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Waterbeach to Cambridge Public Transport Scheme - Outline Business Case

Executive Summary

Greater Cambridge Partnership

August 2023

OBC Executive Summary

Notice

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Introduction

This is the Outline Business Case (OBC) for the Waterbeach to Cambridge Public Transport Scheme. This document progresses and supports the work previously completed as part of the Strategic Outline Business Case (SOBC), which was published in May 2021[1].

The OBC is the second phase in the Business Case process. As defined by the Department for Transport's (DfT) '*Transport business case guidance*'[2]. This document "*checks and, where satisfactory, reconfirms the conclusion made in the Strategic Outline Case (SOC) and concentrates on detailed assessments of the short-listed options to find the optimum solution*".

The Greater Cambridge Partnership (GCP) are the promoter and delivery body for this project which is part of a wide package of measures which aim to support economic growth by investing in public transport and associated active travel infrastructure. Atkins is the design consultant and has prepared this OBC on behalf of the GCP.

Vision for the Waterbeach to Cambridge Public Transport Scheme

The Waterbeach to Cambridge Public Transport scheme is part of the GCP's transport programme, investing City Deal funding in a comprehensive package of initiatives to tackle the congestion that Greater Cambridge currently experiences, as well as facilitating future growth. The scheme seeks to deliver a new high quality, segregated public transport route between Waterbeach New Town and Cambridge via Cambridge Science Park and the proposed development at north east Cambridge. The new route will be served by modern, electric vehicles to limit air pollution and noise and will be complemented by a new Park and Ride to encourage sustainable journeys and end-to-end space for active travel options like walking and cycling.

The Waterbeach to Cambridge Public Transport Scheme seeks to address the following issues:

- Congestion – particularly within the A10 corridor;
- Housing and employment growth – with an identified need for 33,500 homes and 45,500 jobs to be delivered by 2031, as stated in the Cambridge[3] and South Cambridge Local Plans[4]; and
- Lack of public transport and active travel alternatives to the private car.

The GCP has identified three key objectives to provide direction and framework for investment as well as addressing national, regional and local policy. These are as follows:

- Accelerate delivery of 33,500 planned homes;
- Deliver over 400 new apprenticeships for young people; and
- Create 45,500 new jobs.

Addressing the spatial challenge of Greater Cambridge through infrastructure investment is a top priority. Therefore, the GCP will undertake to deliver an ambitious programme to enhance transport capacity in the area. The backbone of the proposed strategy is a transport network to link areas of population and employment within the City Deal area. This will transform connectivity and will allow significant increases in bus and cycle use that will maximise the capacity for movement, particularly within the historic core of Cambridge.

The proposed Waterbeach to Cambridge Public Transport Scheme supports these objectives, as the scheme would improve public transport capacity within the corridor, connect communities with jobs by quicker, more frequent and more reliable public transport journeys. It will enhance new and existing communities, including

[1] Strategic Outline Business Case produced in May 2021 in line with TAG. This stage of scheme development is now called Strategic Outline Case (SOC) and will be referred to as SOC throughout this document.
[2] Department for Transport (2022), *Transport business case guidance,* https://www.gov.uk/government/publications/transport-business-case
[3] *Cambridge Local Plan* (2018)
[4] *South Cambridgeshire Cambridge Local Plan* (2018)

Waterbeach and Waterbeach New Town, by reducing emissions, car trips and ensuring the proposed routes are as safe as possible.

The scheme specific objectives for the Waterbeach to Cambridge Public Transport Scheme are set out in Figure-1.

Figure-1 - Objectives for the Waterbeach to Cambridge Public Transport Scheme

About the business case

As defined by the Department for Transport's (DfT) '*Transport business case guidance*'[5], the OBC covers the following five dimensions:

- **Strategic Dimension** - The objective of the Strategic Dimension is to provide evidence that an investment is needed, either now or in the future. At OBC stage, the Strategic Dimension largely confirms, and updates findings presented in the SOC and provides more detailed assessment on the proposed scheme as it is developed;
- **Economic Dimension** - The Economic Dimension sets out the extent to which each package provides good Value for Money (VfM) and the assessments underlying this. A proportionate approach has been used to conduct an economic assessment, based on the current stage of scheme development (OBC);
- **Financial Dimension** - The objectives of the Financial Dimension are to provide evidence as to the affordability of the proposal, detailing costs, budget and funding arrangements as well as highlighting technical accounting issues, if required;
- **Commercial Dimension** - At the OBC stage, the DfT website '*Transport business case guidance'* [6] requires that the Commercial Dimension sets out evidence as to the commercial viability of the proposal and the procurement strategy that will be used to engage the market. The Commercial Dimension should clearly set out the financial implications of the proposed procurement strategy; and
- **Management Dimension** - The purpose of the Management Dimension is to assess if the proposal is deliverable.

The remainder of this Executive Summary summarises the outcomes of each dimension for the Waterbeach to Cambridge Public Transport Scheme.

[5] Department for Transport (2022), *Transport business case guidance,* https://www.gov.uk/government/publications/transport-business-case

[6] Department for Transport (2022) *Transport business case guidance*

Strategic Dimension

The Strategic Dimension presented within the OBC provides an update from the SOC stage and sets out the role of GCP, the current policy and transport context and how the Waterbeach to Cambridge scheme aligns with these.

The role of GCP

The GCP is the local delivery body for a City Deal with central Government, bringing powers and investment, worth up to £500 million over 15 years. The GCP programme has been developed using an extensive evidence base and is designed to support sustainable economic growth and the accelerated the delivery of the Local Plan, as well as enabling a broader transformation in the way people in the Greater Cambridge area move and travel, supporting the transition to zero carbon and creating a more inclusive economy. The GCP's vision for a future travel network is particularly important in achieving a green recovery from the Covid-19 pandemic, with sustainable transport options vital to enable communities to access work, study and other opportunities the city-region has to offer.

