projection at the start of the year. This is due to an increased pace of work in support of the July business case reporting date. This re-profile does not represent an overall increase in spend in project development but reflects the bringing forward of work by the project team in line with the requirements of the programme and the need to respond to emerging issues such as Cambridge Area Metro as well as meeting Board requests to bring forward additional analysis on the on road options.

Programme management & early scheme development

16.6. £1.75m of the original budget has been allocated to pay for GCP's contribution to the development phase of Cambridge South station and the budget was reduced accordingly. Recent costs have included development work on Rapid Mass Transit (CAM), all other whilst other project work is being correctly coded directly to the relevant projects.

Cambridge Southeast Transport Study (formerly A1307)

16.7. There was an end-of-year underspend compared to the original forecast for this project of £646k. Spend in 2017/18 of £354k has failed to reach the revised forecast of £500k due to work expected to be completed in 2017/18 slipping into 2018/19.

Cross-City Cycle Improvements

16.8. The outturn showed a shortfall of £571k in spend against the original 17/18 budget, although the spend was higher than the £2,800k forecast in January and February 2018. Construction work has commenced on four out of the five projects, though the construction programmes are quite lengthy due to working time restrictions.

16.9. For the remaining scheme in Fen Ditton, detailed design is complete and the contractor's target cost is awaited, with work due to commence in July 2018.

16.10. Some additional design work to address road safety audit issues and the transition to a new highway services contract have resulted in a delay in the delivery of some of the schemes, hence a reduced spend profile in 2017/18. This delayed spend is instead expected in 2018/19.

16.11. Work on all of the schemes should be substantially complete by the end of 2018.

West of Cambridge package of interventions (formerly Western Orbital)

16.12. The final outturn is £717k (an increase of £117k over the start of year projection). This increase represents additional work required to meet the in-year decision by the Board to separately develop a planning application for the expansion of the Trumpington Park & Ride site as well as the continued development of options for a further new site at J11 of the M11.

16.13. The ground level expansion of Trumpington Park & Ride is progressing towards a full application in spring 2018.

Ely to Cambridge Transport Study

16.14. The study is now complete and all technical reports received. No further consultant costs are anticipated. When the budget was set at £783k, there was an anticipation that more work to advance the recommendations from the study would be undertaken in the financial year. However, given that the findings from the study weren't reported to the Executive Board until early February, there was not enough time left in the financial year to spend the remaining budget. Furthermore, whilst the Greater Cambridge Partnership has substantially funded the study, given the geographic coverage of the recommendations the Combined Authority now has the responsibility for taking forward the recommendations.

A10 cycle route (Shepreth to Melbourn)

16.15. This project is complete. Revised expenditure of £42,000 provided for 2017/18 to allow for late payments to the contractor, takes total costs to £592,000 from an overall lifetime budget of £550,000.

City Access project

16.16. The end year variance shows a small underspend at £13k. The underspend has resulted from delays in receiving information relating to the Paramics model.

Greenways

16.17. The main expenditure in developing the 12 routes has been staff and consultant costs. Spend for the year has exceeded the budget, reflecting the extensive amount of work that has gone into the development of the routes, and the good progress made.

16.18. Preparation is now underway for the next phase of public consultation.

Note to reader – RAG Explanations

Finance tables

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

Indicator tables

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

Project delivery tables

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

Annexe 1

Communications & Engagement Update

1. Summary

In 2017-18, the Board approved further investment in the communications and engagement function to support delivery of the GCP programme. The following provides progress to date and key areas for further development.

2. Progress to date

2.1. Identity refresh

A refresh of the Greater Cambridge Partnership branding was delivered in July 2017; a suite of updated marketing materials has since been developed to strengthen the new brand and to ensure consistency. Our Big Conversation public engagement programme in autumn 2017[3] achieved broader public awareness and engagement in the GCP's refreshed vision.

2.2. Website

A new GCP website is currently achieving 1,000 average unique sessions/week with an average of 2.31 pages per session, suggesting good movement around the site. More than half of website traffic comes from search engines and performance tracking shows that GCP projects and identifiers used in searches perform well, returning within the top 10 results on Google.

The site is regularly updated with news and project progress, including publication of relevant documents and presentations. GCP subscribe to Siteimprove for tracking website performance, and their Quality Assurance content analysis rates the GCP website at 97.3/100, against their Government website benchmark of 83.6/100.

Planned development work (including improved document library, improved internal search engine and accessibility) is on-going and subject to a collaborative working environment with Cambridgeshire County Council.

2.3. Digital & social media

Engagement on existing social media channels Twitter and Facebook has increased with YouTube, LinkedIn and Instagram introduced more recently as new channels. Infographics and short films are produced on a regular basis to support scheme and programme delivery.

Current followers on Facebook and Twitter exceed 2,600, and the average post is seen 921 times by social media users, with the most popular post being seen over 7000 times. Social media engagement on GCP Twitter posts (users responding to a post by "liking", re-tweeting etc.) averages at 1.6%[4].

[3] www.greatercambridge.org.uk/bigconversation

[4] Social Media consultants Social Bakers report that tracking of the top 25 social media brands shows an average engagement rate of 0.7%. Consultants Rival IQ, who produce an annual Social Media Industry benchmark report, tracked average Non-Profit organisation engagement at 0.055%.

To complement live tweeting, live video streaming of Joint Assembly and Executive Board meetings was introduced in January 2018 and has seen up to 18 live viewers at any one time with total meeting views of up to 1,332/meeting, suggesting the channel is achieving improved public access to the democratic process.

2.4. CRM & e-mail marketing

Development of the in-house CRM solution is continuing in collaboration with Cambridgeshire County Council IT and Digital team. The current CRM, however, does not provide the desired service level for e-mail marketing and this has now moved forward through a separate partnership procurement which includes the County Council, with a third partner due to join the contract. This will provide a high level of customer self-service, and also help GCP achieve compliance with GDRP and is due to be delivered summer 2018.

The new email tool will also provide an easy to use subscription interface, allowing customers to select which GCP information topics they are interested in (i.e. projects, themes such as cycling, etc.), along with a unique cross subscription platform, allowing subscribers to GCP updates and newsletters to also subscribe to updates from agencies such as HMRC, Highways Agency, and Gov.UK.

2.5. Consultation & engagement

A comprehensive events schedule provided regular and enhanced opportunity for engagement with key stakeholder groups. New channels were introduced to deepen and broaden engagement including through sponsorship & speaker opportunities, competitions, an inaugural GCP conference, stakeholder round-table events/workshops and Our Big Conversation.

External reviews were commissioned to quality assure GCP's existing approach to consultation and engagement and the learning from these put into practice. A review of consultation and engagement was carried out by external agency Social Communications (**Annexe 2**) and an interim review of the approach to Local Liaison Forums carried out by The Consultation Institute (**Annexe 3**).

Evaluation to date shows that in 2018-19 GCP reached and engaged new audiences, including groups traditionally under-represented in previous consultations. The commissioning of opinion research has provided a benchmark for public survey responses and ensures decision-makers can hear from the range of demographic groups.

3. Next steps

3.1. Engagement

Work is well underway to plan and co-ordinate a busy programme of consultation and engagement activity during 2018-19 which is expected to include formal public consultation exercises on a number of schemes (subject to approval).The plan seeks to co-ordinate multiple and, on occasion, simultaneous engagement and consultation requirements through a manageable and streamlined calendar of face-to-face activity supplemented by increased online dialogue. All events will be published on the GCP website when details are confirmed.

Building on the success of Our Big Conversation (OBC), GCP will continue to hold general community drop-in/awareness-raising sessions in popular/high footfall locations to supplement project or audience-specific events and presentations.

A new online consultation tool 'EngagementHQ' will be used from June 2018 onwards to drive wider public involvement in project development.

Consideration will be given to commissioning opinion research as appropriate, to inform or supplement public surveys.

A GCP Community Sounding Group (CSG) is being trialled, to complement existing mechanisms for engagement and to provide further challenge and advice to GCP proposals from a local perspective. Details of the CSG can be found at www.greatercambridge.gov.uk/CSG

3.2. Local Liaison Forums (LLF)

Findings of the LLF review were shared with the Executive Board, Joint Assembly and with Chairs/Vice Chairs of existing LLFs. The recommendations were broadly welcomed.

A facilitated workshop with available Chairs, Vice Chairs and Project Officers held in May 2018 identified opportunities to improve the current process and further broaden engagement. All feedback captured at the workshop can be found at **Annexe 4**. GCP is progressing the quick-wins identified which includes standardising Terms of Reference including clarity on roles and responsibilities, GCP investment in meeting management including audio equipment and considering social media channels to supplement.

Since the CI review, no new LLFs have been established. However, the advent of multiple new schemes dispersed across the Greater Cambridge geography (for example, Greenways) raises the potential for new LLFs which could quickly outstrip resource if operated in their current form. More recently there has emerged a growing demand for geographically-focused engagement which cuts across multiple schemes, for example in Cambridge South.

The value of stakeholder involvement in delivery is set out in The Consultation Institute report and GCP is wholly committed to maintaining a programme of community engagement to meet the varied needs of a wide range of stakeholder groups, that continues to harness the benefits of local knowledge and challenge, is practical and provides value for money within the confines of resource.

It is therefore proposed that during 2018-19, the GCP introduces a geographically-based programme of community exhibitions, surgeries and meetings, supplemented by scheme-specific meetings and/or workshops, as and when these are required, as part of scheme development.

Geographically-based community engagement will set individual GCP schemes within the wider strategy context, improving people's awareness and understanding of the 'big picture' as it benefits/affects their community. Responding to feedback from LLF leaders, this approach also has the potential to offer a 'one-stop shop' for a range of linked community issues and provide efficiencies in both time and costs.

It is proposed GCP officers work to devise a programme of engagement set against these principles, taking the reviews and recent feedback into account, with a view to implementation on a trial basis from autumn 2018.

social

Public Consultation Review

Greater Cambridge Partnership

August 2017

About Social Communications

Social Communications is a complete communications agency. Working across the UK from our offices in Manchester, Leeds and London, we bring a new approach to PR and engagement in the fields of property and infrastructure – spanning energy, housing, education, transport, planning, construction and more.

Our public affairs team has managed consultation campaigns for the UK's biggest names in housing, retail and energy – consistently delivering results for clients including Tesco, RWE Innogy UK, Places for People, Linden Homes, Bruntwood, Barratt Homes, National Grid and Royal Bank of Scotland. We are currently engaged on the Government's Garden Town programme with our work for Places for People on their Gilston Park Estate scheme. At the same time, we are currently working with a number of local authorities including Mid Sussex, Oldham, Tameside and Bradford District Councils respectively.

In 2016 Social Communications was named Public Affairs Agency of the Year at the PRMoment.com industry awards.

We are a proud member of the Public Relations and Communications Association and subscribe to the organisation's Codes of Conduct and Professional Charter. We observe the highest standards in the practice of Public Relations and conduct our professional activities with proper regard to the public interest.

Background

The Greater Cambridge Partnership (GCP) is an economic growth partnership between local authorities, the University of Cambridge; and the Greater Cambridge Greater Peterborough Local Enterprise Partnership. The GCP will see the Government provide up to £500m of funding and help to secure the future of Greater Cambridge as a leading UK and global hub for research and technology, delivering vital infrastructure to boost economic growth and assisting in the delivery of housing need and enhance the quality of life for people in Cambridge and South Cambridgeshire.

The Government has already committed £100m in funding up to 2020 with up to £400m to follow subject to independent economic assessment of its earlier schemes. At the outset of the partnership, the formation of a cross-party Executive Board and Joint Assembly helped to achieve political consensus and drew on the resources of the local authorities.

The GCP is now looking to establish a more permanent leadership team to bring in additional expertise to help achieve its ambitions. This comes at the same time as the introduction of the Cambridgeshire & Peterborough Combined Authority which has seen the election of a new mayor in May this year.

In 2017, as initial schemes move towards delivery, the GCP aims to raise greater awareness and support for the benefits that will be generated from this £500m investment in Cambridge and the wider area and to build its evidence base towards its longer-term investment strategy. The first step of this process has been the development of a refreshed visual identity and narrative to ensure that stakeholders and residents are able to identify with the tangible long-term benefits of the City Deal in a holistic manner, rather than for example viewing the short-term disruption caused by construction of highway improvements.

For this narrative to be successful, the GCP needs to ensure that the public and stakeholder engagement strategy goes above and beyond the traditional attendees of consultation events and that it is able to harness the views of the 'silent majority' who are likely to identify with some of the benefits that the City Deal has to offer.

Purpose of the Review

Social Communications has been commissioned to provide independent assurance and guidance on the GCP's approach to public consultation by reviewing previous consultation exercises and to make recommendations to improve and provide more effective engagement in the future. We are aware, at the same time, The Consultation Institute was commissioned to carry out a review of GCP Local Liaison Forums. We have therefore sought to avoid duplication in this respect.

Methodology

Social Communications has adopted a two-pronged approach to the consultation review which has involved a desk based review of the following public consultations undertaken by the GCP as well as an overview of the corresponding Local Liaison Forums and associated public petitions:

- Cambourne to Cambridge
- The Chisholm Trail
- Cross City Cycling
- Milton Road
- Histon Road
- Western Orbital
- A1307 – Three Campuses To Cambridge
- City Access Scheme

Methodology

In addition to this we have held several face-to-face meetings with GCP Officers and have met with Members of the GCP's Joint Assembly and Executive Board including the following individuals:

- Beth Durham, Strategic Communications Manager
- Debbie Goodland, Community Engagement Manager
- Tanya Sheridan, Programme Director
- Sir Michael Marshall
- Cllr Bridget Smith
- Cllr Tim Bick
- Cllr Kevin Price
- Cllr Dave Baigent
- Cllr Noel Kavanagh
- Cllr John Williams
- Claire Ruskin

Findings

Whilst the GCP's consultation approach is consistent with the Department for Transport's major development methodology, there are a number of aspects which could be improved to ensure that a greater cross section of society is engaged and to help give proposals a greater chance of success of being delivered on time and with community support. Our areas of observation have been segmented below and provide further details of our comments.

1. Decision Making & Timescales

- Based on our extensive previous experience of undertaking public consultations it is apparent after meeting with GCP Officers and reviewing case studies, that a greater lead-in time would have allowed for the team to go beyond the consultation requirements for the tranche 1 transport projects.

