

Report To: Greater Cambridge City Deal Executive Board 8 December 2016

Lead Officer: Graham Hughes, Executive Director of Economy, Transport and Environment, Cambridgeshire County Council

M11 Junction 11: Bus Only Slip Roads

Purpose

1. This report provides a summary of the further assessment of a southbound bus only off slip road at Junction 11 of the M11. The assessment does not support a stand-alone bus only south bound off slip road but confirms that some options may be deliverable, although all have associated risks.
2. There remain uncertainties as to the long term plans of Highways England (HE) for the M11 as well as potential land use planning issues associated with this junction which require further clarification. This report seeks authority to integrate further work on this project into the Western Orbital project to ensure that any strategic transport benefits can be achieved and full account taken of other issues on the corridor.

Recommendations

The Executive Board is asked to:

- I. Agree that the M11 Junction 11 south bound bus only off slip road concept should be integrated into the Western Orbital project ensuring that any strategic transport and economic benefits may be realised and that a sustainable phased proposal can be developed.

Reasons for Recommendation

3. Although identifying current constraints and further pressures on J11 due to development and its impact on traffic, the assessment shows that there is not a sufficient case for a stand-alone bus only south bound off slip road at Junction 11 of the M11 irrespective of the alignment. For the lower cost interventions any journey time benefits would be negligible in terms of bus priority and are not likely to encourage modal shift from cars to buses in line with City Deal objectives and business aspirations.
4. Additionally, although there is potential for third party funding of buses in the short term, there is insufficient evidence of any long term sustainable future bus routes that would use the south-bound slip road. This would place significant risk on the higher cost interventions which offer relatively greater journey time benefits but which are still low in terms of the entire length of the journey. As such a stand-

alone scheme would, therefore, not offer a high quality public transport intervention as called for in the Local Transport Plan.

5. There is strong support from businesses for a 'quick win' intervention by the City Deal to enhance public transport infrastructure at J11. Astra Zeneca have stated that over 400 of its staff alone would use a bus service from Papworth to CBC calling at locations along the route. Astra Zeneca have indicated their readiness to financially support a bus service at 20 minute peak and 30 minute off peak frequencies along this route for a minimum of 3 years, dependent on the slip road being available for use early in 2018 to support a reliable bus service.
6. Evidence of existing private shuttle buses serving CBC suggests potential for better integration of these resources (estimated at £1m p.a.). The rapid expansion of the CBC site (with 2,000 new employees coming to CBC from December 2017 (Astra Zeneca) and April 2018 (Papworth), and planned growth of 6,000 new employees at the other science cluster sites over the next 3 years) may also impact future demand for public transport.
7. However the assessment in this report does not consider that the proposed off slip road as a stand alone measure will provide the benefits to public transport that will support the business aspirations for improved connectivity. Rather, the case for intervention at J11 to cater for future jobs growth is directly associated with the Western Orbital and should be based on a wider plan for usage of any new infrastructure that ensures its long term sustainability. This would be better considered as part of phased implementation of a future Western Orbital scheme.
8. The engineering and bus operational assessment undertaken demonstrates that the lower cost and less complex options with the highest overall benefit would not comply with HE safety standards or would not offer significant journey time benefit (which is most likely to promote modal shift).
9. The higher cost options, while offering slightly more journey time benefit have other risks including green belt impacts which reduce the likelihood of them being a 'low cost quick win' for the City Deal and satisfying business demands. The higher costs also reduce the overall benefit of these options. All stand-alone schemes would rely on a long term subsidised bus service to have any positive benefit well beyond the 3 years currently being suggested by businesses.
10. The Western Orbital is still under early development, having completed consultation on high level concepts in 2016 and is reported separately to the City Deal Executive Board. As part of the Western Orbital the proposal for a possible P&R at Hauxton on the west side of the M11 is well supported in public consultation and could have short term benefits. Such a possible P&R may benefit from using a priority access on the east side of the M11 via an existing or new overbridge. This would ensure that any priority access could double as both a slip road for buses and for P&R vehicles potentially improving the business case and long term transport benefit. There is also the consideration of enhancing capacity at the existing P&R site at Trumpington which may be an alternative or in addition to a new P&R. These options should be compared and contrasted as part of the Western Orbital work along with how a slip road may integrate into them.