To achieve these objectives, the GCP has set a 10-15% traffic reduction target against 2011 traffic levels which will be achieved through the delivery of a package of sustainable transport interventions, comprising the proposed Making Connections package, four public transport corridor schemes and active travel schemes including the Greenways programme. The Waterbeach to Cambridge Public Transport Scheme is one of the four public transport corridor schemes and is supported by the Milton Road scheme, currently under construction, which has aims to further increase sustainable travel in the southern part of the scheme study area.

Policy background and case for change

The strategic dimension has reviewed the local policy context in which the scheme sits. Of particular relevance are the Emerging New Joint Greater Cambridge Local Plan and the CPCA Local Transport and Connectivity Plan. Both policies refer to the new development at Waterbeach as a key growth area and therefore emphasise the importance of providing sustainable transport solutions to connect people to jobs and provide improved connectivity for onward travel throughout the region. Growth is a key theme throughout local and regional policies and this is particularly important in the context of the Waterbeach to Cambridge scheme. Waterbeach New Town at the northern end of the study area is set to accommodate up to 11,000 new dwellings and North East Cambridge, to the southern end of the study area, up to 20,000 new jobs and 8,000 new dwellings, in addition to the already significant employment offering in the area.

This growth provides a challenge and an opportunity within the corridor in terms of accommodating increased demand for travel on an already congested network but also investment in the area in terms of connectivity. The local transport network will experience increased demand when these developments are occupied. Without investment, it is likely that the local transport network, including the A10 and Milton Interchange, will experience significant congestion, causing journeys to become unreliable and slower. Furthermore, this will put increased pressure on the local public transport network that is already reliant on an efficient transport network. The Waterbeach to Cambridge Public Transport Scheme is one of several sustainable transport schemes being promoted in the corridor to accommodate the planned growth.

The SOC for the project demonstrated that there was a clear case for change to:

- Accommodate additional growth;
- Reduce dependency on private motor vehicles; and
- Support national and local policy and strategies.

Following the demonstration of the case for change in the corridor, the SOC undertook a strategic assessment to demonstrate the case for a busway. Through assessment of trip patterns, historic technical work and the existing transport network a case for the busway was determined. The forecast presented at SOC stage showed that a busway has the potential to lead to a significant shift in demand, increasing public transport and active travel use and reducing vehicles on the highway network.

Project scope

The scheme will take the form of a segregated busway, with segregated infrastructure between the existing Cambridgeshire Guided Busway in north Cambridge and the Waterbeach New Town. Alongside the carriageway, a maintenance track will be provided which will also serve as an active travel route.

The scheme is intended to directly serve the North East Cambridge area, the Milton Park and Ride site, Landbeach and Waterbeach New Town, although it is expected that other bus services will also be able to use the infrastructure. Service patterns and off-infrastructure service routes will ultimately be decided by bus operators and the local transport authority; however, infrastructure will be flexible to allow buses on and off the route at intersections with the highway network.

Where possible, the scheme will upgrade necessary infrastructure to ensure that onward travel from stops via sustainable modes is possible for users.

The scheme will also provide a new Park and Ride at Waterbeach to capture traffic earlier on its journey on the A10 towards Cambridge and to provide a facility for use by residents of Waterbeach New Town and the exiting villages in the corridor.

The following section summarises the option development process and preferred option identification for the busway and Park and Ride.

Busway option development and preferred option identification

The optioneering process for the busway element of the project consisted of six stages, as set out in Figure-2.

Figure -3 also shows the stages of route refinement, from the recommended corridors taken forward from the SOC stage to the identification of two routes assessed as part of the OBC.