- There was clear impetus to commence consultation once the first tranche of Greater Cambridge City Deal (City Deal) funding became available from HM Government; and maintain momentum in consultations which did not necessarily allow for the formation of an essential overarching narrative for the City Deal and provide a context for individual transport projects.

- At the same time, once a public consultation window had closed for a project e.g. Cambourne to Cambridge, there was a lack of time for a project debrief to identify lessons learnt and build on best practice in advance of further consultation events. Indeed, the high turnover of consultation exercises resulted in a lack of capacity within the GCP's consultation team and it is clear that Officers were often required to triage tasks and 'think on their feet' due to high workload.

- This is evidenced throughout the consultation reports as the depth and breadth of engagement, rather than being homogenous across all exercises. It develops on an ad hoc basis in chronological order until the City Access Scheme consultation undertaken in late 2016, which illustrates a strong case study for community engagement. Despite negative feedback, the overall approach to consultation ensured that information events and opportunities for feedback were widely publicised beyond traditional consultation channels and led to engagement with a significant proportion of local residents and businesses.

Case Study

Client

Bradford Metropolitan District Council

Project Name

Next Stop Bradford

In early 2017, Social Communications was appointed by Bradford Council to support their efforts to secure a new 'High-Speed' railway station in the City Centre as part of Northern Powerhouse Rail.

The team created a public-facing campaign 'Next Stop Bradford' to demonstrate the benefits this new station would bring to local people and the wider economy. Starting with an extensive stakeholder mapping and engagement exercise, the team went on to identify event opportunities for key stakeholder influence, develop a stakeholder brochure, deliver an event with over 60 regional business leaders and engage national politicians to ensure the issue was discussed in the House of Commons.

Taking into consideration the political landscape within Bradford, a key aim of Next Stop Bradford was to ensure cross-party support for the campaign's overall objective. Following close liaison with major political figures in Bradford and West Yorkshire this was achieved – with the launch of the campaign being attended by key representatives from across the political spectrum as well as business and community figures.

2. Publicity

- Our review showed that there was a clear established process for publicising consultation events and that over the 12-month period the communications team expanded the number of platforms to engage with residents beyond traditional leaflets and newspaper adverts. This included a greater emphasis on social media, with not just advertising to drive traffic to the consultation website but also using it as a vehicle for engagement i.e. Q&A sessions.

- In terms of traditional leaflets, the distribution radius was generally extensive and often exceeded the level which might be expected. However, it should be noted that the clear drive to press ahead with consultation often resulted in a missed opportunity for targeting resources in terms of leaflet content. For example, there were a number of 'coming soon' leaflets distributed in advance of consultation windows which failed to provide details of the rationale for the consultation and information on exhibition dates and venues; although this issue was identified by Officers in more recent consultations (e.g. A1307 – Three Campuses To Cambridge).

- We commend the GCP's use of pick-up point locations for distribution of leaflets towards the end of 2016 and it is clear that this helped bolster the level of engagement for consultations. However, a greater segment of the population could have been targeted if higher footfall locations, such as town centres or retail areas were prioritised rather than these resources being focused on GP surgeries, community centres, dentists and libraries etc.

- The use of advertising was expanded towards the end of 2016 and significant resources were allocated for the City Centre Access consultation in particular. This case study saw a high saturation of posters in the consultation area (e.g City Centre billboards and transport hubs). Whilst such posters were situated in high footfall locations and are useful to raise long-term awareness, their cost can prove prohibitive and a more cost-effective method of engagement would be to reduce coverage and divert a proportion of the funding towards hand-to-hand leaflet distribution at the same prominent locations.

2. Publicity

- The level of engagement with political and community stakeholders was expanded after each subsequent consultation exercise and, by the end of 2016, a wide network of parish councils and district councillors were being notified and engaged with. Information about consultations was also disseminated on local newsletters, noticeboards, parish council Facebook groups and websites. Future consultations should continue to utilise parishes as a resource for disseminating information although it needs to form only a strand of community engagement as the majority of residents in a local area will not be active participants in these forums.

- In terms of messaging, publicity material focused on the need to participate in the consultation process. In future, a greater focus should be given on the wider goals for the GCP and benefits that will be delivered – further segmented depending on the targeted population demographic as context setting for the scheme-specific consultation.

- The GCP sought to raise awareness of consultations on social media platforms. A greater emphasis needs to be placed on these platforms for future consultations as they represent a far better, cost effective engagement tool than traditional advertising. A greater spectrum of tools such as bite sized videos on each of the key messages for the GCP will help to boost engagement for future consultation exercises.

- The branding for publicity material was consistent across case studies which helped to increase brand recognition and consultation engagement although it should be noted that the unpopular nature of earlier case studies (e.g. Cambourne to Cambridge) led some respondents to be negatively predisposed towards later consultation exercises as a negative narrative had been established.

Case Study

Client

The National College for High Speed Rail

Project Name

Launch campaign / “Doors are Opening”

Following a competitive tender process, in 2016 Social was appointed to deliver the PR, marketing and social media requirements of the National College for High Speed Rail.

The colleges in Doncaster and Birmingham are the first of five new National Colleges set up by the government to address a nationwide skills shortage and produce the next generation of engineering professionals. We have supported the College throughout the initial stages of their brand rollout, including securing press coverage, designing and providing marketing material for events, and digital communications.

In the first quarter of 2017 we undertook a large scale launch campaign under the banner of “Doors Are Opening”, announcing the opening of applications for 2018 entry and sharing the College’s brand and messaging with the wider general public for the first time. This has seen us obtain nationwide media coverage as well as national and regional advertising opportunities in print, on radio and Spotify, and a widespread social media thunderclap.

We have continued to gain positive press coverage and provide marketing support throughout further campaign initiatives, including a “Women on Track” event in summer 2017, and the “Smart Alternative” campaign designed to attract post-A-Level-results interest.

3. Engagement Events

- All of the case studies we examined exhibited a high number of consultation events across a wide time frame to provide ample opportunity for the public to engage with the material and ask questions of the consultation team. However, the desire to deliver a high volume of events led to a lack of capacity and event preparation in the consultation team.

- For instance, Officers attending events were not adequately briefed on the specific schemes and a key message document and list of FAQ's and rebuttals was not prepared for earlier case studies – although this issue was identified and rectified towards the end of 2016 for later consultation exercises. It would appear that availability of Officers for events took precedence over specific knowledge of schemes under consultation.

- Whilst a number of different locations were chosen for exhibitions, a considerable proportion of these events were in low footfall locations (e.g. village halls) and were scheduled for weekday evenings, which further limited the scope of potential attendees. Taken together these measures resulted in a majority of attendees who held strong views about the proposals with a lack of opportunity to engage the wider public. Future consultation events need to be predominately held on weekends in higher footfall locations.

- Collateral at events was consistent although exhibition boards sought to provide all of the necessary information on respective schemes rather than providing talking points and messages for discussion with Officers.

- At the same time, the format for events was not always adhered to, on occasion vocal attendees drew Officers into providing presentations to attendees and leading to targeted questions from opponents to break up any momentum in presentations. It should also be noted that opponents sought to distribute their own material at events - Officers need to address identified lines of objection in future exhibition material with FAQ sections and also highlighting areas of dialogue and amendments based on consultation.

Case Study

Client

Mid Sussex District Council

Project Name

Burgess Hill

In January 2017, we were appointed by Mid Sussex District Council to establish a recognisable and trusted brand identity. We then led a programme of stakeholder engagement and consultation on this new brand, for the Council's flagship regeneration project – Burgess Hill.

While Council led, Burgess Hill is being supported by over £65m of private investment, leading to a complex patchwork of different stakeholders, all of whom needed to be engaged throughout the brand development and stakeholder engagement process.

We are currently at the visual identity stage of the brand development stage and have held a number of meetings with stakeholders as well as holding street survey events with the general public – encouraging them to engage and vote on what key themes they wanted to include in the brand for Burgess Hill. We will soon be presenting our brand options to stakeholders for feedback.

4. Feedback & Reports

- Feedback mechanisms across all case studies provided a wide latitude for respondents to air their views and the GCP should be commended for their approach to feedback, given the task of explaining complex transport schemes and achieving substantive feedback on the issue.

- The vast majority of case studies saw the majority of respondents accept the need to deliver transport improvements however, there was a wide variance in acceptance of individual proposals ranging from overall acceptance of schemes such as The Chisholm Trail and widespread opposition to elements of the City Centre Access scheme.

- For many earlier case studies (e.g. Cambourne to Cambridge) responses peaked for the 45-54 age group with those under the age of 35 making up around only 20% of feedback responses. At the same time, the Acorn response analysis shows that the ABC 1 social grade had a much higher turnout than other grades across consultations.

- Existing consultation reports suggest that the current sample can be extrapolated to reflect the views of the population of Greater Cambridge however, it is important to take into account respondent motivations - consultations tend to oversample respondents with negative views due to their high motivation to influence decisions however, by contrast supporters tend to have a lower motivation to respond and are often referred to as the 'silent majority'.

- As mentioned previously, it is important that Officers undertake future consultation events in higher footfall locations to achieve a more balanced sample in consultation responses as well as a greater emphasis on social media campaigns.

Recommendations

1. Decision Making & Timescales

- Recommendation 1: There was a clear lack of lead-in time for the planning of consultation exercises with Officers often forced to 'triage' tasks due to a lack of capacity in the consultation team. **We strongly recommend that Officers are provided with a greater lead-in time to adequately plan consultation programmes and secure buy-in from key stakeholders on the approach and consultation materials prior to 'going public'.**

- Recommendation 2: One of the key observations that came out of our review was the lack of an overarching narrative on the benefits of the City Deal, to place unpopular transport in the context of the overall benefits that Greater Cambridge would stand to gain. **We strongly recommend that any consultation exercise is pre-empted by broader engagement and an advertising campaign that advances the overall messages of the GCP.**

- Recommendation 3: Once a public consultation window had closed there was a lack of time for a project debrief to identify lessons learnt and build on best practice in advance of further consultation events. **We recommend that a timeframe for a debrief is factored as it is important that the consultation methodology evolves otherwise the same issues may be encountered.**

Recommendations

2. Publicity

- Recommendation 1: Publicity for consultation exercises was extensive although it tended to focus on traditional advertising and leaflet distribution to raise awareness. **We would strongly recommend that social media channels as well as digital advertising is prioritised for future publicity and engagement. This not only provides a greater ability to reach underrepresented groups and the 'silent majority' but is also a far more cost-effective way of proliferating messaging and correcting misinformation.**
- Recommendation 2: Whilst traditional leaflet distribution often exceeded the level required the lack of an overall message prevented an opportunity to target resources more effectively and we have cited the example of the 'coming soon' consultation leaflets. **We would strongly recommend that the overall GCP messaging is factored into all leaflets as well as seeking to advertise the overall consultation exercise.**
- Recommendation 3: Pick-up locations for leaflets can be effective although too much emphasis was placed on low footfall locations such as GP surgeries and libraries. **We would strongly recommend that whilst this publicity channel is retained it needs to be expanded to include more town centre, retail locations and transport hubs locations using hand to hand leaflet distribution to raise awareness.**
- Recommendation 4: Publicity material focused primarily on the need to participate in the consultation process. **We would recommend that future material seeks to segment the wider goals of the GCP into targeted material for areas of the local population based on location and interests e.g. cycling to ensure that a wider segment of respondents to consultations.**

Recommendations

3. Engagement Events

Recommendation 1: Whilst the City Centre Access consultation received considerable negative feedback, the overall consultation methodology was comprehensive and lessons were learned from earlier consultation exercises. At the same time, Officers were briefed on responding to negative feedback and advancing rebuttal arguments. **We recommend that this model is retained but with a more targeted approach to social media and fewer but more advertised exhibitions in town centre locations on weekends to drive up turnout.**

- Recommendation 2: Previous consultation material has failed to focus on the overall narrative of the GCP and also provides respondents with an opportunity to provide alternative suggestions. **We recommend that whilst the public should be given an opportunity to feed-in to the wide range of options for projects, this needs to take place at an earlier stage in the process whilst scoping takes place.**

- Recommendation 3: The format for events was not always adhered to, and on occasion vocal attendees drew Officers into providing presentations to attendees. **We would strongly recommend that whilst Officers can offer to hold briefings and presentations for interested groups, they need to continue with the format for consultation events otherwise it will allow opponents to control proceedings and prevent other members of the public from being able to ask questions.**

Recommendations

4. Feedback & Reports

- Recommendation 1: Existing consultation reports suggest that the current sample can be extrapolated to reflect the views of the population of Greater Cambridge however, it is important to take into account respondent motivations. **We would recommend that future reports reflect the feedback but must not make assumptions beyond the sample of the consultation exercise. Furthermore, future consultation reports need to be published in conjunction with explanatory notes which provide the headline information.**


social

A review by the Consultation Institute for Cambridgeshire County Council: Local Liaison Forums

Client Report

16th August 2017

Mike Bartram

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External assurance of Local Liaison Forums
Report from the Consultation Institute

1 Background

1.1 The Greater Cambridge Partnership is a local partnership of councils, business and academia, working to achieve sustainable economic growth and quality of life in the Greater Cambridge area, growing and sharing prosperity.

1.2 The programme has secured up to £500m from central Government, together with pooled local funding and private investment, and has embarked on an ambitious 15-year programme (2015-2030) to nurture an environment which will facilitate continued economic growth.

1.3 A key objective is to develop a better, greener transport network, connecting people to homes and jobs and bringing forward much needed housing and commercial development (as defined by the submitted Local Plans).

1.4 The first phase of transport projects were identified from the Transport Strategy for Cambridge and South Cambridgeshire and prioritised according to deliverability within the first phase of funding and the economic case.

1.5 Eight schemes are now underway and the first round of public consultation has taken place in the majority of cases.

1.6 The programme and relevant transport schemes are subject to significant political and public scrutiny with, in some cases, visible and vocal local challenge.

1.7 At the same time, opportunities exist to generate broader and more representative engagement, as many of the schemes will benefit people from the broader geographical region as well as future residents.

1.8 Local Liaison Forums (LLFs) are neighbourhood forums used by Cambridgeshire County Council as an interface between the community and major infrastructure projects, to keep local members and residents informed and involved in scheme development. Traditionally they have been established after planning permission has been granted.