Background

11. The Greater Cambridge City Deal aims to enable a new wave of innovation-led growth by investing in the infrastructure, housing and skills that will facilitate the continuation of the Cambridge Phenomenon. The role of Cambridge in supporting wider economic growth across the UK has been recognised by the Government which has identified the Cambridge-Milton Keynes Corridor as a key priority by the National Infrastructure Commission. The City Deal is an important part of national economic growth.
12. The area to the west of Cambridge is a key growth area with national and international high value industries locating in Cambridge Biomedical Campus (CBC). West Cambridge site and North West Cambridge are also likely to become important areas of research and development. New housing at North West Cambridge, Darwin Green, Cambourne and Bourn Airfield as set out in the submitted Local Plans will support job growth but it is necessary to improve access to CBC from the north by public transport as there are currently no direct public transport links between Cambourne and CBC. The Cambourne to Cambridge Better Bus Journey Scheme will improve radial public transport to Cambridge, and northern orbital improvements will be delivered through the North West Cambridge and Darwin Green Schemes, linking to the new Cambridge North Station. The missing link - orbital movements between West Cambridge and CBC were highlighted in the Transport Strategy for Cambridge and South Cambridgeshire, and are being addressed through the Western Orbital Scheme.
13. In addition to the Western Orbital scheme a separate project to consider interventions at J11 to support public transport access has been established to identify if the City Deal can work in partnership with local businesses to deliver short term measures given the upcoming increase in travel demand to the CBC site, for example due to the relocation of Papworth Hospital to the CBC and Astra Zeneca's relocation of their headquarters to Cambridge from Chester.
14. In line with national guidance and the Greater Cambridge City Deal Assurance Framework agreed with the Department for Transport (DfT), officers have been taking forward a step by step scheme development process to appraise options for a bus only slip road at junction 11 of the M11 to consider whether it would meet the policy objectives.

Table 1 summarises the process and the current stage of the project.

Step 1	Identify feasible options	
Step 2	Identify options (if any) for further single scheme option development on the basis of a Strategic Outline Business Case	 This Report
Step 3	Present a Full Outline Business Case for single scheme approval	
Step 4	Seek formal consent to construct	

Table 1: Project Development Steps

Considerations

15. A Strategic Outline Business Case (SOBC) is used to inform an investment decision. A SOBC determines whether a scheme:
 - is supported by a robust case for change that fits with wider public policy objectives – the ‘Strategic Case’;
 - demonstrates value for money – the ‘Economic Case’;
 - is commercially viable – the ‘Commercial Case’;
 - is financially affordable – the ‘Financial Case’; and
 - is achievable – the ‘Management Case’

At SOBC stage the emphasis is primarily on setting out the strategic reasons for intervention.

16. As part of this SOBC process four potentially feasible route alignments were considered:
 - **Alignment A:** Segregated bus only access off slip road running adjacent to the existing general traffic slip-road from the M11 towards Trumpington Park and Ride (P&R) using the existing signals which would be prioritised for buses. The bus would then use a bus only access road into the P&R site. The impacts on P&R junction would need further assessment if this option were taken forward.
 - **Alignment B:** Bus-only priority lane parallel to the existing off-slip and bypasses the existing traffic signals at the end of the slip-road. The existing slip-road would be widened to accommodate the extra lane. The bus would then merge with all park and ride traffic into the P&R site. Similarly the Alignment A the impacts on the P&R junction would form part of the detailed development.
 - **Alignment C:** Segregated bus-only slip-road leaving the M11 prior to the existing agricultural bridge for buses travelling southbound on the M11 cutting across open land before merging at the P&R junction, again the impacts of which would require further modelling
 - **Alignment D:** Bus-only slip-road leaving the M11 close to the location of the disused railway line running across the river and through the permitted Trumpington Meadows development toward the northern boundary of the Park and Ride site, however the alignment once it has left the M11 is flexible. This option would avoid any interaction with the existing P&R junction.

17. All of the options include connectivity into the existing Trumpington Park & Ride and all provide an option for south bound buses only at this location.

18. These alignments are set out in full Appendix 1 but are summarised in **Figure 1**

M11J11 Option assessment high level summary:

19. Table 2 provides a high level summary of each option performances, and considers the fit with potential future Western Orbital options suggested in the consultation on that scheme in early 2016.