Figure-2 - Busway option development process

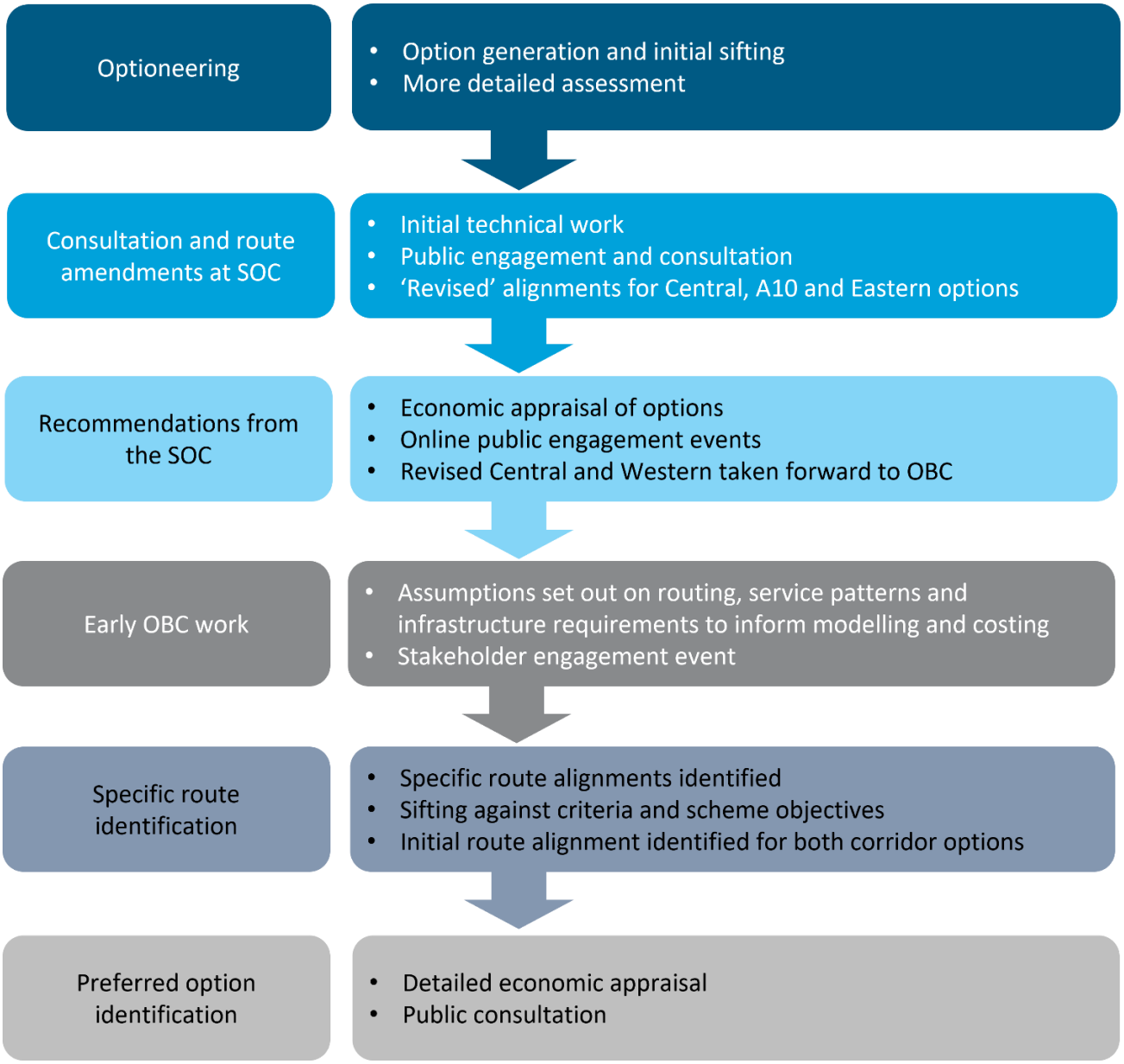
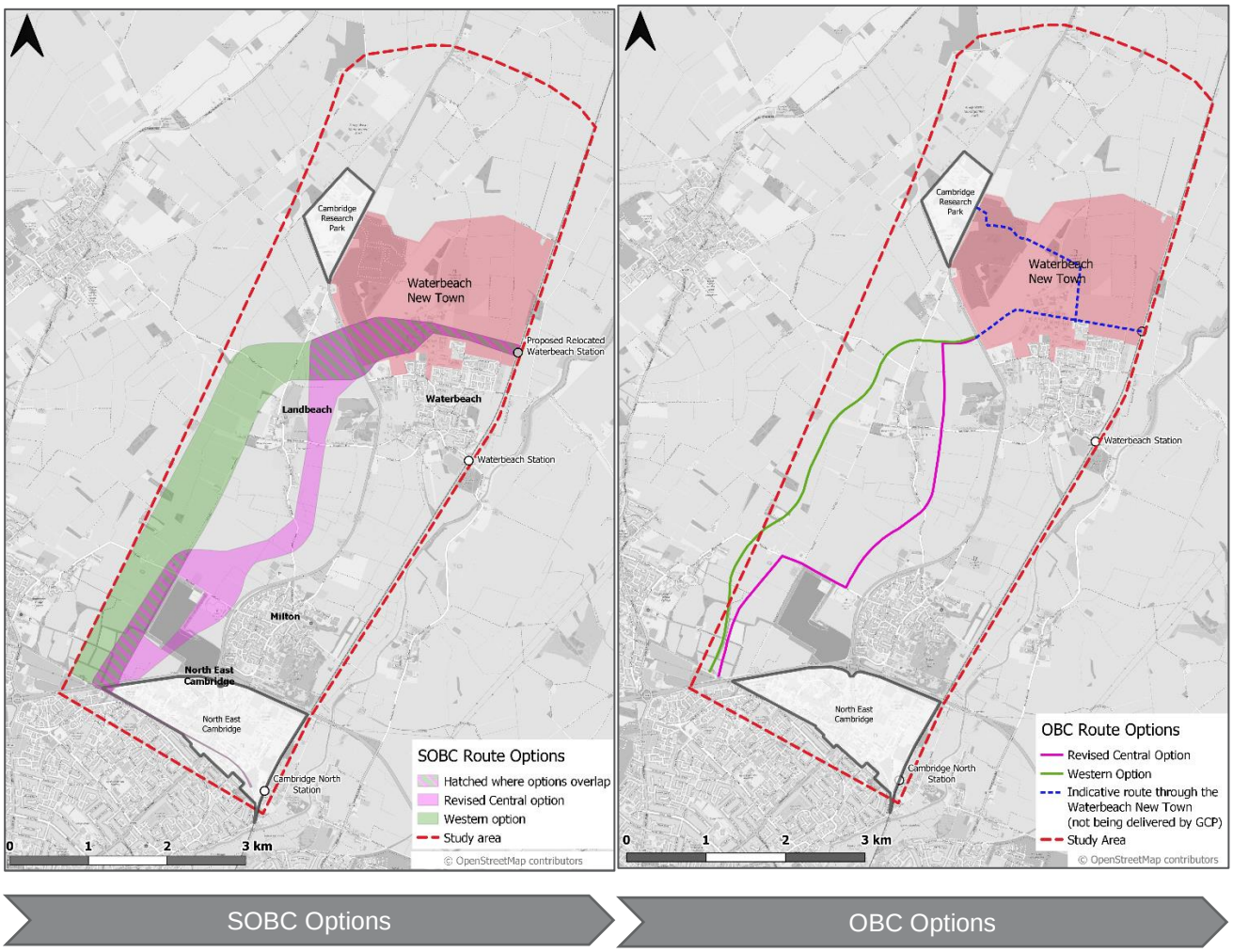


Figure -3 - SOBC and OBC options



The outcomes of the optioneering process have led to the **identification of the Revised Central option as the preferred option**. Table -1 summarises the outcomes of the preferred option identification, by providing a comparison between the Revised Central and Western options.

Table -1 - Option comparison

	Revised Central Option	Western Option
Journey times between Waterbeach and Cambridge City Centre	30 – 33 minutes	28 – 31 minutes (direct) 33 – 36 minutes (via Milton Park and Ride)
Connection to transport hubs	All services could connect with the transport hubs in Waterbeach New Town, including the Relocated Waterbeach Station (subject to bus operator service patterns).	
	All services could connect with Milton Park and Ride directly.	Services would require a diversion along Butt Lane to connect with Milton Park and Ride therefore increasing journey times.