1.9 LLFs are 'owned' by local elected members, who agree terms of reference and membership at the outset.

1.10 An early decision was taken to establish LLFs earlier in the process for Partnership transport schemes, during the development of preferred options.

1.11 Their administration is funded by the Partnership and project officers, plus relevant support staff, invest significant time and effort in managing meetings, briefings and workshops and in the management of information.

1.12 There are currently six LLFs for the following projects:

(a) Milton Road (bus priority, cycling, walking).
(b) Histon Road (bus priority, cycling, walking)
(c) Cambourne to Cambridge and Western Orbital (better bus journeys, cycling, walking)*.
(d) A1307, Three Campuses to Cambridge (better bus journeys, cycling, walking)
(e) Chisholm Trail & Abbey-Chesterton Bridge (cycling scheme)

**Single LLF for two closely-linked transport schemes.*

1.13 The Greater Cambridge Partnership Executive Board is the decision-making body for Partnership strategies and projects, including the transport projects. It is advised by a Joint Assembly, which provides advice and 'pre-scrutiny' of proposals.

1.14 Following requests from Cambridgeshire County Council to put in place 'safeguards' for the use of its delegated powers by the Greater Cambridge Partnership Executive Board, the Board agreed that Chairs of LLFs should be invited to speak at Joint Assembly and Board meetings when the project their LLF covered was the subject of a decision. LLF chairs have tended to attend meetings, sometimes to put the case against Officer recommendations. It should be noted that they would have the right to request to ask questions at meetings even without the 'safeguards'.

2 Purpose of review

2.1 The Consultation Institute (TCI) has been commissioned to provide independent assurance and guidance on the Partnership's approach to LLFs to ensure best practice, minimise risk and ensure effective delivery of the programme.

2.2 This report provides an initial and partly desk-top based review of the Partnership's LLF approach to date, identifies key issues and makes recommendations on a number of areas designed to improve their future working, including:

- Administration
- Governance
- Membership
- Effectiveness in engaging relevant and representative stakeholders
- Risk management/legal compliance
- Value for money

3 Methodology

3.1 An initial meeting was held in Cambridge on Monday 22 May between Mike Bartram (TCI), Beth Durham (Partnership Strategic Communications Manager), Debbie Goodland (Partnership Community Engagement Manager) and Tanya Sheridan (Partnership Programme

Director) to provide background on the Partnership and the LLFs and to clarify requirements for the review.

3.2 The following documents were reviewed:

- Local Transport Plan and Long-Term Transport Strategy
- Consultation leaflets and reports for each of the Partnership schemes, including *Tackling Peak-Time Congestion*
- Terms of reference for each LLF
- Minutes, presentations, resolutions and other documentation (including a limited number of recordings) for meetings of LLFs for Milton Road and Cambourne to Cambridge & Western Orbital

3.3 The opinions of those attending the Partnership Executive Board and Assembly Task and Finish Group on Governance on Friday 2 June were gathered by Beth Durham and fed back to Mike Bartram for his consideration.

3.4 Mike Bartram listened to the views of Joint Assembly members and LLF members at two meetings at the Guildhall, Cambridge on Monday 19 June. A list of attendees is included in Appendix 1.

3.5 He subsequently conducted telephone interviews with each of the LLF Chairs and further members of the Joint Assembly and Board to obtain their views. A list of interviewees is also included in Appendix 1.

4 Analysis

When should LLFs be established?

4.1 We understand that LLFs are neighbourhood forums used by Cambridgeshire County Council as an interface between the community and major infrastructure projects, to keep local members and residents informed and involved in scheme development. Traditionally they have been established after planning permission has been granted. We further understand that a decision was taken to establish LLFs earlier in the process.

4.2 We recognise and applaud the intention behind the desire to seek earlier community involvement in schemes. Local communities are the experts in their local area. Their knowledge of their streets and of their local environment means they are well-placed to understand problems and contribute imaginative ideas for addressing them and to challenge the need for, and practicability of, scheme proposals.

4.3 All too often, in the Consultation Institute's experience, engagement and formal consultation is perceived by the public as beginning too late in the process after key decisions have already been taken and parameters for their involvement have been set. In such circumstances participation takes place very much on the terms set by the scheme sponsor.

4.4 It is not unusual to encounter differences of opinion between residents living on, or close to, the line of route of a scheme, which they may perceive to be damaging to their interests, and potential beneficiaries, such as cyclists and bus passengers; between proponents of economic growth and environmentalists; and between political parties. Those in power can attempt to resolve these conflicts by identifying them from the start and seeking to reach a consensus about the problems which need to be addressed and a strategy for doing so. At the other end of the spectrum they can seek to minimise public input and 'tough it out'. Or they can adopt a position somewhere in between the two extremes, running conventional but limited consultation exercises to invite people to have their say within relatively narrow parameters.

4.5 In this instance, the schemes appear to have already been identified in the Local Transport Plan and Long-Term Transport Strategy and government funding secured on the basis of Partnership objectives. There was a public consultation on these documents, although this was carried out some time before the prioritisation of tranche 1 schemes took place. Forums have not been invited to consider the wider problems and how they might best be addressed; nor has there been a high-profile public debate on these matters elsewhere.

4.6 In many, but not all, cases there appears to be a fundamental disagreement about the purpose of the LLFs with chairs and members questioning basic assumptions on which the schemes are based rather than limiting themselves to the details of the design, which some members of the Joint Assembly and Board feel is where there role should start and finish.

4.7 It is not possible to turn the clock back on the existing schemes. However, if the Council and its partners want to achieve a wider buy-in to their schemes in the future they may need to start even earlier. Consultation on local transport plans is normally a 'top-down' process; community ownership of schemes would imply more of a 'bottom-up' approach, starting in the community with a discussion of problems and how schemes could be developed to address them. The more inclusive and informal approach to community involvement with 'everything on the table' adopted in relation to Greenways offers a model which should be considered in relation to future schemes.

Participation and autonomy

4.8 With fundamental disagreements remaining unresolved, the question of who should control the LLFs has risen in importance. Should the forums be a creature of the Board or an autonomous entity? There are a number of issues at stake:

- Who selects the chair and vice chair?
- Who determines the terms of reference and monitors their compliance?
- Who determines meeting agendas?
- Who identifies the membership?
- Who do they report to?

4.9 Although initially constituted by officers at the Board's request, it is clear that the forums are operating with increasing autonomy. They elect their own chairs and vice-chairs,

determine their own terms of reference, set their agendas and decide on their own membership. At the same time they have a direct route into the Joint Assembly and Board, in that LLF chairs are invited to speak at both forums if the relevant scheme is a substantive agenda item.

4.10 Some would argue that this is all well and good. By offering them independence and flexibility they encourage wider participation than might be achieved with a narrower brief. They maintain that by allowing them to think outside the box they facilitate a culture of challenge that can only result in more robust decision-making and better value for money schemes.

4.11 Others view the forums as providing a platform for divisive and confrontational, rather than consensual, politics and as diverting officers from making progress on schemes vital to tackling congestion and supporting the growth of the local economy. They feel that an approach which proceeds by way of votes and resolutions is at odds with their understanding of how a forum would normally operate.

4.12 Wherever the truth lies, there seems little to be gained now by seeking to reconstitute these bodies in a fundamentally different way. However, there are improvements that can be made to the existing LLFs and the following paragraphs address issues with their terms of reference, membership, administration and chairing. The Council should consider the forums' advice and review the persuasiveness of their arguments. But they are entitled to ask how far their advice represents the comprehensive and settled view of all sections of the community and to establish additional channels through which other community voices can be heard.

Terms of reference and meeting agendas

4.13 One of the consequences of allowing the forums to determine their own terms of reference is that they are all different.

4.14 The terms of reference of the LLF for the Cambourne to Cambridge and Western Orbital schemes state that the LLF "may offer advice to the Project Board and put forward suggestions...to influence and inform the delivery of the project within the scope of the Projection Inception Document (PID)". It also explicitly states that 'the LLF will function for the duration of the project which will include its design, delivery and review stages'.

4.15 The terms of reference of the LLF for Milton Road-Histon Road state that "the LLF may offer advice to the Project Manager and put forward suggestions... to influence and inform the development and delivery of a project". It also states that "resolutions may be adopted and presented to the Partnership Assembly and Board".

4.16 While not dissimilar – both LLFs are clearly advisory in nature – there are obvious differences, for example in how tightly the scope is defined and to whom the LLFs report.

4.17 It does not appear that any monitoring is taking place of the compliance of the forums with their own agreed terms of reference. The direction taken by the forums is largely set by

the meeting agendas and these appear to be largely the preserve of the LLF chairs. Going forward, agendas should be developed in close cooperation with senior officers, who should be able to highlight departures from the terms of reference to the Transport Portfolio Holder.

4.18 Given that they are being offered resources and access to officers and consultants, it seems appropriate for the LLFs to play a formal role. To avoid confusion and duplication with the Joint Assembly's formal advisory role it would seem most appropriate for LLFs to advise the Transport Portfolio Holder and senior lead officer and for their views to be considered in conjunction with consultation and opinion research findings and alongside the views of other stakeholders. It is not clear whether there is agreement about for how long the forums should continue, and there is inconsistency here from one forum to the next. The Board may wish to review whether the forums should continue in the same form once the detailed designs of the schemes have been approved. In the meantime, there may be merit in Board members attending meetings, where appropriate, and in communicating the objectives of the Partnership more clearly.

Membership

4.19 According to the Council's web page, "LLFs are managed by local councillors and an initial meeting is held between local councillors and project officers to allow councillors to establish the LLF and determine membership. This initial meeting is by invitation only. Thereafter the LLF will be open to the public".

4.20 If LLFs are to report to the Joint Assembly and the Board it does seem inappropriate for Board and Assembly members to also be LLF members because in practice they end up having to consider advice which they themselves are a party to. In such instances (i.e. where a local ward councillor is an Assembly or Board member) observer membership may be more appropriate.

4.21 In one sense, the concept of a 'forum' appears to be at odds with the idea of membership. A forum is a place where ideas can be aired and views exchanged. It should be not only transparent but inclusive.

4.22 In practice certain interests and views may come to dominate others. Skilful facilitation and chairing may be required in order to maintain wide participation and to keep debate flowing. The Council should discuss with LLF chairs support and training it could offer to assist them in carrying out this function.

4.23 We understand there are examples where requests by organisations to be co-opted have been denied and where the right to attend workshops has been disputed. This appears to be at odds with the inclusive approach the Council is seeking to foster.

4.24 Membership is most important where voting takes place and decisions are made. A relaxed attitude to LLF membership may be regarded as being consistent with the spirit of open debate. The more influence that is accorded to the forums, the more important it is to impose rules on membership. Continuity also matters: new members or members who have

missed meetings may need time to catch up on developments in schemes and earlier discussions and may be tempted to re-open debates which have already concluded.

4.25 When considering LLF membership it is important to understand the relationship between participatory democracy and representative democracy. Councillors (including parish councillors) are elected to represent their constituents and are held properly accountable at elections for the decisions they take. Community representatives have neither the same powers, nor the same responsibilities. The accountability of representatives of residents associations or environmental organisations, for example, is likely to be determined by their own terms of reference. There is some recognition among LLF Chairs of the risk that disproportionate weight is given to the views of unrepresentative individuals. While it may be desirable for there to be mechanisms in place for community representatives to check that the views they express are in line with those of their membership it cannot be the job of the Council to require or police this. The legitimacy of their views derives to a degree from the force of their arguments, just as it does for those who respond to a public consultation. Too bureaucratic an approach to membership risks turning off those with energy and ideas. Other mechanisms are available to the Council to check levels of support for these ideas.

4.26 The LLF model is not suitable on its own as a proxy for public opinion. There is almost endless diversity among the public. Sex, age and disability, employment status, income, social class, geography and transport patterns are just some of the principal characteristics that distinguish members of the public. It is not realistic to expect that a group which is able to function as a debating chamber can provide balanced and representative views from all parts of the community: forums, while important, cannot be the only voice for the community.

4.27 If the Board wants to obtain a full picture they need to commission an opinion research agency to recruit a representative sample of the population, which will typically involve at least a hundred people and possibly many more. Deliberative focus groups provide an opportunity for more in-depth discussion with the typical 'person in the street', and can be procured at modest cost (a typical focus group costs in the region of £3,000). By providing a pool of people whose views can be sampled quickly and regularly, citizens' panels offer a flexible alternative but need to be continually refreshed to prevent members from becoming professionalised and the support they require means that they are not a cheap option.

4.28 A forum, working within an established framework of wider public opinion, can play an invaluable role in helping to develop and design a scheme which fits the overall objectives of the programme.

4.29 However, there is no guarantee of a community consensus. The interests of those who wish to pass as swiftly as possible through an area are not always consistent with those of local residents. So engagement not only needs to start as early as possible but it also needs to be as inclusive as possible. And ideally there should be a forum for resolving disagreements and different priorities, and coming up with schemes which meet overall objectives and which command community support.

Administration and chairing of meetings

4.30 We heard a number of complaints from LLF chairs about the administration of meetings. In particular, papers for meetings often appeared late in the day, denying members the opportunity to sound out colleagues about their views in advance (although we understand that on occasion the late appearance of papers results at least in part from officers' difficulty in obtaining a prompt response from chairs in relation to draft agendas).

4.31 We also heard some critical comments from Board and Assembly members about the chairing of some of the LLF meetings allowing the discussion to drift or to be dominated by particular individuals. Officers and consultants were sometimes unable to complete their presentations.

4.32 On the other hand, some chairs complained about inadequate venues and lack of microphones. Some presentations were criticised. They feel that, despite repeated requests, there is often a lack of evidence behind claims made for schemes and that it is reasonable for them to point this out. These issues should be looked into and, where necessary, addressed.

Workshops

4.33 There appears to be a broad consensus that Council-run workshops with external facilitators have generally been productive. Criticisms of LLF meetings have not extended to workshops, which are seen as more cooperative and less confrontational. Councillors have appreciated being able to go through schemes 'line by line' with engineers.

5 Conclusions

Value for money

5.1 The Partnership Board's commitment to consult and fully engage with affected communities throughout the various stages of scheme development, delivery and review is applauded. The establishment and servicing of LLFs appears to demand considerable resources from the Council and is likely to continue to place significant demands on officer time. We understand that costs of LLF meetings range from £1,500 at the lower end to £5,000 at the higher end. Although the Institute is an enthusiastic supporter of public consultation and stakeholder engagement we recognise the need to ensure that costs remain proportionate.

