

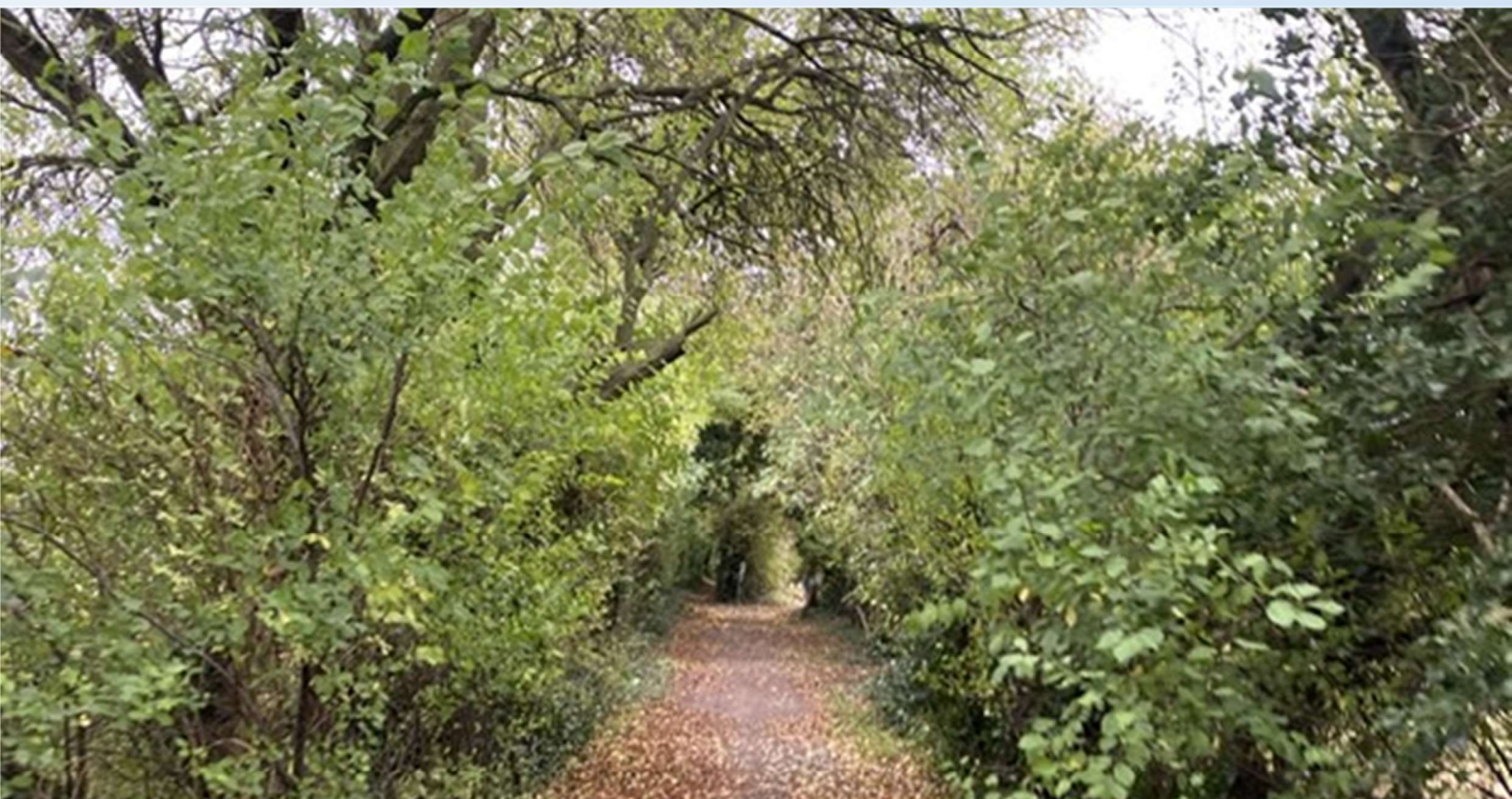


Greater Cambridge Partnership

---

# **GREATER CAMBRIDGE GREENWAYS**

Programme Business Case





Greater Cambridge Partnership

---

# GREATER CAMBRIDGE GREENWAYS

Programme Business Case

INTERNAL

PROJECT NO. 70088666

DATE: NOVEMBER 2023

WSP

62-64 Hills Road

Cambridge

CB2 1LA

Phone: +44 1223 558 050

WSP.com



# QUALITY CONTROL

---

Issue/revision	First issue	Revision 1	Revision 2	Revision 3
Remarks	First draft	Final		
Date	November 2023	November 2023		
Prepared by	OC	OC		
Checked by	SH	SH		
Authorised by	CW	CW		
Project number	70088666	70088666		
Report number	v1.0	V1.1		
File reference				

# CONTENTS

---

<b>1</b>	<b>INTRODUCTION</b>	<b>1</b>
1.1	OVERVIEW	1
<b>2</b>	<b>STRATEGIC CASE</b>	<b>3</b>
2.1	INTRODUCTION	3
2.2	PROJECT DEFINITION	3
2.3	CONTEXT & CURRENT SITUATION	8
2.4	IMPACT OF NOT CHANGING	17
2.5	POLICY CONTEXT	18
2.6	THE STRATEGIC NEED	31
2.7	STRATEGIC OBJECTIVES	34
2.8	SMART OBJECTIVES	34
2.9	SCOPE	35