	Revised Central Option	Western Option
Connectivity to existing villages	Potential to include a bus stop within Landbeach, on Waterbeach Road, for use by residents of Landbeach. Proximity of the route to Waterbeach and Milton may also lead to bus operators utilising the busway for services calling at Waterbeach and Milton, depending on service patterns. The location of the Revised Central option offers more flexibility for other services.	Potential to include a bus stop to the west of Landbeach for use by Landbeach residents. Also potential for a bus stop to the east of Impington for use by Impington residents and residents of Milton Road. Both stops would be located outside of the villages, making access challenging for some and increasing end-to-end journey times. It is likely that the busway would be used only for core, end-to-end, services, due to its location further away from other villages in the corridor.
Environmental considerations	Flood mitigation required, particularly at the northern end of the route. However, from a flood perspective the route is preferred over the Western option.	Flood mitigation required, particularly at the northern end of the route.
Land ownership	Both options include land already owned by Cambridgeshire County Council.	
Mode shift	Overall the Revised Central option leads to a greater increase in sustainable trips, and therefore a greater reduction in vehicle trips. Increase in daily public transport person trips by 750 in 2041. Increase in Park and Ride daily person trips in the corridor by 850 in 2041. Increase in daily active travel person trips by 1,400 in 2041.	Overall increase in sustainable trips and a reduction in vehicle trips as a result of the option. Increase in daily public transport person trips by 550 in 2041. Increase in Park and Ride daily person trips in the corridor by 600 in 2041. Increase in daily active travel person trips by 1,200 in 2041.
Economic benefits	£75m in Economic Efficiency benefits (see Economic Dimension summary for more detail)	£61m in Economic Efficiency benefits (see Economic Dimension summary for more detail)
Public support (2023 consultation responses)	Supported by 51% of consultation respondents	Supported by 39% of consultation respondents.

There is a clear alignment between the options tested at the OBC stage and scheme objectives, GCP objectives and wider policy objectives, particularly in relation to facilitating sustainable growth, connecting communities and delivering mode shift away from private vehicle towards sustainable modes by improving journey reliability. Although both the Revised Central and Western options are aligned to these principles, the Revised Central performs strongest across the variety of assessments undertaken at OBC stage and in terms of Value for Money (see Economic Dimension Summary). **Therefore, the Revised Central option is recommended to be taken forward as the preferred option for the Waterbeach to Cambridge Public Transport Scheme.**

Why is the Revised Central option preferred?

The Revised Central option is identified as the preferred option for a number of reasons, including connectivity, sustainable transport trips and public support.

In terms of **connectivity**, the Revised Central option provides better connectivity with Milton Park and Ride, connecting with Butt Lane directly to the north of the site. This means that all bus services on the busway route would be able to easily service the Park and Ride, without impacting journey times, and improving the service offering at the site. The proximity of the route to Milton village also means that residents of Milton could access

a higher frequency of services on the busway from Milton Park and Ride or Landbeach Road. The Revised Central route serves Landbeach village directly and its proximity to Waterbeach and Milton also provides the opportunity for service flexibility. This means that buses serving the villages directly could use the busway infrastructure for part of their journeys without significant diversions, contributing to improved journey times and journey reliability. Guidance infrastructure will be flexible at junctions to allow buses to turn off of and onto the busway.

The Revised Central option leads to increased **mode shift to sustainable transport trips** compared to the Western option. In 2041, the Revised Central option is predicted to lead to an additional 750 daily public transport trips (bus, guided bus and rail), compared to a without scheme scenario. The equivalent number for the Western option is a 550-trip increase. The Revised Central option also leads to a larger increase in active travel trips, compared to the Western option. In 2041, the Revised Central option is predicted to lead to an increase of 1,400 daily active travel trips compared to a without scheme scenario. The equivalent number for the Western option is 1,200. The increase in sustainable transport trips means that the Revised Central option leads to a decrease of 2,600 daily private vehicle trips on the highway network in 2041, compared to a without scheme scenario. This mode shift towards sustainable trips also leads to a reduction in Greenhouse gas emissions, which is greater for the Revised Central option than the Western option, as a result of the greater mode shift away from car.

Public consultation undertaken on the OBC route options, showed that there is **higher public support** for the Revised Central option with 51% of respondents 'strongly supporting' or 'supporting' the option, compared to 38% for the Western option.

Park and Ride option development and preferred option identification

The optioneering process for the Park and Ride element of the project consisted of five stages, as set out in Figure -4. Figure -5 also shows the short list of options assessed as part of the OBC.