M11 J11 Alignment Option Summary:

20. Benefit Costs Ratios (BCR's) are initial and may be subject to further refinement. The following key issues should be noted:

- Costs exclude land, preparation and risk allowance
- Costs are based on Q4 2015 prices
- Costs and benefits are based on a future bus provision. Currently there are no buses using this corridor.
- The costs exclude the operating subsidy for a bus route which is currently estimated at £400k p.a. for 3 buses per hour between Cambourne and CBC during the peaks

Option	Description	Estimated Construction Cost	BCR	Average Peak time Bus journey time benefit (seconds)	Fit with Western Orbital offline	Fit with Western Orbital online
A	Segregated bus-only access road running adjacent to the existing general traffic slip-road from the M11 towards Trumpington Park and Ride (P&R). This design would require a Departure from Standard which may not be accepted by Highways England.	£2–2.5m	0.13	AM: 22 PM: 13	Offline West – no possible connection using bus only slip road at M11 J11 Offline East – Difficulty connecting with M11 J11 off slip due to close proximity to J11	Slip road would provide direct link from the southbound M11 into the existing Trumpington Park and Ride

Option	Description	Estimated Construction Cost	BCR	Average Peak time Bus journey time benefit (seconds)	Fit with Western Orbital offline	Fit with Western Orbital online
B	Bus-only lane parallel to the existing off-slip and bypasses the existing traffic signals at the end of the slip-road.	£0.87–1m	0.27	AM: 19 PM: 11	Offline West – no possible connection using bus only slip road at M11 J11 Offline East – Difficulty connecting with M11 J11 off slip due to close proximity to J11	Slip road would provide direct link from the southbound M11 into the existing Trumpington Park and Ride
C	Segregated bus-only slip-road leaving the M11 prior to the existing agricultural bridge for buses travelling southbound on the M11.	£8–8.5m	0.05	AM: 49 PM: 38	Offline West – Potential to take alignment of C across the M11 on new structure to connect with Western Orbital Offline East – Potential for Western Orbital and Option C to provide direct access to existing P&R	Slip road would provide direct link from the southbound M11 into the existing Trumpington Park and Ride

Option	Description	Estimated Construction Cost	BCR	Average Peak time Bus journey time benefit (seconds)	Fit with Western Orbital offline	Fit with Western Orbital online
D	Bus-only slip-road leaving the M11 close to the location of the disused railway line.	£6 – 6.5m	0.14	AM: 72 PM: 32	Offline West – Potential to take alignment of D across the M11 on new structure to connect with Western Orbital Offline East – Potential for Western Orbital and Option D to provide direct access to existing P&R	Slip road would provide direct link from the southbound M11 into the existing Trumpington Park and Ride via the permitted Trumpington Meadows development

Table 2: Option Summary

*Note: Journey time are given as an average across the peak period. These benefits may be higher or lower for specific journeys during the peak.

Strategic Case for intervention

21. Transport Assessment Guidance (TAG) prioritises the strategic case for investment at this stage of option appraisal. In that context the options have been considered against the key City Deal objectives and local transport and planning policies relating to the corridor.
22. Existing available traffic analysis identifies congestion on J11 southbound during the morning peak. Observed delays are manifested by queuing on the main carriageway for significant distances in some cases beyond the existing agricultural bridge. Slower speeds (40 – 60mph in free flowing traffic) are observed on the main carriageway as a result of this queuing to leave the motorway. According to modelling undertaken for the Western Orbital. Future growth along the corridor could result in up to 90% increases in journeys at peak times, further exacerbating congestion. As such any bus-based priority intervention would need to bypass both existing and predicted queuing on the M11 Junction 11 to have maximum effect.
23. The strategic basis for public transport interventions along the corridor is set out in the published Local Transport Plan (LTP) and the Transport Strategy for Cambridge and South Cambridgeshire (TSCSC).
24. The TSCSC discusses the opportunity for a segregated orbital bus service between the M11 and A428 (suggesting that this is something that needs to be investigated further).
25. The LTP focuses on high quality segregated public transport (HQPT) and cycling interventions.
26. The submitted Cambridge and South Cambridgeshire Local Plans both highlight a requirement for high quality public transport supported by direct walking and cycling routes. In order for these new public transport services to offer an attractive alternative to the car, there is a need to ensure that the services are not affected by congestion caused by general traffic.
27. The south-bound slip road options could offer potential journey time savings for bus passengers of between 19 and 72 seconds in the morning peak, if bus routes were to use the slip-road in the future. There is no intervention proposed north-bound and no north-bound journey time saving as a result. This may make bus operations more difficult given the current congestion issues at Junction 13.
28. These savings are against a scheduled bus peak journey time between Cambourne and CBC of 44 minutes so offer only a marginal saving on the total trip length. Therefore as a stand-alone scheme a bus-only south-bound slip road at J11 would only provide a limited stretch of segregation and offer no regular bus, general traffic or cycling benefits and as such cannot be considered fully compliant with strategic objectives or with established policy in terms of encouraging modal shift.
29. Without sufficient demand for bus services, a bus-only slip-road would become redundant infrastructure and would not enhance public transport provision or connectivity in line with City Deal goals and wider policy objectives. Any strategic case for investment will, therefore, be reliant on future demand which may come from services being proposed as part of the Western Orbital and Cambourne to