2.10	MEASURES OF SUCCESS AND PLANNING FOR DELIVERY	36
2.11	STRATEGIC IMPACTS	37
2.12	OPTION DEVELOPMENT	39
2.13	CONSTRAINTS	44
2.14	PERCEPTIONS OF STAKEHOLDERS	44
2.15	CONCLUSIONS	47
<b>3</b>	<b>ECONOMIC CASE</b>	<b>49</b>
3.1	INTRODUCTION	49
3.2	APPRAISAL RESULTS SUMMARY	49
3.3	SENSITIVITY TESTS	50
<b>4</b>	<b>FINANCIAL &amp; COMMERCIAL CASE</b>	<b>52</b>
4.1	INTRODUCTION	52

---



4.2	SCHEME BUDGETS	52
4.3	SCHEME FUNDING	53
4.4	SCHEME COSTS	53
4.5	PROPOSED PROCUREMENT APPROACH	54
<b>5</b>	<b>MANAGEMENT CASE</b>	<b>57</b>
<hr/>		
5.1	INTRODUCTION	57
5.2	EVIDENCE OF SIMILAR PROJECTS	57
5.3	COMPLEMENTARY SCHEMES	59
5.4	ORGANISATIONAL STRUCTURE, PROGRAMME GOVERNANCE AND ROLES	61
5.5	PROGRAMME GOVERNANCE AND ROLES	63
<b>6</b>	<b>PROGRAMME MONITORING AND REVIEW</b>	<b>70</b>
<hr/>		
6.1	INTRODUCTION	70
6.2	PROJECT ASSURANCE, APPROVALS PLAN AND PROGRAMME	70
6.3	MONITORING AND EVALUATION / BENEFITS REALISATION PLAN	74
6.4	STAKEHOLDER ENGAGEMENT AND COMMUNICATIONS	74
6.5	RISK AND ISSUES MANAGEMENT	77