Figure -4 - Park and Ride option development process

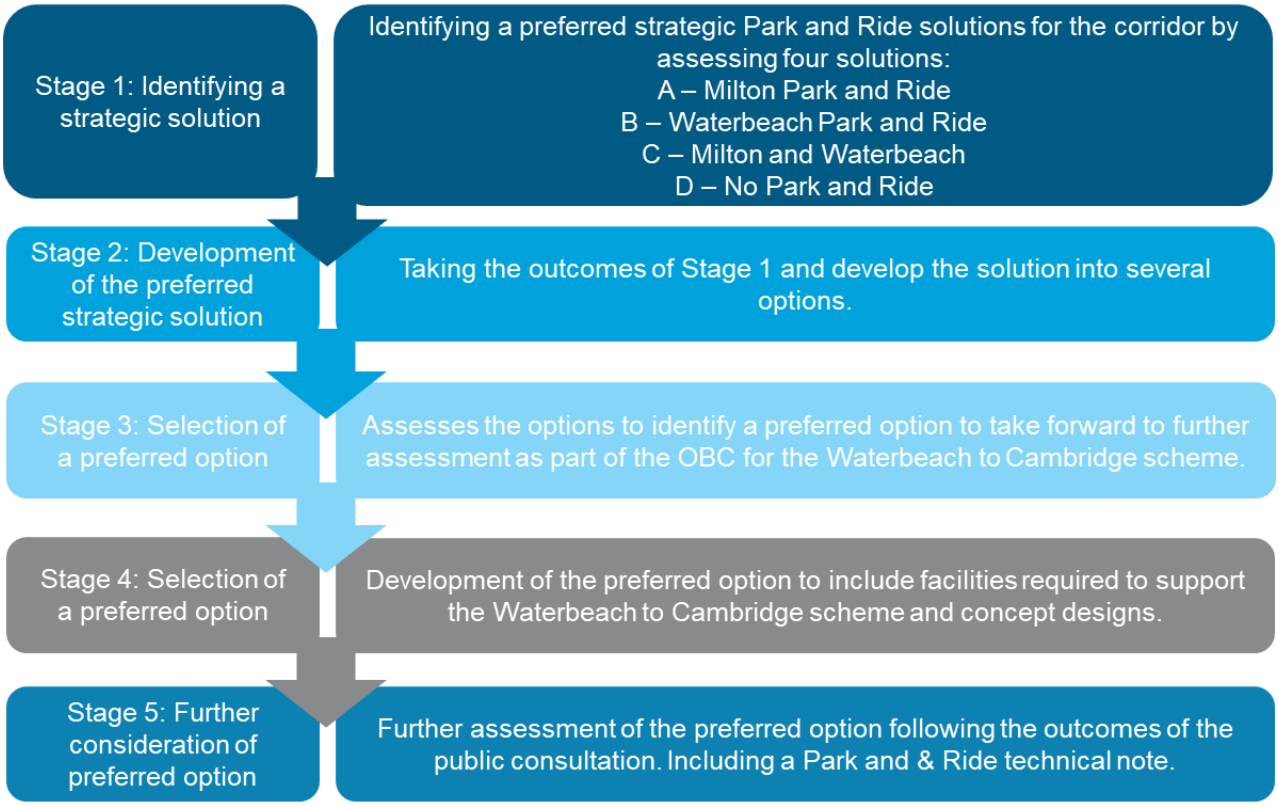
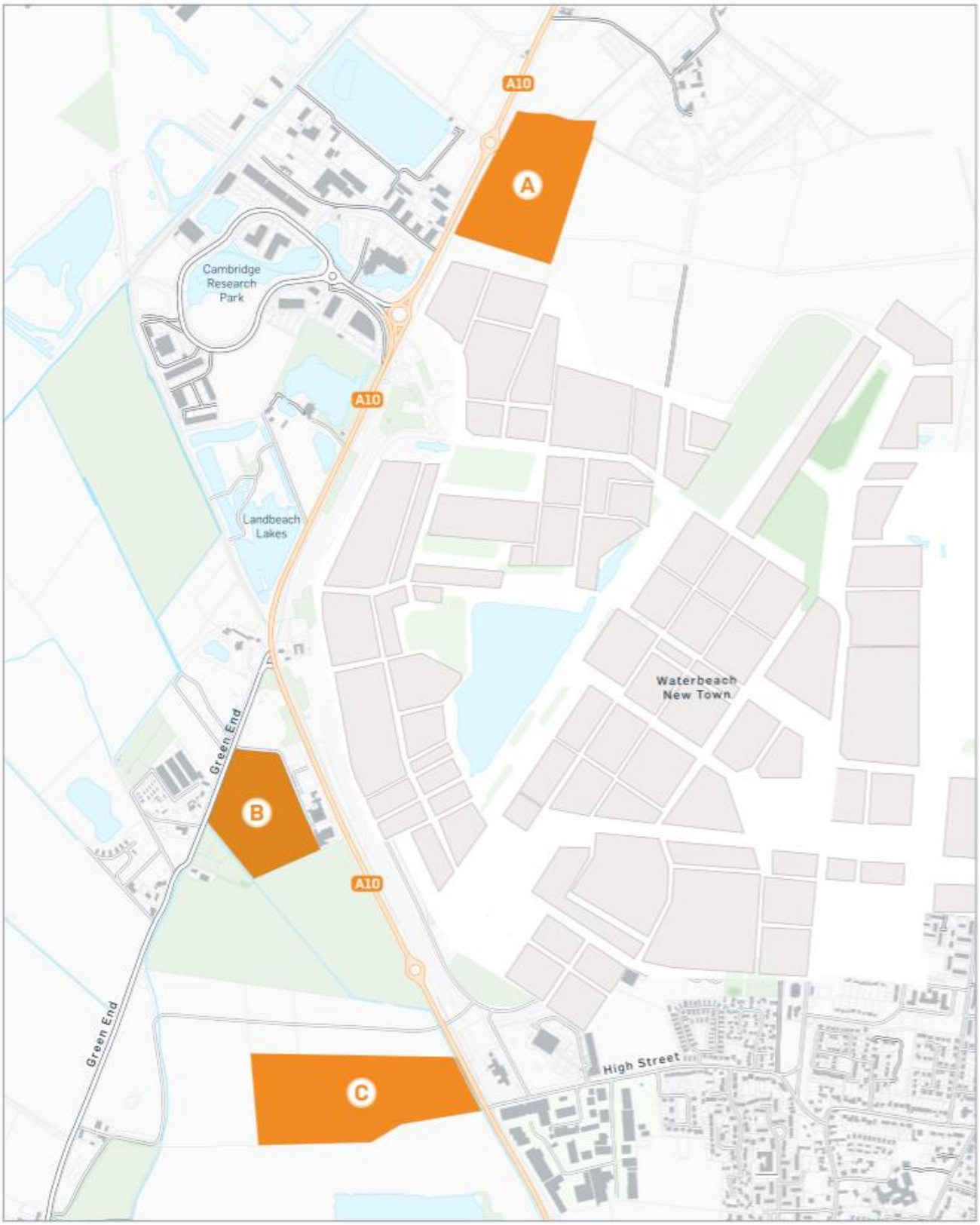


Figure -5 - Waterbeach Park and Ride options



As part of stage 3, the options (shown Figure -5), were presented to the public for feedback as part of the public consultation. Overall, the largest proportion of responses for each option had no opinion on the Park and Ride sites. In terms of support for each of the sites:

- Just under two fifths of respondents supported 'Site A' (39%);
- Just under one fifth of respondents supported 'Site B' (18%); and
- One quarter of respondents supported 'Site C' (25%).

Following the consultation, the three sites were assessed further in terms of:

- Acoustics;
- Heritage;
- Landscape;
- Water;
- Flood risk;
- Land ownership and designation;
- Transport planning
- Transport modelling;
- Stakeholder and public support; and
- Costs.