Cambridge Better Bus Journeys schemes. If these schemes and services were progressed to implementation, then the M11 Junction bus priority intervention could provide a direct, fast and reliable route connecting the orbital scheme on the M11 to Trumpington Park & Ride and the Biomedical Campus

30. In terms of City Deal Objectives around improving connectivity between housing and growth, thereby expediting growth, a stand-alone south-bound bus-only slip road does not present a strategic rationale for investment. However assuming that bus services were provided to make use of it there would be some enhancement to future public transport trips between areas of housing and jobs growth, although as set out above this would be marginal.

Economic and Financial Cases

31. Of the four alignment options assessed, the highest cost option is option C with a cost of approximately £8 million to £8.5 million as it the highest amount of segregated infrastructure – although it does not result in the highest journey time savings.
32. Alignment Option B is the lowest cost option, with a cost of approximately £0.87 million to £1 million as this requires minimal changes to existing infrastructure. Option A costs are estimated at £2 million to £2.5 million as this option combines existing and new infrastructure. Both alignment Options A and B are likely to be most affected by queuing during peak periods as they run adjacent to general traffic on the M11 and have minimal segregation.
33. Option D costs are estimated at £6 million to £6.5 million as this option requires new infrastructure but provides a fully segregated route less affected by other traffic queuing. Option D does provide good connectivity to the development at Trumpington Meadows which could provide for additional patronage and has less interaction with the existing P&R junction.
34. The technical work also shows that the Benefit to Cost Ratios (BCRs) for all options are poor to low (using the Department for Transport TAG definitions). Option B has the highest BCR due to the relatively low cost however in terms of reducing bus delay, Option B is also the worst performing option because the bus-only slip-road terminates at Hauxton Road and the bus service then re-joins the main carriageway with general traffic. Option D results in the lowest bus delay. The delay benefits of each option are greater in the AM peak than the PM peak because there is more traffic congestion in the AM peak than the PM peak.
35. There are currently no local bus services running north to south along the M11 which would benefit from a slip road a new service could be introduced. Current assessment of such a service is that based on an annual patronage of 132,000 passenger journeys it would require an annual subsidy of £500k p.a. in 2021 reducing to £412k by 2031 on the basis of 3 buses per hour running Cambourne to CBC during peaks and 2 buses per hour at off peaks including at weekends with a journey time of around 44 minutes each way. Such a service could recover a proportion of costs from a local developer contribution secured through the planning process but the extent of this is currently unknown. It is of note that this bus operational subsidy is likely to be different from the Western Orbital itself because that scheme could offer end to end bus priority and therefore may offer significant bus operational, patronage and modal shift benefits over and above a stand alone intervention which may reduce the operating deficit.

36. The provision of a bus only slip road in combination with a third party funded bus service would provide limited support toward the City Deal objectives around enhancing business connectivity with housing and be a clear statement of intent around the objectives of the City Deal to respond to business needs although as set out, such an intervention is not predicated to provide a policy compliant high quality transport intervention with significant modal shift benefits.
37. The City Deal and local policy also emphasise the need to retain the quality of life around Greater Cambridge and retain the qualities of the Green Belt. Any of the possible slip roads would involve some development in the Green Belt, although the full detailed assessment of effects and potential mitigations would only form part of the next step of work. The options with greatest transport benefits could have greatest effect on the Green Belt, agricultural land the Trumpington Country Park at J11. Should planning permission be sought for any option, a key test would be the extent to which impacts on the Green Belt. Whilst inappropriate development in Green Belt is generally restricted, development of local transport infrastructure can be considered as appropriate development under specific circumstances. This would be the case where a requirement for Green Belt location can be demonstrated, it preserves the openness of the Green Belt and it does not conflict with the purpose of including land in Green Belt. Infrastructure proposals would have to undergo these tests to determine whether it constitutes appropriate development, and if not whether there are very special circumstances justifying the development.
38. Environmental design criteria being developed as part future busway proposals (as set out in the report to the Executive Board on 13th October 2016) would be applied to any further detailed development of a proposal at J11.