5.2 Requests to analyse additional options or make substantial changes to designs can obviously incur significant consultants' costs and have the potential to delay schemes, but they may also help to generate additional buy-in and deliver schemes which achieve better outcomes. Costs need to be balanced against benefits when considering such requests.

Delivering Partnership and scheme objectives

5.3 Many members of LLFs have participated with energy and creativity. Their efforts should be harnessed and not dismissed.

5.4 Having said that, it is not clear whether all LLF members have completely bought into the objectives of the Partnership schemes, especially the introduction of new bus priority measures. Consequently there is a risk that the LLFs provide participants who do not fully support the objectives with privileged access to officers and consultants and a recognised platform for opposing key elements of the schemes. Constraints on the use of the Government's Partnership money need to be clearly communicated to all members of the Forums to ensure that any alternative proposals which they may wish to be considered are in scope. The Council's focus needs to remain on effectively delivering its strategies.

Commenting on scheme designs

5.5 It is perfectly legitimate for LLFs to question the evidence for projected usage and commercial viability and environmental impacts of schemes and to make representations about value for money.

5.6 It is reasonable for LLFs to expect that officers will give serious, but proportionate, consideration to their alternative suggestions where they have the potential to meet Partnership objectives and are consistent with the agreement with Government.

5.7 There appear to be unanswered questions about how the Partnership Executive Board is coordinating its approach to delivering these objectives across different schemes. It is not clear to some LLF members what measures are likely to be adopted to deal with peak-time congestion in Cambridge following the consultation last autumn, and to what extent such measures might obviate the need for additional bus priority.

Membership and representativeness

5.8 There is a risk that, in encouraging the Forums to be seen as the official voice of the community, the voices of those who are not invited to join, or are unable or unwilling to participate in Forum meetings, are not heard. Mechanisms should be put in place to check that the views of the Forums are shared by the wider community and to ensure that those not directly represented can communicate their views through other channels.

5.9 There is a risk that individuals who are less comfortable in committee and workshop environments feel intimidated by articulate and persuasive individuals who are more familiar with Council procedures and more assertive about the design of Partnership schemes.

5.10 Many of the intended beneficiaries of the schemes live beyond the areas immediately affected by the proposals, for example in satellite towns and villages, and some have yet to move into the area. There is a significant challenge in seeking representation of their views.

5.11 Once the various interests and priorities of different communities and of the users of different modes of transport have been identified, there will be a significant challenge to create an environment in which disagreements between and within communities can be addressed and in which a consensus can hopefully be built.

6 Recommendations

6.1 In order to maximise consistency with best practice and minimise the risk to Partnership schemes we make the following recommendations:

1. The existing LLFs should continue to be 'owned' by the elected representatives for the areas covered by schemes and to appoint their own chairs.

2. To avoid confusion and duplication with the Joint Assembly's formal advisory role it would seem most appropriate for LLFs to advise the Transport Portfolio Holder and senior lead officer.

3. It seems questionable whether Board and Assembly members should also be LLF members because in practice they end up having to consider advice which they themselves are a party to. In such instances (i.e. where a local ward councillor is an Assembly or Board member) observer membership may be more appropriate.

4. The specific objectives of each scheme should be prominently published. Constraints on the use of the Government's Partnership money need to be clearly communicated to all members of the forums. In this context, there may be merit in Board members attending meetings, where appropriate, to help clarify the objectives of the Partnership.

5. LLF agendas should be developed in close cooperation with senior officers, who should be able to highlight departures from the terms of reference to the Transport Portfolio Holder. LLF chairs should rule out of order proposals which fall outside of the project scope as defined in their terms of reference.

6. Where they have the potential to meet Partnership objectives and are consistent with the agreement with Government, alternative proposals developed by LLFs should be examined carefully, but proportionately, alongside options developed by Council officers and the results of that analysis published and debated. Where appropriate they should be included in public consultations and opinion research.

7. In practice certain interests and views may come to dominate others. Skilful facilitation and chairing may be required in order to maintain wide participation and to keep debate flowing. The Council should discuss with LLF chairs what support and training it could offer to assist them in carrying out their functions.

8. LLF chairs and officers should work together to improve the way meetings are run. Officer support for meetings should be reviewed to ensure that those attending are well-prepared and have the skills to respond to the challenges that come their way. Papers should be sent out well in advance of meetings, with sufficient time allowed to agree agendas in good time. Complaints about inadequate venues, lack of microphones and lack of evidence should be investigated and, where necessary, addressed.

9. The Board should continue to carry out formal consultation on schemes, should welcome representations from stakeholders and should consider commissioning opinion research to obtain the fullest representation of the views of the community and to act as a 'reality check' on the advice it is receiving from the LLFs. The results of these consultations and of this opinion research should be made available to the LLFs to inform their deliberations.

10. Mechanisms should be developed to bring together people with opposing views in an attempt to resolve differences and build a consensus.

11. Consideration should be given to how to widen future debates about Greater Cambridge's problems and how best to address them and how a fuller opportunity can be provided to local communities to initiate scheme proposals for inclusion in future local transport plans.

12. A full review of LLFs should be carried out once the detailed design of the schemes has been agreed. This should enable the Board to conclude whether to ask the LLFs to continue to advise through the delivery and review stages and how LLFs can play an effective role in relation to future schemes.

13. Council-run workshops with external facilitators have generally been seen as successful. The benefits of independent chairing should be considered when setting up LLFs to support future schemes.

Mike Bartram, TCI Associate
August 2017

Appendix 1
List of attendees and interviewees

Feedback sessions

<u>Session 1: Guildhall, Monday 19 June 2017</u>
Cllr Tim Bick, Liberal Democrat Councillor and Opposition group leader at Cambridge City Council, member and former Chair of the Joint Assembly
Sir Michael Marshall, Joint Assembly member (nominated by LEP)

Session 2: Guildhall, Monday 19 June, 2017

Cllr Kevin Price, Deputy Leader of Cambridge City Council and Vice-Chair of Joint Assembly. Labour

Cllr Dave Baigent – Cambridge City Councillor and Joint Assembly member. Labour

Cllr Noel Kavanagh – County Councillor, Joint Assembly member, Chair of Cycling projects LLF. Labour

Cllr Bridget Smith – South Cambridgeshire District Councillor and leader of the opposition group; Joint Assembly member and Vice-Chair of the A428 and Western Orbital LLF. Liberal Democrat

Cllr John Williams – Cambridgeshire County Councillor, new member of Joint Assembly, Liberal Democrat

Claire Ruskin, Joint Assembly member (nominated by LEP)

Telephone Interviewees

Friday 23 June

Helen Bradbury, Chair of Cambourne to Cambridge A428 and Western Orbital

Jocelynne Scutt, Chair of Milton Road LLF

Monday 26 June

Mike Todd-Jones, Chair of Histon Road LLF

Tim Wotherspoon, Joint Assembly member

Noel Kavanagh, Chair of Chisholm Trail LLF

Francis Burkitt, Vice Chair of Partnership Board

Tony Orgee, Chair of A1307 LLF

Cllr Ian Bates, Board member and Transport Portfolio designate

Annexe 4

Greater Cambridge Partnership Local Liaison Forums Workshop

May 9th 2018

Cambridge Hack

GREATER CAMBRIDGE PARTNERSHIP

Growing and sharing prosperity

Delivering our City Deal

What we did

- Got to know each other to set the scene for working with each other during the workshop
- Set expectations for the workshop and its outcomes, together with the concept of a “Parking Lot”
- Reviewed the results of the pre-workshop survey
- Considered what we believe the “Current Reality” of LLFs to be
- Worked on a definition of the “Core Purpose” of a LLF, using a canvas
- Drafted “Roles & Responsibilities” and “Standard Terms of Reference” for LLFs
- Generated a list of “Next Steps” to be taken away with the aim of achieving some quick wins and identifying areas where more work will provide results

We asked you some questions in advance. You said...

You think the strengths of the current LLF set-up are...

- Open and transparent forum, mostly in public
- Public can ask questions
- Aids in appreciation of issues involved
- Promotes a collective approach, consensus, through discussion and debate
- Opportunity to gain local intelligence
- The diversity of attendees
- Range of local knowledge available

The improvements you'd like to see are...

- Better timing of publication of papers, LLF meetings, submission of findings, and JA/EB meetings - to allow for effective communication throughout the process.
- Adequate audio equipment for meetings
- Better representation of all stakeholder groups
- Clarity on the role of LLFs
- Better dissemination of meeting reports to all stakeholders (computerless?)
- Better engagement from local councils
- Clarity over the decision-making powers of LLFs
- More interactivity during meetings

And you also said...

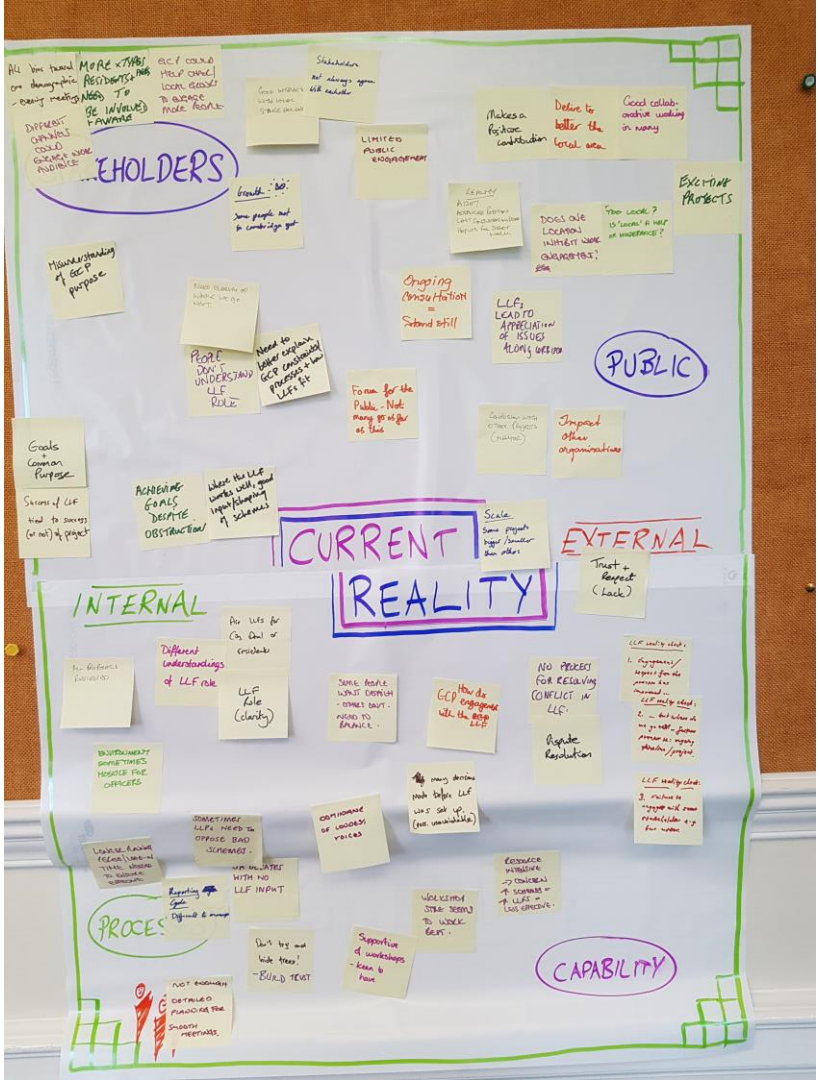
The biggest barrier to effective LLFs is...

- Meeting timescales
- Lack of long-term plan for LLFs
- Domination of local residents
- The dominant role of GCP and the need for LLFs to fit to its structure and timescales

This workshop will be a success if...

- Meeting cycle is improved
- Improvements to meeting audio can be achieved
- A consensus is reached on how all LLFs should operate
- A long-term plan for LLFs can be drawn up
- That the results of the workshop are made public (and without editing!)