For purposes of comparison, the sites have been RAG rated (Red, Amber, Green) based on the results of each assessment, as shown in Table -2.

Table -2 - Summary of Park and Ride assessments

Discipline	Site A	Site B	Site C
Acoustics			 *
Heritage			
Landscape			 *
Water			
Flood Risk	 *		
Land ownership			
Public support			
Transport Planning			
Transport Modelling			
Costs			

*Preferred option indicated by discipline teams

The expansion of Park and Ride provision in the Waterbeach to Cambridge corridor, as a core component of the Waterbeach to Cambridge Public Transport Scheme, helps strengthen the scheme in terms of its benefits, by attracting trips into Cambridge from a wider catchment area, earlier in their journeys. It also provides another sustainable travel offer for local residents and future residents of Waterbeach New Town. **A multi-criteria**

assessment of three sites has identified Site C as the preferred option for the new Park and Ride at Waterbeach.

Why is Park and Ride site C preferred?

Park and Ride site C is identified as the preferred option for a Park and Ride near Waterbeach for a number of reasons, namely, transport connectivity, and environmental impacts.

In terms of **transport connectivity**, Park and Ride site C is preferred as a result of service pattern legibility, connectivity to a variety of transport infrastructure and origins and destinations. Located to the south of Waterbeach New Town, site C enables all services on the busway to access the site, without diversion. Other short-listed locations, particularly site A to the north of Waterbeach New Town would lead to services being split to serve the development, Park and Ride and Waterbeach Relocated Station. This would mean a reduced frequency and quality of service to the Park and Ride and Waterbeach New Town and less service legibility for users.

Park and Ride site C is located directly off the A10, via the Waterbeach New Town southern roundabout therefore not requiring an additional junction on the A10, which would cause additional delays for vehicles. It is located on the desire line for trips from the north, via the A10, and Waterbeach New Town towards Cambridge, therefore catering for both markets. Therefore of the three sites considered, site C provides the fastest and most reliable journey times for Park and Ride buses. For active travel trips (Park and Walk and Park and Active) site C is predicted to lead to the most trips, due to being closer to the destinations in Cambridge. It also has direct connectivity to the busway active travel route and Mere Way, and its proximity to the proposed A10 active travel bridge means that those residents of Waterbeach New Town located to the south west of the development could access the site by foot or cycle to catch specific services. The connectivity that site C affords leads to the greatest predicted Park and Ride usage along the corridor, compared to the other site options, 8,250 daily users (Park and Ride and Park and Active).

In terms of **environmental impacts**, site C is considered preferable in terms of noise impacts, heritage impacts, landscape and water impacts. Its proximity to the A10 means and distance from residential properties means that the noise and landscape impact of the site is considered neutral and can be mitigated. It is not considered to impact on designated heritage assets in the study area and would have the least impact on the water environment, and any impact though construction or operation could be mitigated.

Economic Dimension

The Economic Dimension sets out the extent to which each considered option provides good Value for Money (VfM) and the assessments underlying this, including monetised, quantified and qualitative impacts. A proportionate approach has been used to conduct an economic assessment based on the current stage of scheme development (OBC). These assessments resulted in a preferred route identification, the Revised Central option. Thereafter, a series of sensitivity tests have been completed to assess the potential impacts of different scenarios on the preferred option, resulting in a statement on its overall expected VfM.

The VfM category when only considering the Level 1 benefits generated by the scheme is classed as **Low**, with a BCR of 1.36. However, when considering both Level 1 and 2 benefits, the VfM category rises to **Medium**, with a BCR of 1.56.

The cost to the Broad Transport Budget is £65.7m. This is largely driven by the scheme investment cost, with infrastructure maintenance costs and loss of public sector revenues also contributing. The largest benefits are to economic efficiency savings, at a combined value of £75.8m, mostly consisting of journey time savings for both business and non-business users. Health benefits as a result of increased active travel also significantly contribute to the overall benefits total, at a value of £13.9m, as do agglomeration impacts arising from the scheme, valued at £13.8m.

The qualitative appraisal of social and distributional impacts and the initial assessment of potential environmental impacts do not produce any results that could significantly influence overall VfM or pose a significant risk to the delivery of the scheme, with many of the noted environmental constraints having

suggested mitigation measures. Furthermore, the relative environmental impacts of the scheme options were considered as part of the preferred route identification exercise.

Switching values sensitivity testing has been undertaken to assess the size, and potential likelihood, of a change in costs or benefits required for a change in initial VfM category. This concluded that there is potential for the VfM category to improve in the future, however it is unlikely that the VfM category will be lowered following further assessment, due to the conservative approach to estimating both benefits and costs at this stage.

Other sensitivity tests have been undertaken to assess the impact that a range of possible scenarios might have on the initial BCR. None of the scenarios tested led to a reduction in the initial VfM category, however there are several scenarios which present an opportunity to increase the scheme VfM category, such as the high-growth scenario and the without Making Connections scenario.

The results of the Economic Dimension are presented in Table-3.

Table-3 - Analysis of Monetised Costs and Benefits (AMCB) – Initial and updated BCR

£m's in 2010 prices and values	Revised Central Option	Western Option
Noise	-£0.02	£0.2
Local Air Quality	£0.05	£0.04
Greenhouse Gases	£2.8	£2.2
Journey Quality	£2.5	£4.8
Physical Activity	£13.9	£14.4
Accidents	-£0.6	-£0.7
Economic Efficiency – Consumer (Commuting)	£19.7	£16.0
Economic Efficiency – Consumer (Other)	£33.9	£27.1
Economic Efficiency – Business Users and Providers	£22.3	£18.6
Wider Public Finances	-£5.1	-£4.2
Present Value of Benefits (PVB)	**£89.4**	**£78.2**
Broad Transport Budget	£65.7	£64.6
Present Value of Costs (PVC)	**£65.7**	**£64.6**
Net Present Value (NPV)	**£23.6**	**£13.7**
Initial Benefit to Cost Ratio (BCR)	1.36	1.21
Wider Economic Impacts[7]	£13.0	£7.5
Adjusted Present Value of Benefits (PVB)	£102.4	£85.7
Adjusted Net Present Value (NPV)	£36.7	£21.1
Adjusted Benefit to Cost Ratio (BCR)	**1.56**	**1.33**

[7] Wider economic impacts = agglomeration impacts, labour supply impacts & output change in imperfectly competitive markets

Financial Dimension

As part of this OBC, the Financial Dimension presents the capital, operating and maintenance costs of the scheme and identifies potential income streams, financial risks, budget and funding as well as accounting implications.