Management and Commercial Cases:

39. The high level conclusion of these cases is that while all options have risks and issues associated with delivery these are within the County Council's capacity and experience to manage. Depending on the scale of any selected option either existing construction frameworks could be used or a separate tender issued options.
40. Options A has significant risks associated with its design in which bus movements off the M11 could not meet Highways England safety policy standards. While it is possible that exemption from such standards could be obtained, this would be unlikely and in any case subject to further testing and modelling than a proposal which fell within the safety standards. This is likely to extend delivery timescales.
41. Option B has the lowest costs and also the highest benefit in terms of the BCR although in terms of overall bus journey time it has the lowest saving so may not be of significant impact on encouraging bus use into CBC resulting in less passenger numbers and a higher operating deficit..
42. Options A and B do have the advantage of falling within land for which the County Council has an option to purchase which reduces land risks.
43. Options C and D offer greatest journey time benefits and could be designed to HE standards, reducing the approval risk. However they would also require significant amounts of third party land which adds to the cost and risk of this aspect of the project.

44. Options that are likely to require planning permission and compulsory purchase powers which will undergo a significant test of public interest if they are to be granted.

Summary of Options

45. The technical work shows that the four alignment options under consideration in this report have been assessed against the strategic, economic management, commercial and financial cases in compliance with TAG. The main differentiator is the cost of the alignment options and the impact they could have on any proposed future bus services using this route.
46. Options A and B are the cheaper alignments as they make use of existing infrastructure, however they will bring limited benefits as they will still be impacted by queuing on the M11 until they have reached the junction. Option A may also have deliverability issues as early design work suggests that the design would be substandard, and therefore lead to lengthy or risky consent processes.
47. Options C and D would be less impacted by existing and future congestion and so offer the greatest benefit to transport users. They are however more costly and involve additional environmental effects and have higher risk linked to delivery
48. For any option there is potential for a provision of a bus service if third party funding were secured to cover an operational deficit. However, the net transport benefit of the slip road would in itself be relatively minor in terms of journey times and it may be difficult to achieve modal shift. If improvements to the M11 increase its reliability for general traffic, the relative advantage of the bus over the car would be further eroded. Consequently, there is a risk that the longevity of such a service would be limited which may result in the slip road not being utilised for buses beyond a relatively short period unless some other use is found for it.

Western Orbital

49. In December 2015, the Executive Board agreed that high level Options for a Western Orbital bus link should be consulted on as part of ongoing development work. A report will be presented to City Deal Board summarising the outcome of this consultation. There is a high level of synergy between the M11/J11 and Western Orbital schemes and the potential positive impacts will be best realised by considering both schemes concurrently. A phased approach could be a positive way to progress the Western Orbital and M11 J11 projects to prioritise any key benefits early.
50. The emerging technical work for the M11 J11 project suggests that the strategic case for investment in bus-only slip roads is directly linked to the Western Orbital because there is little case to consider J11 in isolation. In the longer term, segregated bus infrastructure could help to provide a direct, fast and reliable route if it connects the Western Orbital chosen option with Trumpington Park & Ride and the Biomedical Campus. While there is no current or future confirmed bus services that would use the segregated bus infrastructure, any demand is likely to be generated by services being proposed as part of the A428 Cambourne to Cambridge City Deal projects. This represents the key differential between the Western Orbital and the stand alone proposal. The Western Orbital provides a link to wider network of high quality segregated bus infrastructure with significantly improved journey times and reliability which will encourage bus patronage and

modal shift. The benefits of this M11 J11 project are therefore directly linked to the chosen Western Orbital alignment and more widely the option selected for the Cambourne to Cambridge scheme. The clearer the strategic benefit of a proposed scheme the greater the potential argument in favour of public interest, which may reduce deliverability risk.