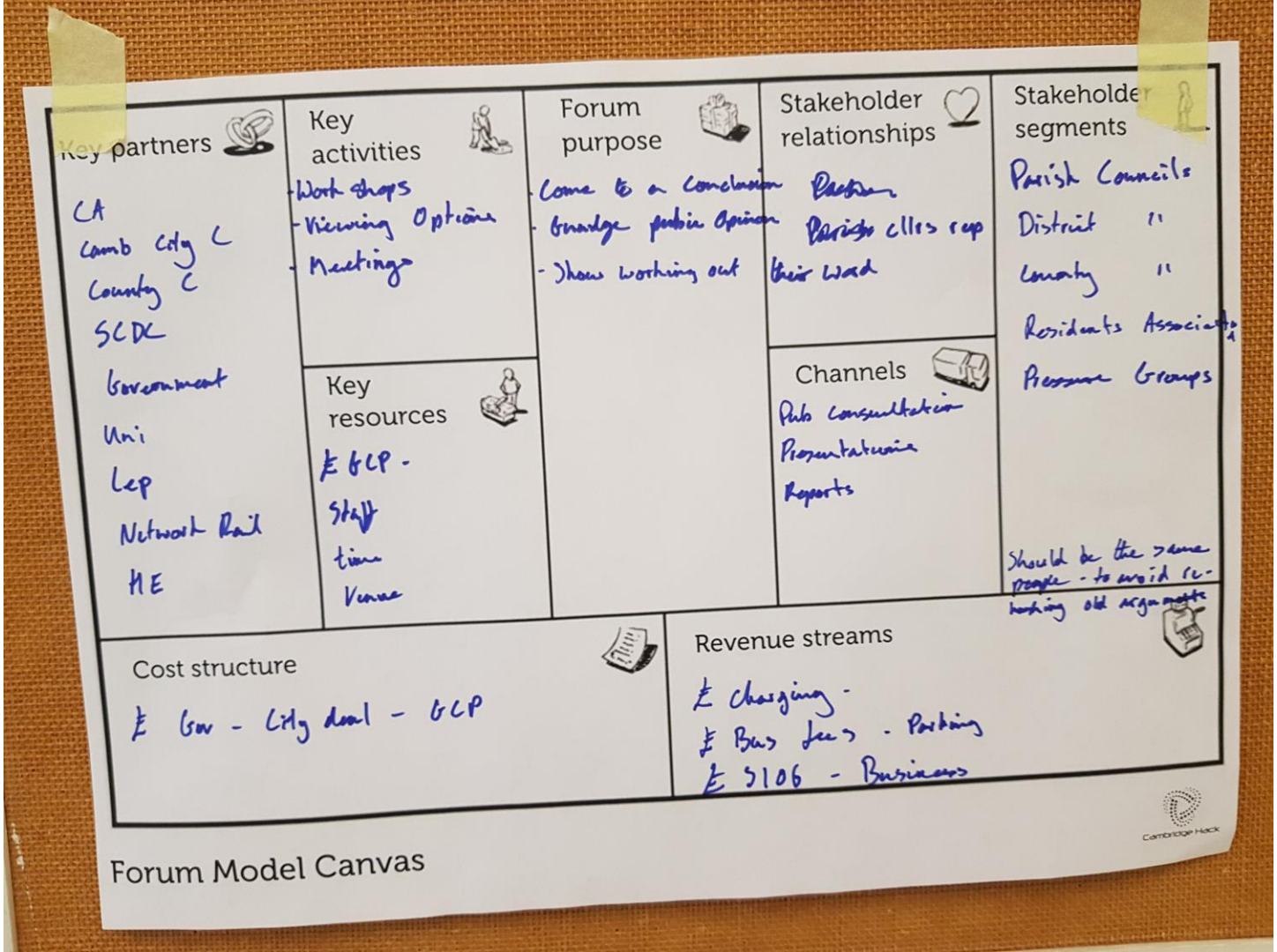
"Current

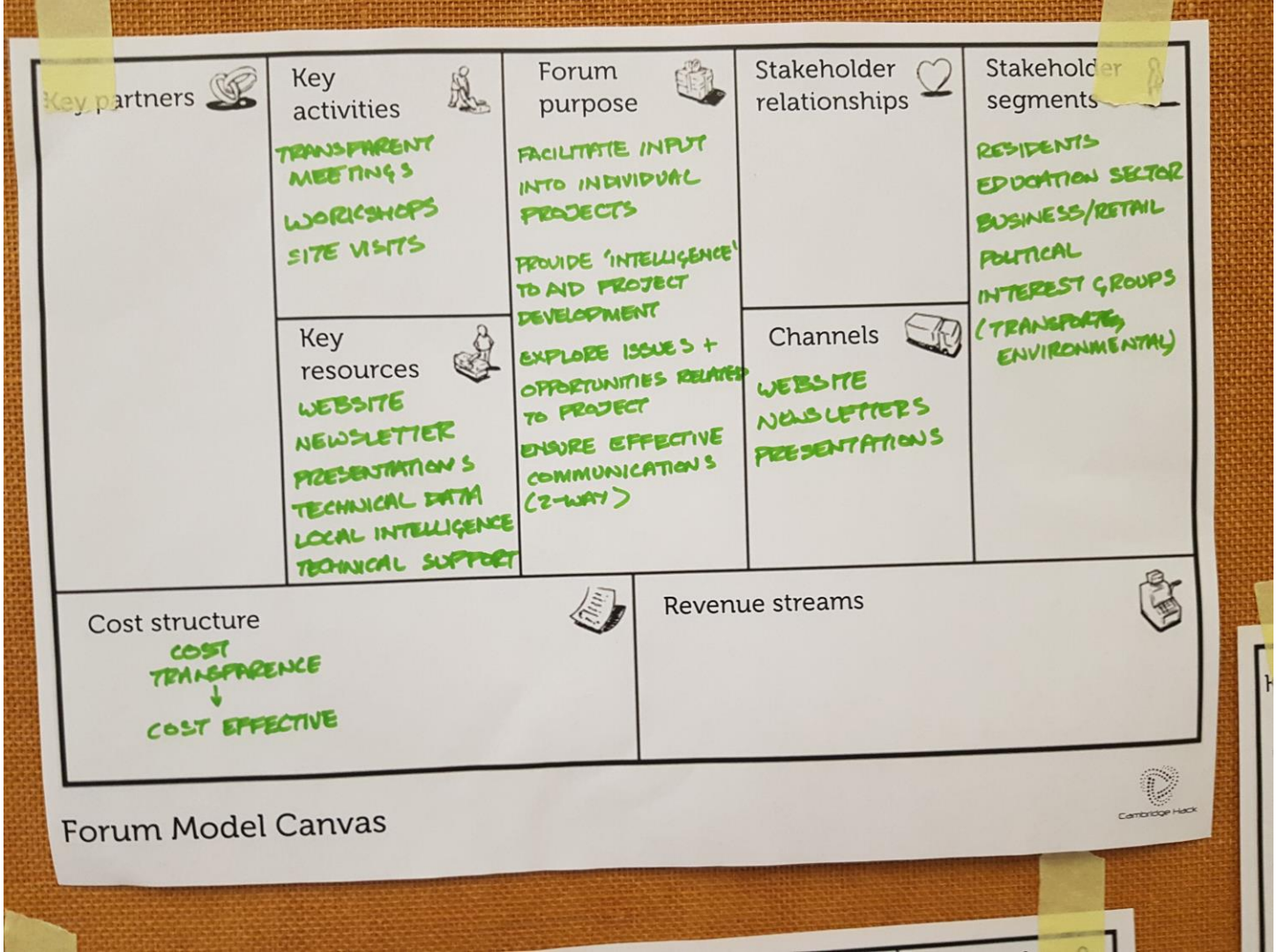


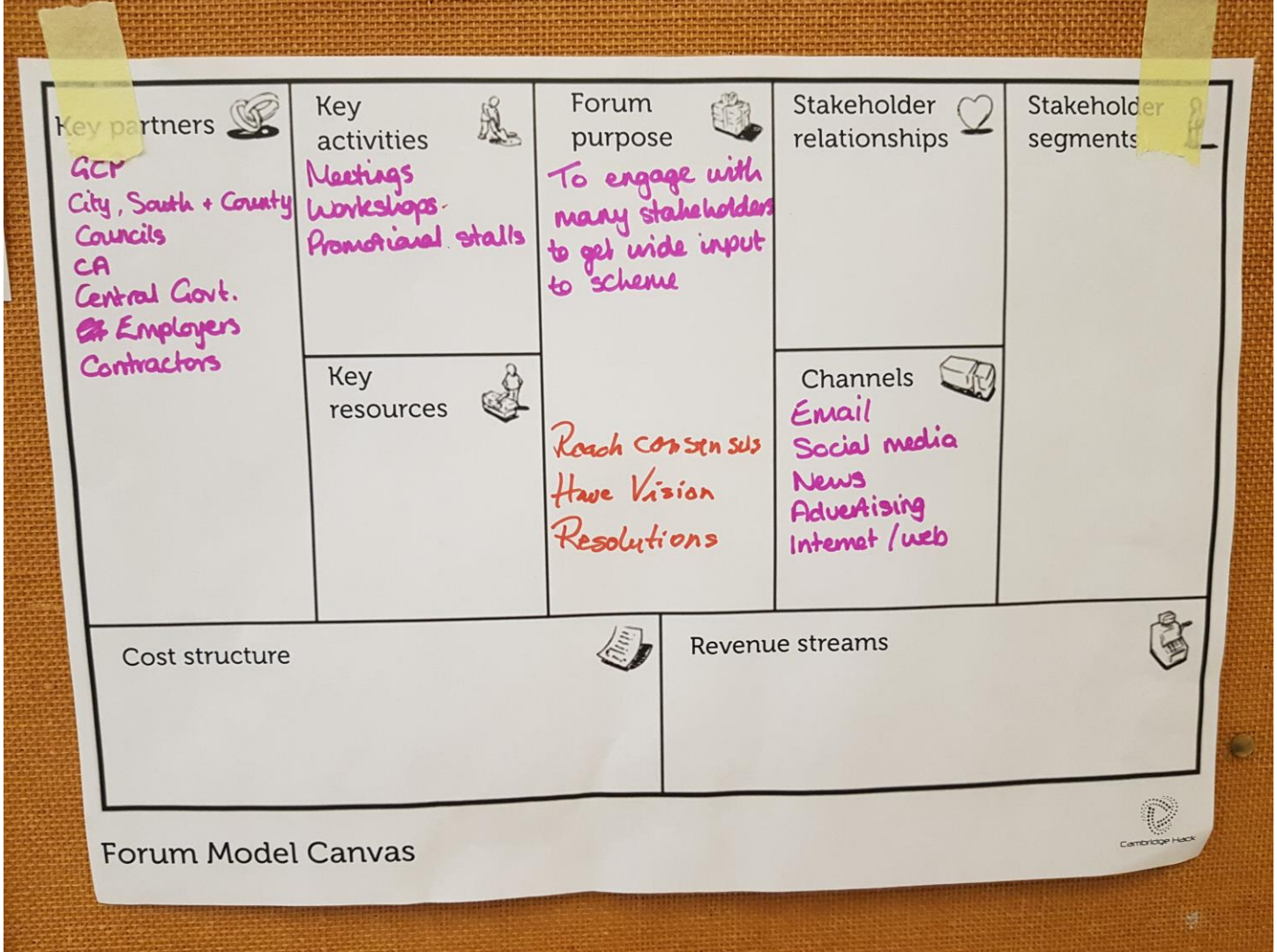
Reality"