The costs for the Revised Central and the Western options are presented in Table-4.

Table-4 - Indicative capital costs

(£m)	Revised Central option	Western option
Base cost (2023 prices) (P90)	£104.7	£107.6
Outturn cost (based on an assumed first full opening year of 2029) (P90)	£115.8	£118.5
Potential cost range (from sensitivity tests)	£109.0 to £115.8	£111.4 to £118.5

The scheme is expected to cause a reduction in bus operating costs. Over a 60-year period, these savings are estimated at £49.6m for the Revised Central option and £50.6m for the Western option. The maintenance costs associated with the scheme infrastructure is estimated at £51.2m for the Revised Central option and at £41.8m for the Western option. The difference in the maintenance costs between routes is due to the Western option being shorter than the Revised Central option.

A total of £8.38m in developer contributions has been secured for the scheme. There are also a number of other potential developments where there is unsecured funding potential, such as Cambridge Science Park North and the Waterbeach East RLW development. These will be confirmed as the project and the developments progress.

Based on the cost estimates, it is considered that the two route options do not differ significantly in terms of financial costs, both capital and operating/maintenance. At a later stage of scheme development full financial performance will be assessed by undertaking revenue forecasting for the preferred option.

Commercial Dimension

The Commercial Dimension demonstrates the commercial viability of the Waterbeach to Cambridge Public Transport Scheme and identifies a suitable procurement strategy which will be used to engage with suppliers in the market.

Several procurement strategies, methods, frameworks and contract types have been assessed for the project, with the advantages and disadvantages of each evaluated to arrive at an emerging preferred procurement route for delivery of the scheme.

The preferred tendering procedure is Restricted Procedure as this gives bidders a well-defined and structured package to price for, although alternative solutions will be considered.

It is recommended that the project progresses utilising the “Design and Build 2” delivery model which should involve Early Contractor Involvement advice (ECI) given the volatile markets.

It is recommended that the NEC4 suite of contracts is used to deliver the project. Its use will allow flexibility and agility and will stimulate good management across the project. In addition, NEC4 is recommended by the Cabinet Office, this encourages co-operation between parties and has an ‘Early Warning’ feature to promote a proactive approach to risk resolution.

The Engineering and Construction Contract (ECC) should be used for the appointment of a contractor for engineering and construction work, including any level of design responsibility. For a project of this scale and complexity, it would be recommended to use an ECC Option C (Target cost with Activity Schedule) contract, where the risk is shared through the pain-gain mechanism.

It is recommended that an NEC Project Manager and Supervisor are appointed, with their main roles focused on coordination and liaison with the works main contractor and design partners, establishment of procedures and protocols, provision of a permanent site presence to manage the NEC4 contract communications and maintenance of site records. Liaison with key stakeholders including landowners alongside GCP should also be considered as a key role.

Management Dimension

The management dimension demonstrates that the programme is deliverable by outlining the project planning, governance, risk management, communications, stakeholder engagement, benefits realisation and assurance arrangements. The project processes and resources are also set out in a separate Project Management Plan (PMP) and Project Initiation Document (PID) agreed by the Project Board at the start of the project.

The GCP and CCC have successfully delivered, or are currently delivering, schemes of similar complexity and scale, and therefore have established arrangements for project management and delivery. Similar schemes include the Cambridgeshire Guided Busway, Greater Cambridge Partnership Corridor schemes, Histon Road and Milton Road. Lessons learnt and planning/delivery successes from these schemes have influenced the structure and processes adopted for the Waterbeach to Cambridge Public Transport Scheme.

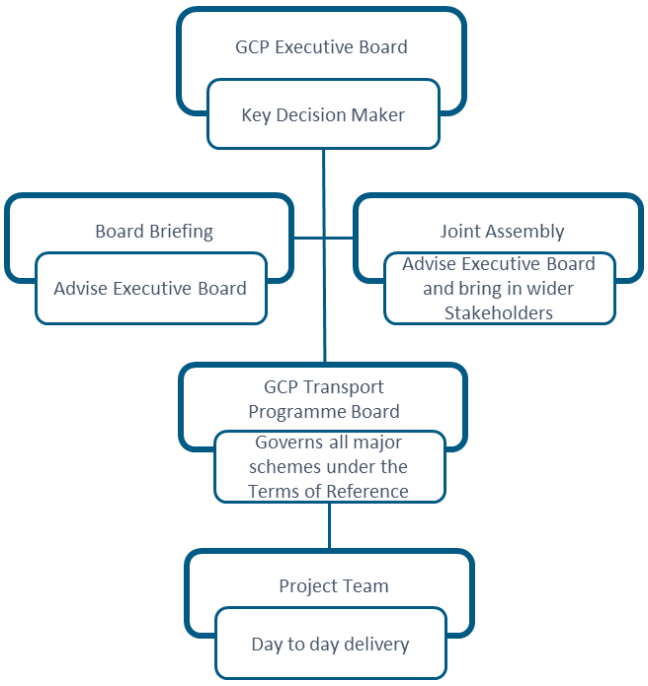
Governance

The governance structure and responsibilities for the Waterbeach to Cambridge Public Transport Scheme are illustrated in Figure-6. The Executive Board is ultimately responsible for agreeing and overseeing the delivery of a programme of major schemes that will help achieve the GCP aims and support the sustainable growth and continued prosperity of the Greater Cambridge region. They are also responsible for the formal closure of the project following the consideration of the Project Review Report.