P&R at J11

51. A potential P&R on the west of the M11 at J11 at Hauxton could be subject to further development as part of the Western Orbital and offer a future opportunity for dual use of any slip road which could improve the BCR and wider strategic case for the intervention at this junction. Such a proposal could involve bus access across the M11 from the possible P&R site to the slip road either using the existing agricultural bridge (appropriately upgraded) or a new bridge. This could tie in to a 2 way slip road at a suitable location. This will ensure that a substantial part of the slip road will remain in use beyond the period of any subsidy for bus services using the M11. Any proposal would need to undergo further environmental and transport assessment to establish if there was case for investment.
52. A slip could also tie into a future alignment of an off line Western Orbital to the east (running directly into the slip road from the north) and west (via the P&R at Hauxton) of the M11 although this may involve a need to amend the design to allow for the alignments to fully integrate. In this case the direct connection with the M11 could be lost and this element of the slip road would be decommissioned.
53. A potential increase in capacity at the existing Trumpington P&R could be considered as part of the next phase of Western Orbital scheme development. This option (e.g. double decking of the existing P&R) may offer less support for a bus only slip road at J11 for the reasons set out in relation to the current proposals. However, there may be bus operational benefits increasing the capacity of the existing P&R should southbound buses pass through the P&R at Trumpington.

Highways England

54. The alignment options were issued to Highways England for comment. Highways England do not have any policy objections to the principle of bus priority measures at motorway junctions. Any objections are likely to relate to design issues such as adherence to standards or operational matters such as congestion or safety. This level of detail will be available should the M11 J11 project progress to the next stage and engagement with Highways England will continue.
55. Highways England confirmed that while in policy terms new junctions on motorways can be supported for public transport interchanges there would nevertheless need to be a strong case. In particular, this should justify why access cannot reasonably be achieved via an existing junction.
56. In addition to this, Highways England are developing a technology upgrade scheme for the M11 as part of the first Roads Investment Strategy. Any of the bus priority proposals that proceed to the delivery stage will need to be coordinated with this technology scheme to avoid abortive work wherever possible

Next Steps: Integration of J11 considerations with Western Orbital

57. The low benefits and low strategic fit of the south bound stand-alone slip road do not recommend its implementation as a separate scheme. There is significant risk of constructing a scheme which does not offer significant transport benefits without an existing bus service and will not support the modal shift necessary to achieve a commercially viable bus service on the corridor and may therefore result in a poor return on investment for the City Deal. The Western Orbital being considered separately may offer this more end to end high quality intervention which could support long term bus service provision on a commercial basis. However, it is recognised that a south bound slip road could help promote sustainable transport access to the CBC as part of a joint initiative with third party funded pump priming a bus service. The City Deal could potentially reduce its risk by ensuring long term use of a substantial part of the slip road as a segregated access route to a new P&R at Hauxton.
58. It is therefore considered that the next steps of this project should be for its assessment as part of the ongoing development of the Western Orbital with specific focus on the potential for an early intervention for additional P&R capacity at J11, linking into the slip road. This consideration would need to emerge as part of an agreed Western Orbital strategy. If the Western Orbital and P&R are not taken forward as a City Deal scheme, it would not be recommended to continue development of the slip road as a stand-alone proposal.
59. Subject to this a proposed timetable would be as follows:
- July 2017 – further report on Western Orbital assessment including strategic interfaces and full assessment of case for phased implementation at J11.
 - Late 2017 – a detailed proposal on J11 prior to public consultation
 - Early 2018 – public consultation on phased implementation of a proposal at J11.

Options

60. The recommended option is for the J11 proposal to be integrated into the wider Western Orbital project development with potential for accelerated delivery subject to overall determination on the wider project.
61. Alternatively the City Deal Executive Board may wish to proceed with J11 as a stand-alone project in which case Officers would produce a full assessment report of the single most viable option and present to the City Deal Executive Board prior to public consultation. Such a report can be brought to the City Deal Executive Board in early 2017.
62. Alternatively Members may wish to terminate the J11 project. This is not recommended because officers consider that it may be possible to achieve the short term considerations around supporting business accessibility while also linking such a measure with a wider strategic intervention.

Implications

63. In the writing of this report, taking into account financial, legal, staffing, risk management, equality and diversity, climate change, community safety and any other key issues, the following implications have been considered:

Financial

There are currently no allocated resources to this project.

Staffing

Project management undertaken by the Cambridgeshire County Council Major Infrastructure Delivery team.

Risk

A project risk register will be updated throughout the course of the project.

Background papers

Strategic Outline Business Case for J11/M11 standalone intervention

Link:

http://www.gccitydeal.co.uk/citydeal/info/2/transport/1/transport_projects_and_consultations/8

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