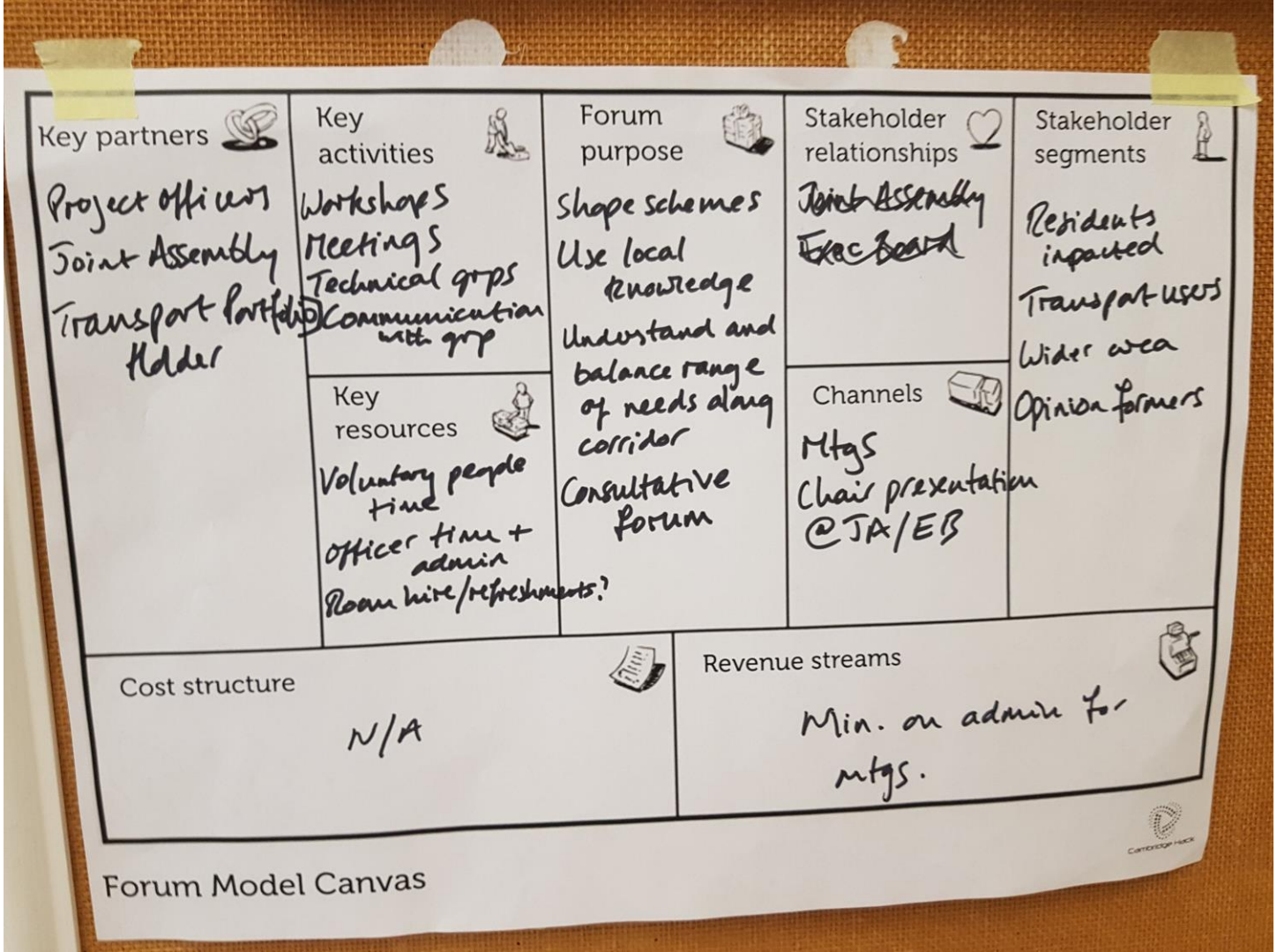
You worked in pairs on a canvas

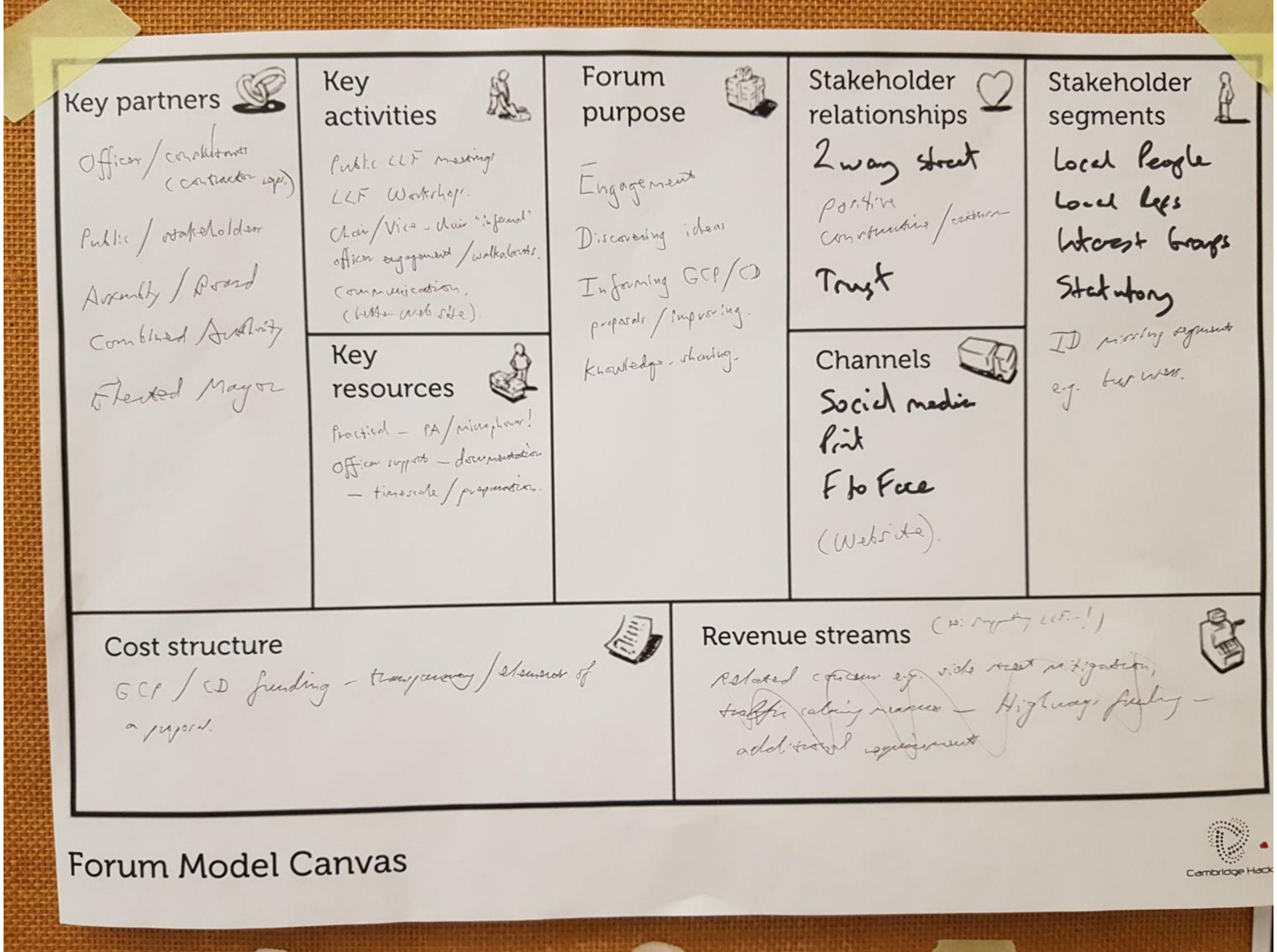
to produce a "Forum Purpose"

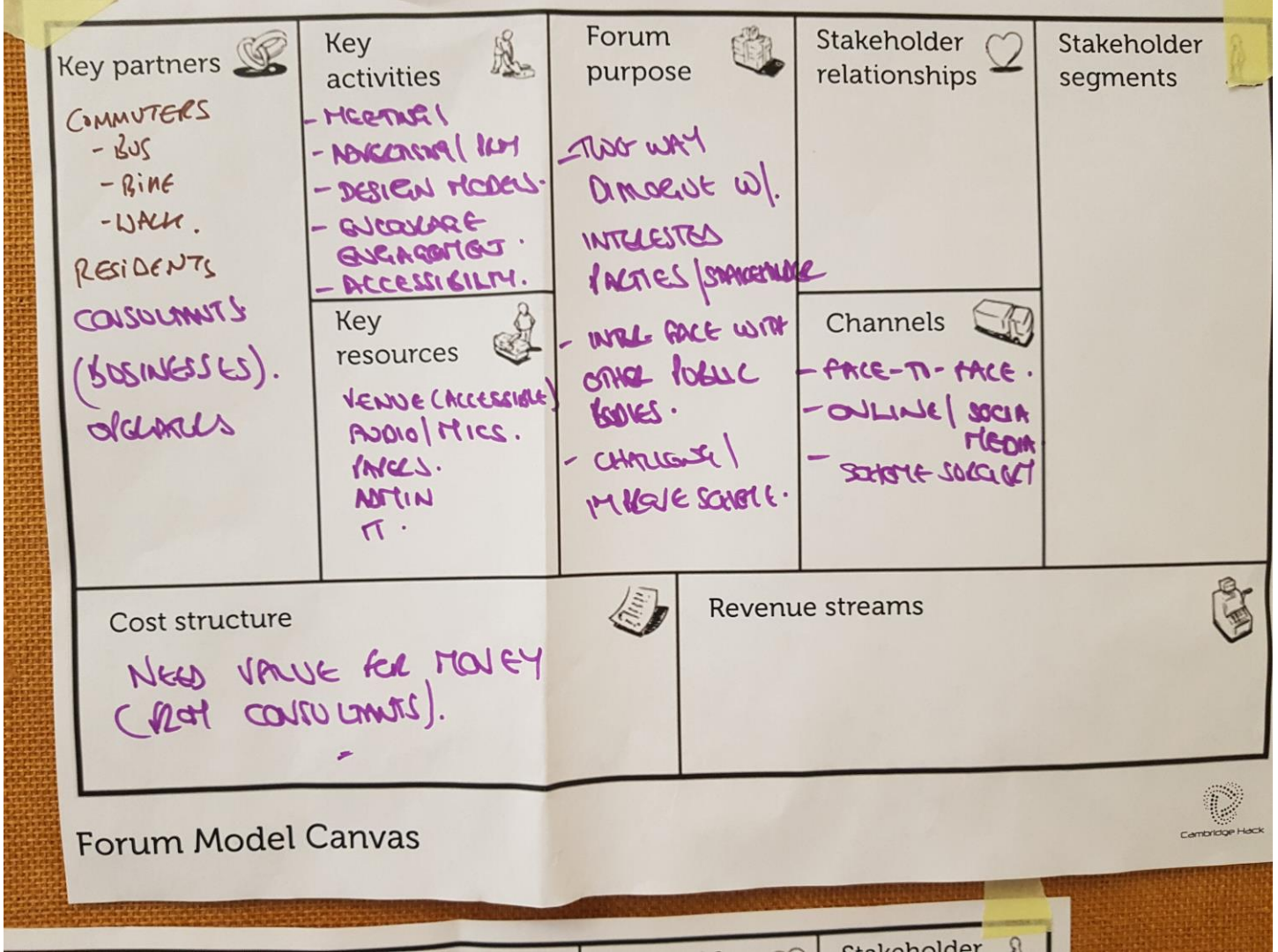

Key partners
CA
Comb City C
County C
SCDC
Government
Uni
Lep
Network Rail
HE
Key activities
- Work shops
- Viewing Options
- Meetings
Key resources
£ GCP -
Staff
time
Venue
Forum purpose
- Come to a Conclusion
- Gauge public Opinion
- Show working out
Stakeholder relationships
their ward
Channels
Pub consultation
Presentations
Reports
Stakeholder segments
Parish Councils
District "
County "
Residents Associations
Pressure Groups
Should be the same people - to avoid re-hashing old arguments
Cost structure
£ Gov - City deal - GCP
Revenue streams
£ charging -
£ Bus fees - Parking
£ S106 - Business
Forum Model Canvas
Cambridge Hack

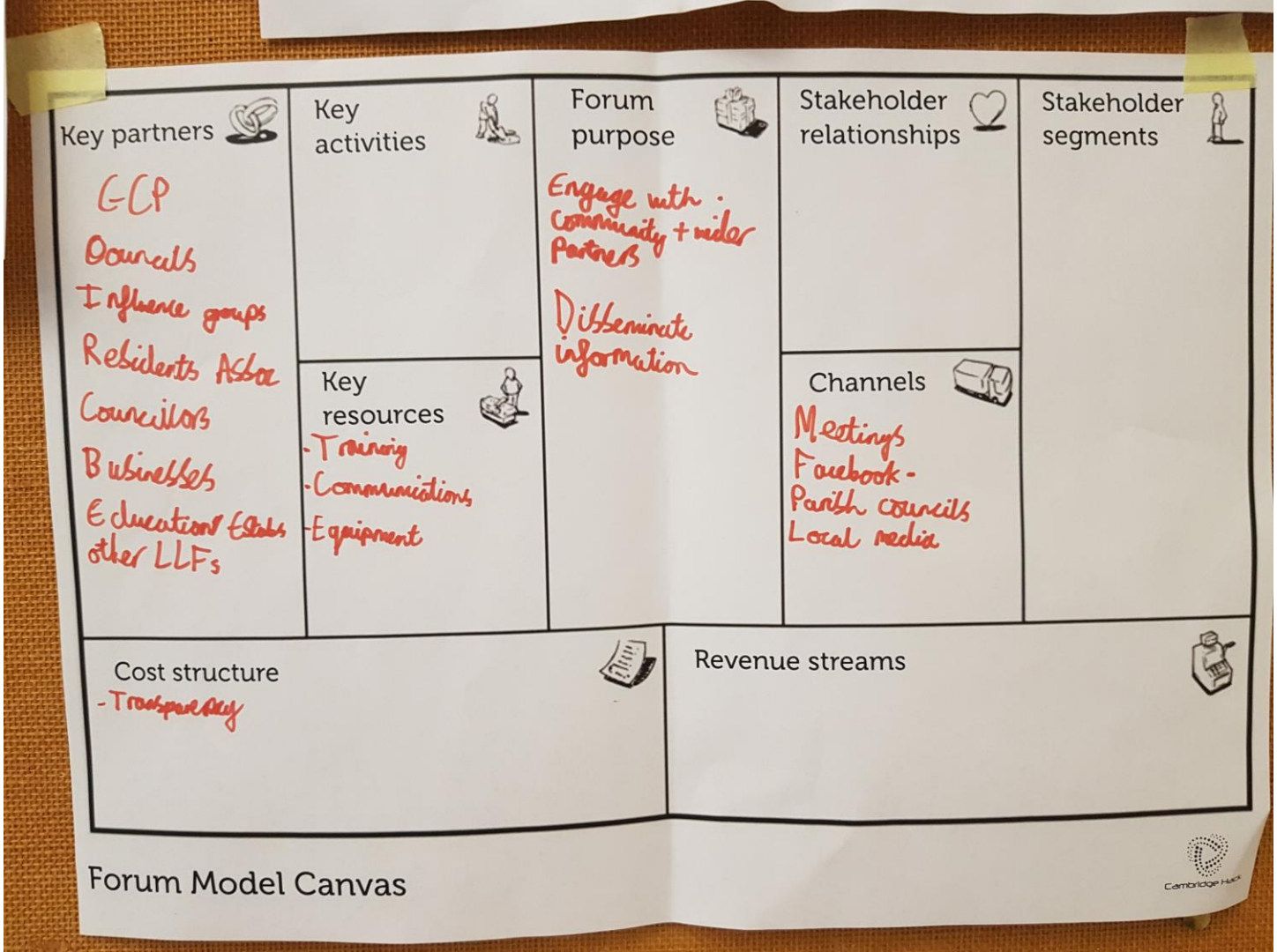

Key partners
Key activities
TRANSPARENT MEETINGS
WORKSHOPS
SITE VISITS
Key resources
WEBSITE
NEWSLETTER
PRESENTATIONS
TECHNICAL DATA
LOCAL INTELLIGENCE
TECHNICAL SUPPORT
Forum purpose
FACILITATE INPUT INTO INDIVIDUAL PROJECTS
PROVIDE 'INTELLIGENCE' TO AID PROJECT DEVELOPMENT
EXPLORE ISSUES + OPPORTUNITIES RELATED TO PROJECT
ENSURE EFFECTIVE COMMUNICATIONS (2-WAY)
Stakeholder relationships
Channels
WEBSITE
NEWSLETTERS
PRESENTATIONS
Stakeholder segments
RESIDENTS
EDUCATION SECTOR
BUSINESS/RETAIL
POLITICAL
INTEREST GROUPS
(TRANSPORT, ENVIRONMENTAL)
Cost structure
COST TRANSPARENCE
↓
COST EFFECTIVE
Revenue streams
Forum Model Canvas
Cambridge Hack


Key partners
GCP
City, South + County
Councils
CA
Central Govt.
Employers
Contractors
Key activities
Meetings
Workshops
Promotional stalls
Key resources
Forum purpose
To engage with many stakeholders to get wide input to scheme
Reach consensus
Have Vision
Resolutions
Stakeholder relationships
Channels
Email
Social media
News
Advertising
Internet / web
Stakeholder segments
Cost structure
Revenue streams
Forum Model Canvas
Cambridge Hack