For the Waterbeach to Cambridge Public Transport Scheme the Executive Board will:

- Consider the options and approval to consult on initial options (Strategic Outline Business Case) – complete for the Waterbeach to Cambridge scheme;
- Approve the preferred option following consultation with agreement to enter relevant statutory processes and the preparation of a full business case (Outline Business Case) – this stage; and
- Approve the final design, agreement to construct and Full Business Case (Full Business Case).

Figure-6 - The governance structure and responsibilities for the project



Stakeholder engagement and communications

A Communication and Engagement Plan has been produced to ensure that all internal and external stakeholders are informed of relevant project information, and that timely and accurate messages about the project are disseminated to a range of identified stakeholder groups. It captures engagement and consultation undertaken to date and a plan for future engagement on the project.

The latest public consultation on the OBC options took place from January to March 2023 and informed the decision on the preferred option for the scheme.

Risks and issues management

Risks are captured and identified at a project level and escalated through the governance structure to the Programme Board and the Executive Board as required. To record this, the Waterbeach to Cambridge Public Transport Scheme risk register was set up at the project inception by the GCP Project Manager. Following this, the standard risk management process employed on the Waterbeach to Cambridge Public Transport Scheme is as follows:

- Planning;
- Identification;
- Assessment;
- Evaluation; and
- Treatment.

Benefits management, monitoring and evaluation

To evaluate the success of the scheme and whether the objectives defined for the Waterbeach to Cambridge Public Transport Scheme have been met, a structured outline monitoring and evaluation plan has been established which is divided into two parts and will be the responsibility of the GCP to maintain:

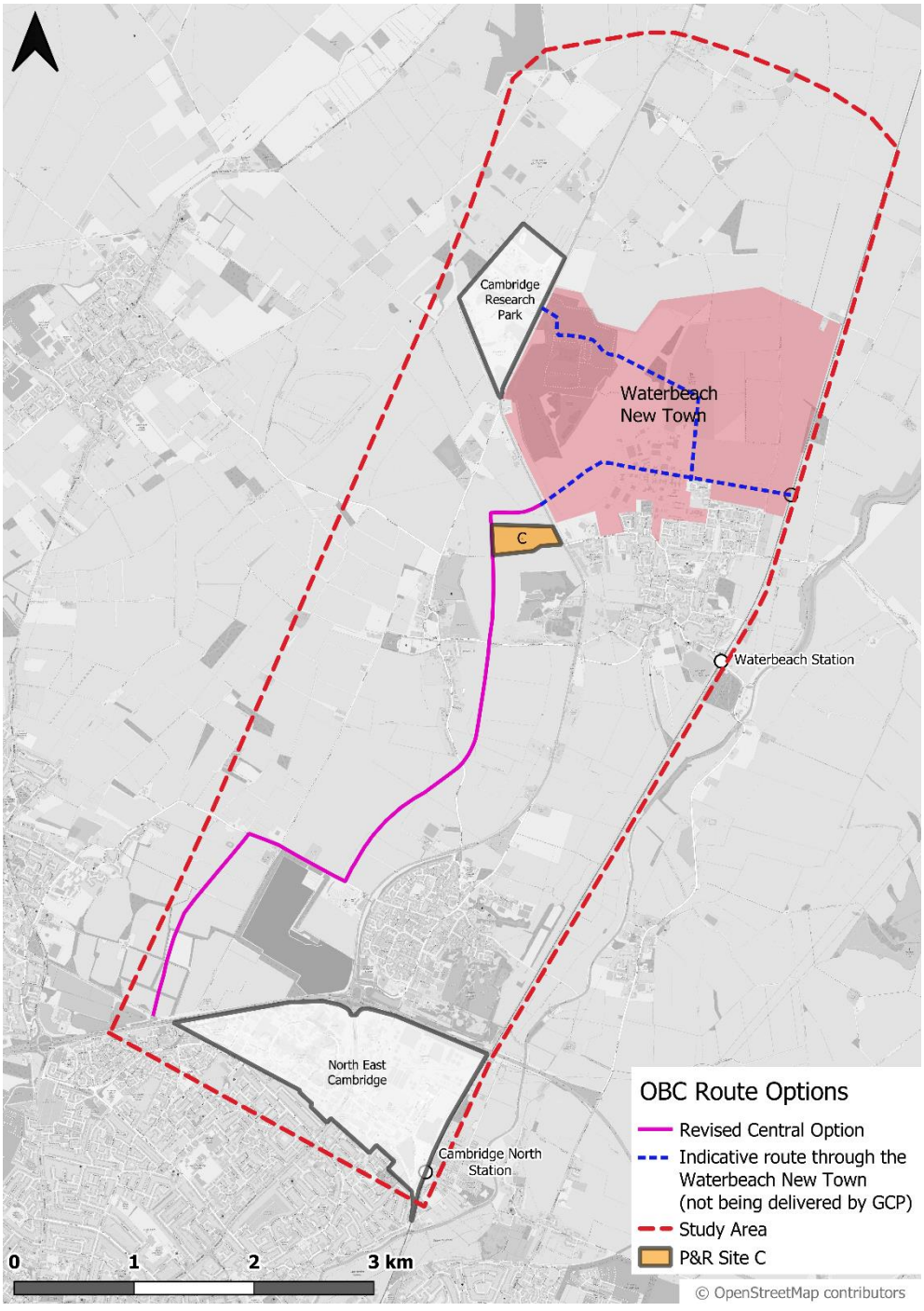
- Monitoring of project delivery, which focuses on scheme inputs and outputs outlined in the logic map; and
- Monitoring of the achievement of the scheme objectives, which focuses on impacts and outcomes.

Recommendations

Following completion of the OBC for the Waterbeach to Cambridge Public Transport Scheme it is **recommended that the Revised Central busway option and Park and Ride site C are taken forward for further development,** as shown in Figure -7. Together these options have been shown to deliver medium Value for Money and aligned with local, regional and national policy objectives.

The next stages of the project should involve further design and environmental work to develop the preferred options further and to begin preparation of the scheme for planning submission.

Figure -7 - Preferred option



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