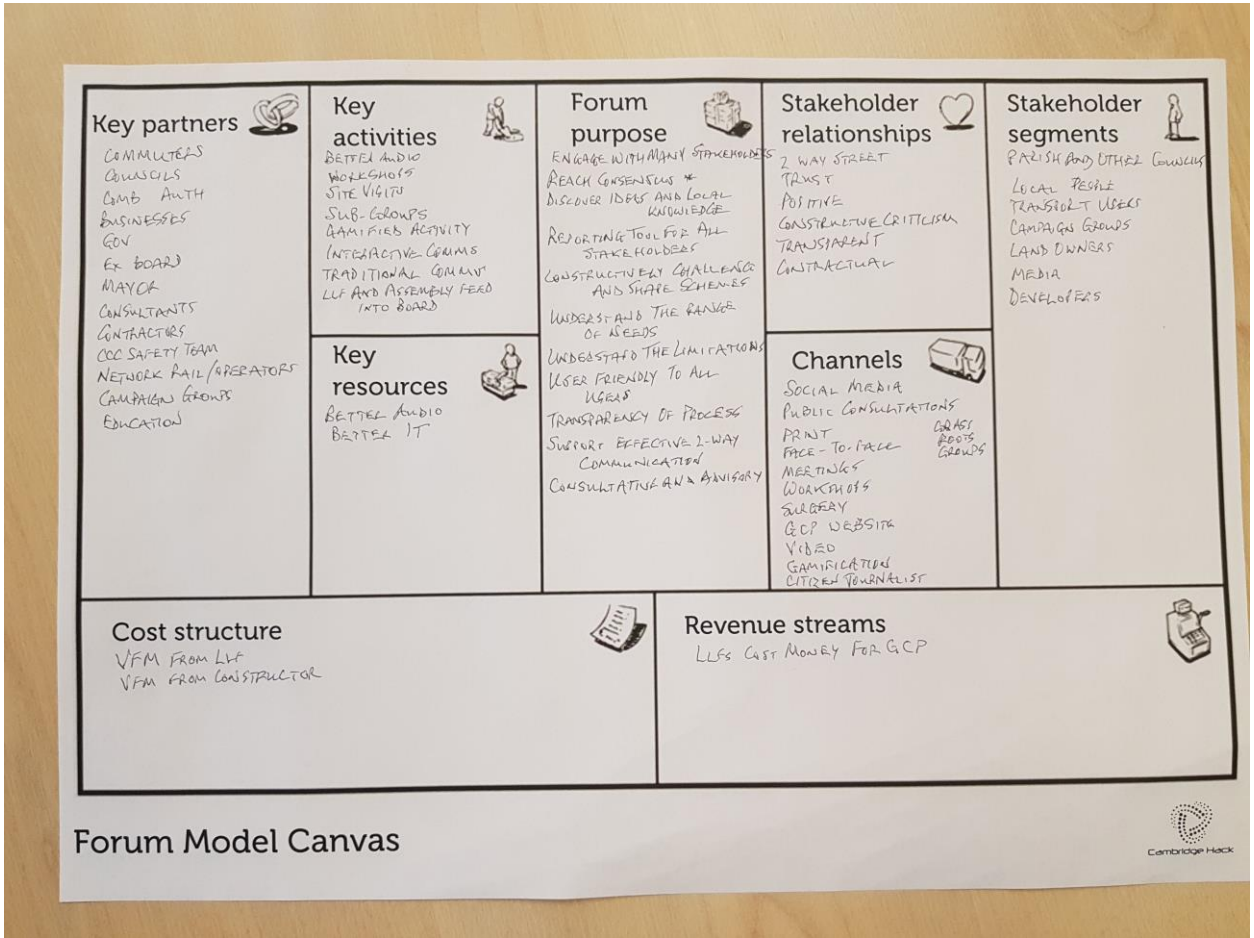

Key partners
Project officers
Joint Assembly
Transport Portfolio Holder
Key activities
Workshops
Meetings
Technical grps
Communication with grp
Key resources
Voluntary people time
Officer time + admin
Room hire/refreshments?
Forum purpose
Shape schemes
Use local knowledge
Understand and balance range of needs along corridor
Consultative forum
Stakeholder relationships
Joint Assembly
Exec Board
Channels
Mtgs
Chair presentation @JA/EB
Stakeholder segments
Residents inputted
Transport users
Wider area
Opinion formers
Cost structure
N/A
Revenue streams
Min. on admin for mtgs.
Forum Model Canvas


Key partners
Officer / consultants (contractor experts)
Public / stakeholders
Assembly / Board
Combined Authority
Elected Mayor
Key activities
Public LLF meetings
LLF Workshops
Chair / Vice-chair "informal" officer engagement / walkabouts
Communication (better web site)
Key resources
Practical – PA / microphone!
Officer support – documentation – timescale / preparation
Forum purpose
Engagement
Discovering ideas
Informing GCP / CA proposals / improving
Knowledge-sharing
Stakeholder relationships
2 way street
Positive constructive / criticism
Trust
Channels
Social media
Print
F to Face
(Website)
Stakeholder segments
Local People
Local Reps
Interest Groups
Statutory
ID missing segments e.g. business
Cost structure
GCP / CA funding – transparency / elements of a proposal
Revenue streams
Forum Model Canvas
Cambridge Hack

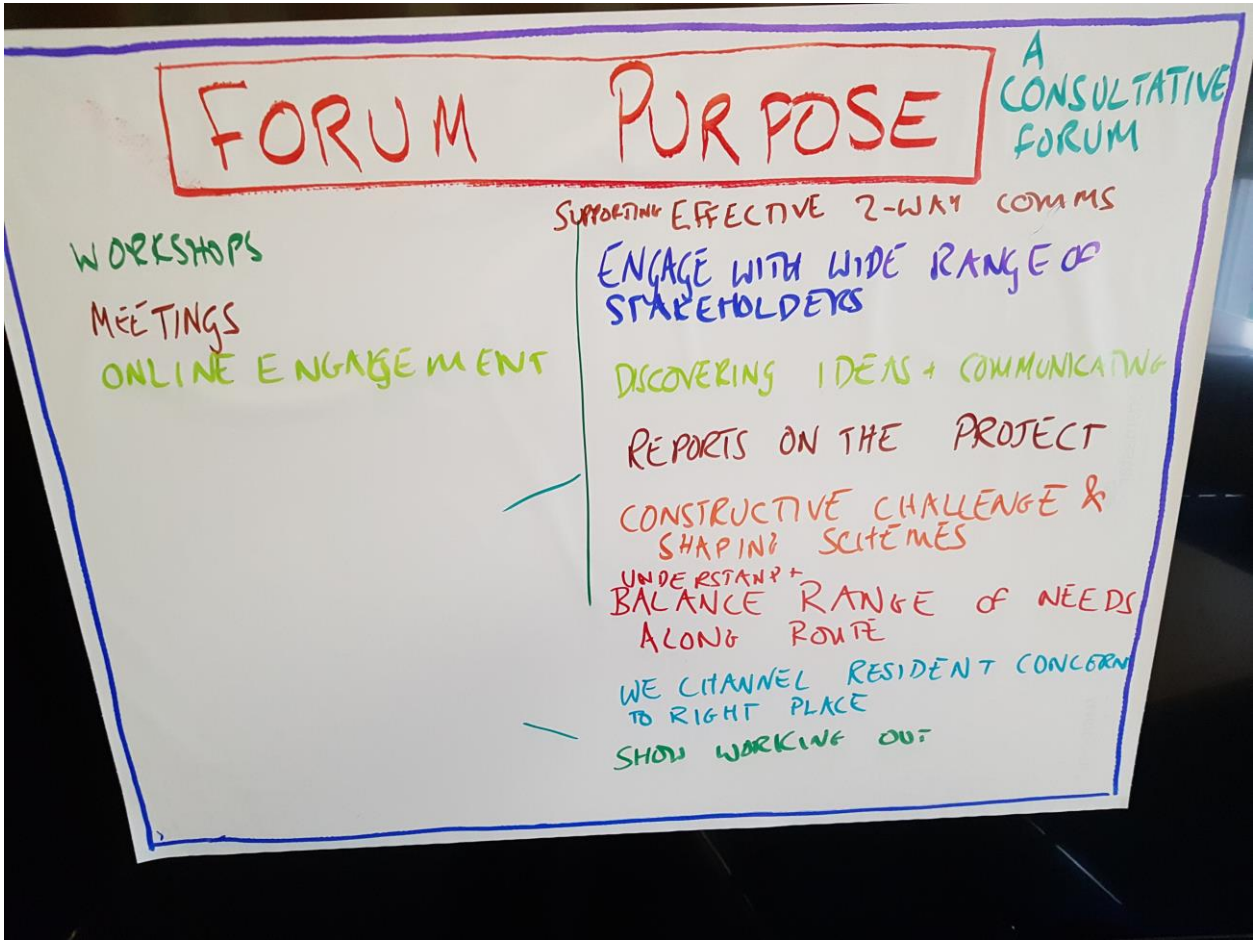

Key partners
COMMUTERS
- BUS
- BIKE
- WALK.
RESIDENTS
CONSULTANTS
(BUSINESSES).
ORGANICS
Key activities
- MEETING
- ADVERTISING
- DESIGN MODELS.
- ENCOURAGE ENGAGEMENT.
- ACCESSIBILITY.
Key resources
VENUE (ACCESSIBLE)
AUDIO/MICS.
TABLES.
WIFI IN IT.
Forum purpose
- TWO WAY DIALOGUE W/.
INTERESTED PARTIES/STAKEHOLDERS
- INTRO. FACE WITH OTHER PUBLIC BODIES.
- CHALLENGE/ IMPROVE SCHEME.
Stakeholder relationships
Channels
- FACE-TO-FACE.
- ONLINE/ SOCIAL MEDIA
- SCHEME SOCIETY
Stakeholder segments
Cost structure
NEED VALUE FOR MONEY (FOR CONSULTANTS).
Revenue streams
Forum Model Canvas
Cambridge Hack


Key partners
GCP
Councils
Influence groups
Residents Assoc
Councillors
Businesses
Education Estabs
other LLFs
Key activities
Key resources
- Training
- Communications
- Equipment
Forum purpose
Engage with Community + wider Partners
Disseminate information
Stakeholder relationships
Channels
Meetings
Facebook -
Parish councils
Local media
Stakeholder segments
Cost structure
- Travel expenses
Revenue streams
Forum Model Canvas
Cambridge Hub

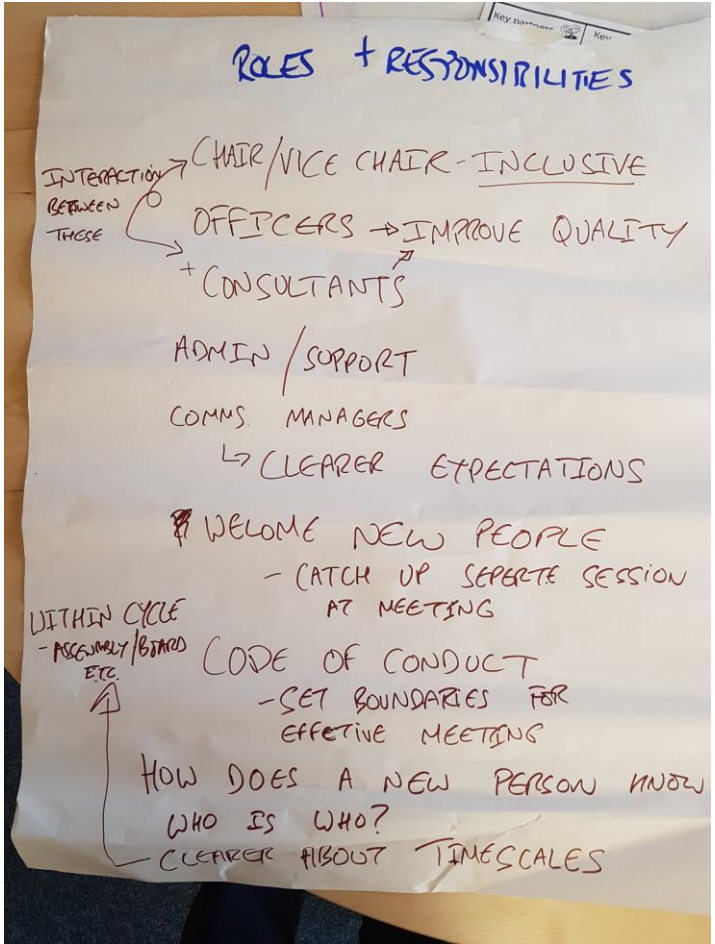
We generated a "Master Canvas" with the key points...



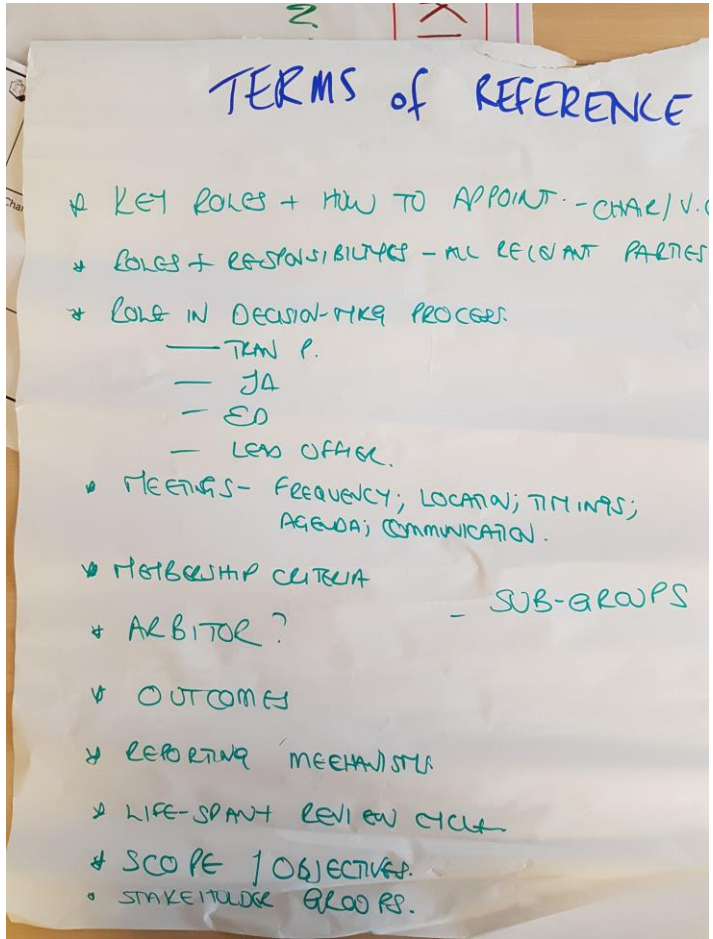
… and produced a consensus view on "Core Purpose"



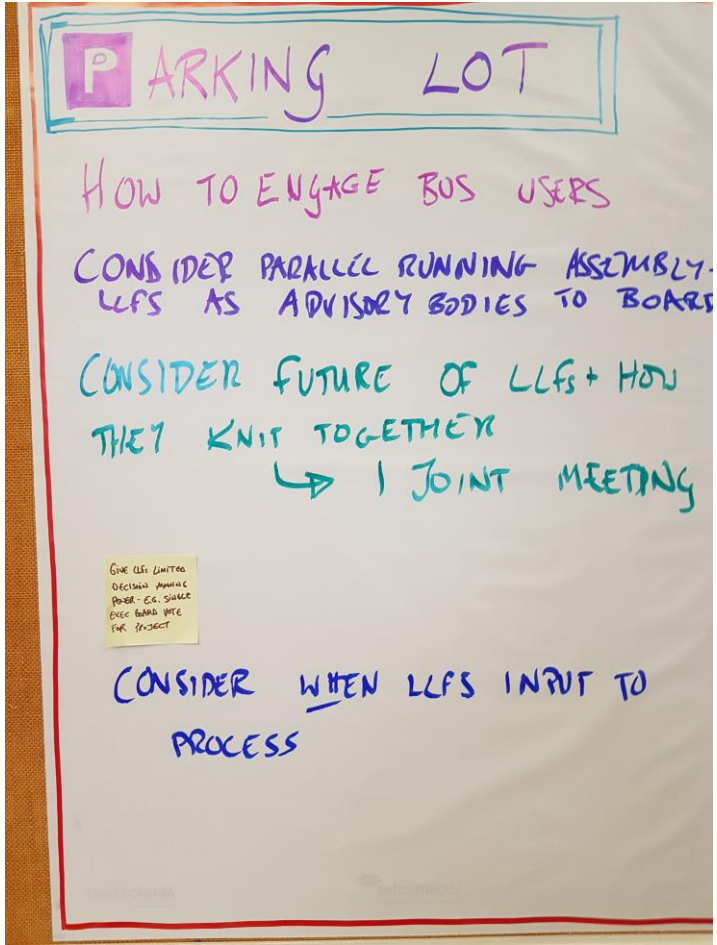
We worked in two groups to produce "Roles & Responsibilities"...



... and "Terms of Reference"



During the evening we identified issues to come back to later



We ended by committing to some next steps

- Plan to do some new kinds of communication and test to see if they work
- Make clear to people how a LLF is an ongoing body, right through the life of a scheme
- Communicate what has been achieved (e.g. by going into schools)
- Buy some kit (audio / tablets) - these will make the meetings more productive and demonstrate financial investment by GCP
- Feed in project work to the timescales of the EB/Assembly
- Be clear about the purpose of the LLFs
- Engage (the LLF) with a wider group of people
- Regard the LLFs as complementary to the assembly
- Establish best practises, working closely with the chairs / vice-chairs
- Spend more time at the front of the process to get the foundations right
- Create some visuals illustrating how the LLFs function / relationships to other groups
- Establish an annual LLF conference - to broaden understanding and share knowledge

Annexe 5

Cambourne High Street Widening

1. Proposal

South Cambridgeshire District Council (SCDC) is considering options to enable the widening of Cambourne High Street to enable the development of 120 residential units and 1,500sqm of retail space north and south of the High Street.

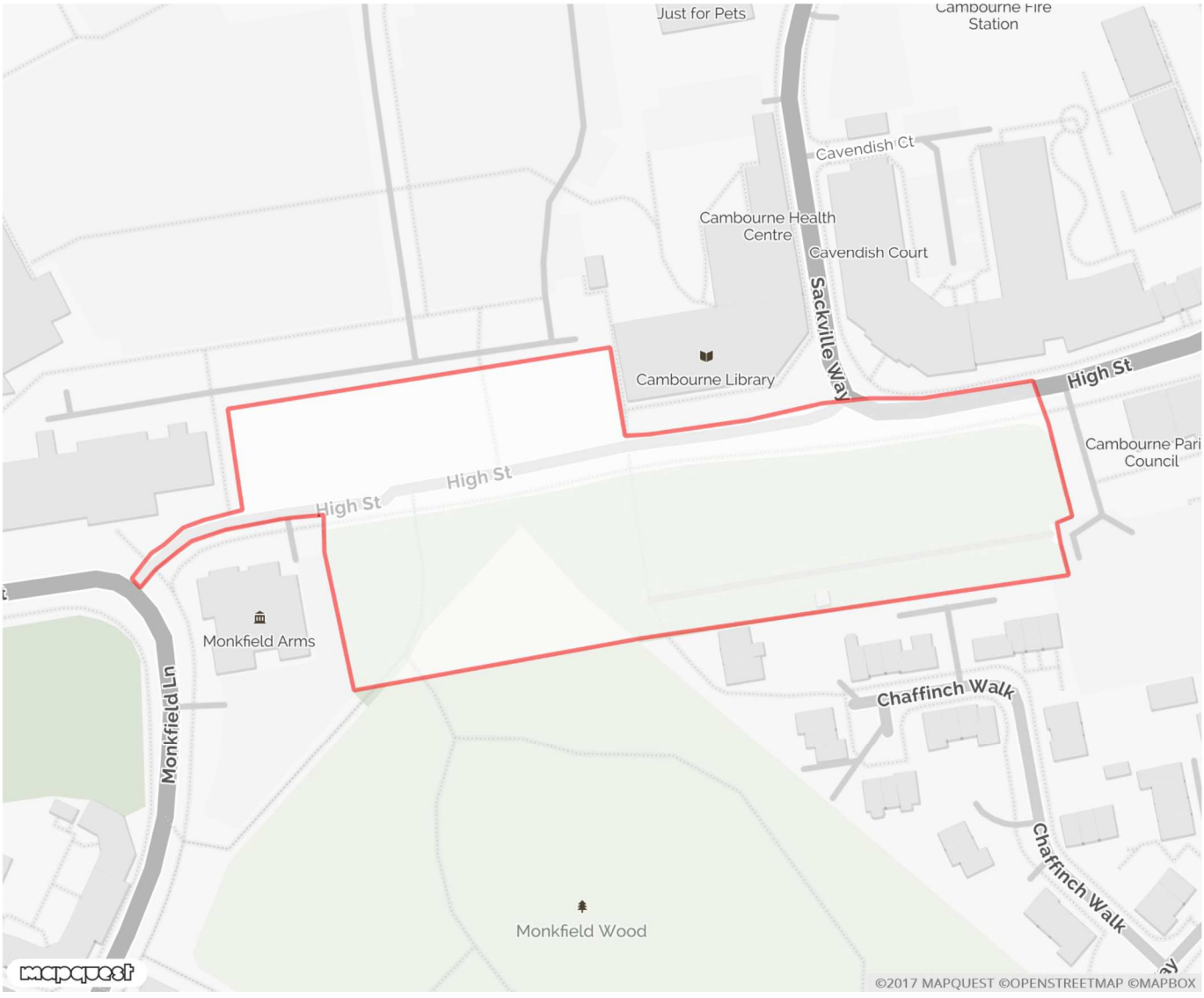


Figure 1: Initial proposed site of the development

The development of the scheme is underpinned by a joint venture between Newcrest, the current owners of the site and SCDC.

2. Background

This work originates from an historic planning permission to develop five large retail units. While three units were delivered two High Street units were not delivered. This is because it was later

realised that the High Street has to be widened from one lane to two to allow medium and large delivery vehicles to effectively access the site. The cost of this enabling infrastructure meant that the two retail units subsequently became unviable. This is based on a developer return of circa 6%.
The original planning consent no longer applies. Newcrest has now reached an agreement with MCA (the original owners of the site) to promote the two undeveloped former retail sites to the north and south of the High Street for retail with residential above.

Funding for the road widening needs to be secured in order to ensure the viability of the residential scheme.

SCDC are aiming for initial planning permission to be granted in December 2018.

3. Finances

As above, **officers are asking the Board to agree up to £50k to fund further feasibility and design works of the scheme**. Depending on the outcome of the feasibility study the GCP may wish to consider further involvement in the scheme.

4. GCP involvement

The widening of the High Street's existing single carriageway is a necessary prerequisite to any additional future bus stops on the High Street. Additional bus stops in Cambourne are likely to be required to facilitate the Cambourne to Cambridge Better Bus Journey's scheme.

It's likely that GCP involvement could enable the delivery of affordable housing that would otherwise not come forward. The feasibility study would look at tenure mix for the scheme.

Depending on the level of GCP involvement and the demand in the area, to be established by the feasibility study, the GCP could work with SCDC to bring forward housing that delivers for the community of Cambourne and aligns with the GCP's strategic aims.

Annexe 6

Abbey Stadium Scheme

1. Background

GCP officers were approached by Cambridge United to understand if and how the GCP could support the Club to bring forward the redevelopment of the Abbey Stadium.

The redevelopment would see the stadium remain on the current site and has the opportunity to deliver several hundred new residential units and c25,000 sqft of retail and community workspace.

The site is currently owned by Grosvenor (Great Britain and Ireland) who have a partnership agreement with a specialist stadium developer (Wrenbridge) to look at the viability of options for the redevelopment of the site.

In autumn 2017 Wrenbridge shared with officers their viability assessment for the redevelopment. The assessment was at an early stage but did demonstrate a viability gap. In short, the costs of developing a new stadium put at risk the inclusion of affordable housing in the redevelopment scheme.

2. Finances

As above, officers would like to look at the scheme in more detail. Officers are **asking the Board to agree up to £50k to fund a feasibility study** to understand how GCP involvement in the scheme could deliver additional benefits e.g. key worker homes that wouldn't otherwise be delivered.

3. GCP involvement

Subject to the outcome of a feasibility study and independent financial advice the GCP's involvement has the potential to:

- Enable the delivery of key worker housing on a scheme where it wouldn't otherwise come forward due to viability issues.
- Ensure the development that comes forward on the Abbey site is of a very high design and quality standard.
- Influence a public transport policy that would deliver on core GCP objectives. The Club have already indicated they are keen to include a public transport policy in the new development. The GCP can work in detail with the Club on this and ensure any such policy is aligned with public transport plans along the Newmarket Road corridor.

Annexe 7

Update on West of Cambridge Package – Park & Ride

The full planning application for ground level expansion at Trumpington Park & Ride was submitted in April and is due to be considered in the summer, for delivery later in the year. This will increase the capacity of the site from 1340 to 1615 spaces.

The Board at their meeting in March requested additional work to be undertaken on Park & Ride proposals to the West of Cambridge including:

- Further traffic modelling on the cumulative impacts of the Foxton level-crossing and Foxton rail parking project with the M11 Park & Ride proposals;

- Analysis of the public transport requirements of the CBC site, and;

- Comparative analysis of the relative merits of do-nothing / expand at Trumpington site / new location West of Cambridge site.

The completed report will come back to the Executive Board in October for decision. The comparative analysis of the options will include strategic fit, financial and deliverability considerations. Given the urgent need for increased Park & Ride capacity in the area, a delivery timetable for each of the options is a key component of the October decision.

Annexe 8

Executive Board Forward Plan of Decisions

Notice is hereby given of:

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

A 'key decision' is one that is likely:

a) to result in the incurring of expenditure which is, or the making of savings which are, significant having regard to the budget for the service or function to which the decision relates; or

b) to be significant in terms of its effects on communities living or working in the Greater Cambridge area.

Executive Board: 4 July 2018	**Reports for each item to be published: 22 June 2018**	**Report Author**	**Key Decision**	**Alignment with Combined Authority**
A428 Cambourne to Cambridge	~~Full Outline Business Case for options for investment Cambourne to Cambridge.~~ **WITHDRAWN - Due to pause requested in Mayoral Transport Statement.** **Decision deferred to October 2018.**	Peter Blake	Yes	CA LTP Passenger Transport Strategy
Milton Road	To consider the preferred option preliminary design for Milton Road along with the strategic outline business case as a basis for public consultation to facilitate the final preliminary design and outline business case.	Peter Blake	Yes	CA LTP Passenger Transport Strategy

City Access	~~To update on the City Access programme including a detailed intelligent signals review delivery plan and to give approval to consult on demand management principles and measures.~~ **AMENDED – Update on City Access Programme, including report on future transport requirements.** **Decision on demand management principles deferred to October 2018 due to pause requested in Mayoral Transport Statement.**	Peter Blake	Yes	CA LTP Passenger Transport / Walking & Cycling / Streetscape Strategy
Greenways	To consider the outcomes of initial engagement and approve public consultation on proposals during 2018.	Peter Blake	No	CA LTP Walking & Cycling Strategy
Cambridge South East Transport Study	~~Presenting results of public consultation and to note preparation of Outline Business Case.~~ **AMENDED - Presenting results of public consultation and approval of programme quick wins.** **Decision on strategy approach deferred to October 2018 due to pause requested in Mayoral Transport Statement.**	Peter Blake	No	CA LTP Passenger Transport Strategy
GCP quarterly progress report	To monitor progress across the GCP workstreams including financial monitoring information.	Niamh Matthews	No	N/A

Executive Board: 11 October 2018	Reports for each item to be published: 1 October 2018	Report Author	Key Decision	Alignment with Combined Authority
A428 Cambourne to Cambridge	Decision on scheme strategy following public consultation and business case development.	Peter Blake	Yes	CA LTP Passenger Transport Strategy
City Access	Update on progress, intelligent signals review delivery plan and to give approval to consult on demand management principles and measures.	Peter Blake	Yes	CA LTP Passenger Transport / Walking & Cycling / Streetscape Strategy
Cambridge South East transport study	Decision on strategy approach – Following public consultation and development of business case.	Peter Blake	Yes	CA LTP Passenger Transport Strategy
West of Cambridge package (M11 J11 Park & Ride)	To consider the scheme options and approve consultation on a preferred proposal.	Peter Blake	Yes	CA LTP Passenger Transport / Interchange Strategy
Rural Travel Hubs	To provide an update on rural Travel Hubs Pilot projects.	Peter Blake	No	CA LTP Passenger Transport Strategy
GCP quarterly progress report	To monitor progress across the GCP workstreams including financial monitoring information.	Niamh Matthews	No	N/A

GCP Future Investment Strategy	To agree prioritised list for future investment.	Rachel Stopard	Yes	CA Prospectus/ 4-year plan

Executive Board: 6 December 2018	**Reports for each item to be published: 26 November 2018**	**Report Author**	**Key Decision**	**Alignment with Combined Authority**
Chisholm Trail cycle links	To approve construction of phase 2 of the scheme subject to planning permission.	Peter Blake	Yes	CA LTP Walking & Cycling Strategy
Histon Road	To consider results of the public consultation and give approval to any proposed modifications to the final preliminary design for Histon Road and to approve the outline business case as a basis the detailed engineering design and final business case.	Peter Blake	Yes	CA LTP Passenger Transport Strategy
Foxton level crossing and Travel Hub	Present options and give approval for public consultation.	Peter Blake	Yes	CA LTP Passenger Transport Strategy
GCP quarterly progress report	To monitor progress across the GCP workstreams including financial monitoring information.	Niamh Matthews	No	N/A

Corresponding meeting dates

Executive Board meeting	Reports for each item published	Joint Assembly meeting	Reports for each item published
4 July 2018	22 June 2018	14 June 2018	4 June 2018
11 October 2018	1 October 2018	20 September 2018	10 September 2018
6 December 2018	26 November 2018	15 November 2018	5 November 2018