# 1 INTRODUCTION

---

## 1.1 OVERVIEW

- 1.1.1. The creation of a network of walking and cycling Greenways connecting Cambridge city centre with surrounding villages is part of a strategy to encourage the use of sustainable travel modes with the intention to make active travel in Greater Cambridge both safer and easier and improve local air quality and public health. The delivery of these corridors will ensure that active travel is an option for many commuting journeys.
- 1.1.2. Development of the Greenways focuses on the improvement of existing corridors, and also the development of new corridors, in order to create a more connected active travel network, within and to and from Cambridge from surrounding villages and market towns.
- 1.1.3. The Greenways project began in 2016 with a review of the existing cycling and walking routes into Cambridge. The Greater Cambridge Partnership then consulted local communities to understand how the Greenways could best meet their needs and mitigate concerns. Formal consultations were then carried out on each route, before reports were issued for approval at Executive Board meetings throughout 2020.
- 1.1.4. The Executive Board approved the Greenways outline delivery plan in September 2022. The individual outline business cases for nine of the Greenways were approved by June 2023. Ongoing public engagement resulted in the development of a wayfinding and lighting strategy for all the Greenways and scheme by scheme design additions and alterations.
- 1.1.5. In September 2023, the Greenways programme forecast cost was confirmed as £112.7m. Early Works commenced in October 2023. Main construction is scheduled for June 2024 with completion of the construction of the Greenways in December 2026. Works in 2026 are scheduled to include the A505 bridge and final sections of the Waterbeach and Fulbourn Greenways.
- 1.1.6. The Madingley Road walking and cycling scheme is considered a complementary active travel scheme and as such is included in this Programme Business Case. The scheme is going forward to detailed design in 2024.
- 1.1.7. The Greater Cambridge Partnership (GCP) consists of the following partner organisations:
  - Cambridge City Council
  - Cambridgeshire County Council
  - South Cambridgeshire District Council
  - University of Cambridge
- 1.1.8. GCP is the local delivery board for a City Deal with central Government bringing powers and investment, worth up to £500 million over 15 years, to improvements in infrastructure, supporting and accelerating the creation of 44,000 new jobs, 33,500 new homes and 420 apprenticeships. The network of Greenways will support the delivery of these objectives.
- 1.1.9. This document forms the Programme Business Case for the delivery of the Greater Cambridge Greenways and the Madingley Road active travel scheme. Informed by the HM Treasury's Five Case Business Case model, this document provides the overarching narrative for the development and delivery of the proposed Greenways network and the Madingley Road scheme. The outline business cases for each of the individual Greenways are appendices to this document. The

Programme Business Case will be updated with the development of the full business cases for each of the individual Greenway schemes. It is structured as follows:

■ **Strategic Case**

- Rationale for the investment, including its contribution to delivering policy
- Design development history, including consultation process to date and findings
- Nature of the economic, social and environmental impacts of the network

■ **Economic Case**

- Identifies the impacts of the Greenways programme to inform the assessment of the Value for Money (VfM)

■ **Financial & Commercial Case**

- GCP funding approval
- Proposed tendering/ procurement approach and rationale, capturing procurement objectives
- Proposed sourcing route and rationale
- Overview of approach to risk, including payment mechanisms to manage these risks

■ **Management Case**

- Evidence of experience of similar projects, and lessons learnt
- Programme dependencies
- Governance/ organisational structure for the management of the development, delivery and operation of the schemes
- Assurance and approvals process
- High-level programme for the development and delivery of the Greenways network
- Principles for communication and stakeholder management
- Principles of risk management and identification of main programme-level risks and mitigations

1.1.10. As part of further scheme development, Full Business Cases (FBCs) will be produced for each individual scheme to support the seeking of approval and funding to deliver the Greenways and associated active mode corridors. The individual FBCs will focus on scheme specific details, primarily the Financial and Economic Cases, but also aspects of the other cases where supplementary details are applicable.



## 2 STRATEGIC CASE

---

### 2.1 INTRODUCTION

- 2.1.1. This chapter outlines the rationale for investment in the Greater Cambridge Greenways including the Maddingley Road active travel scheme and their contribution to delivering strategic priorities at a national, regional, and local scale.
- 2.1.2. This Programme Business Case provides a high level, strategic rationale for the need for the Greenways and underpins the case for each individual Greenway and associated active travel corridors, which is set out in their respective scheme Outline Business Cases (OBCs).

### 2.2 PROJECT DEFINITION

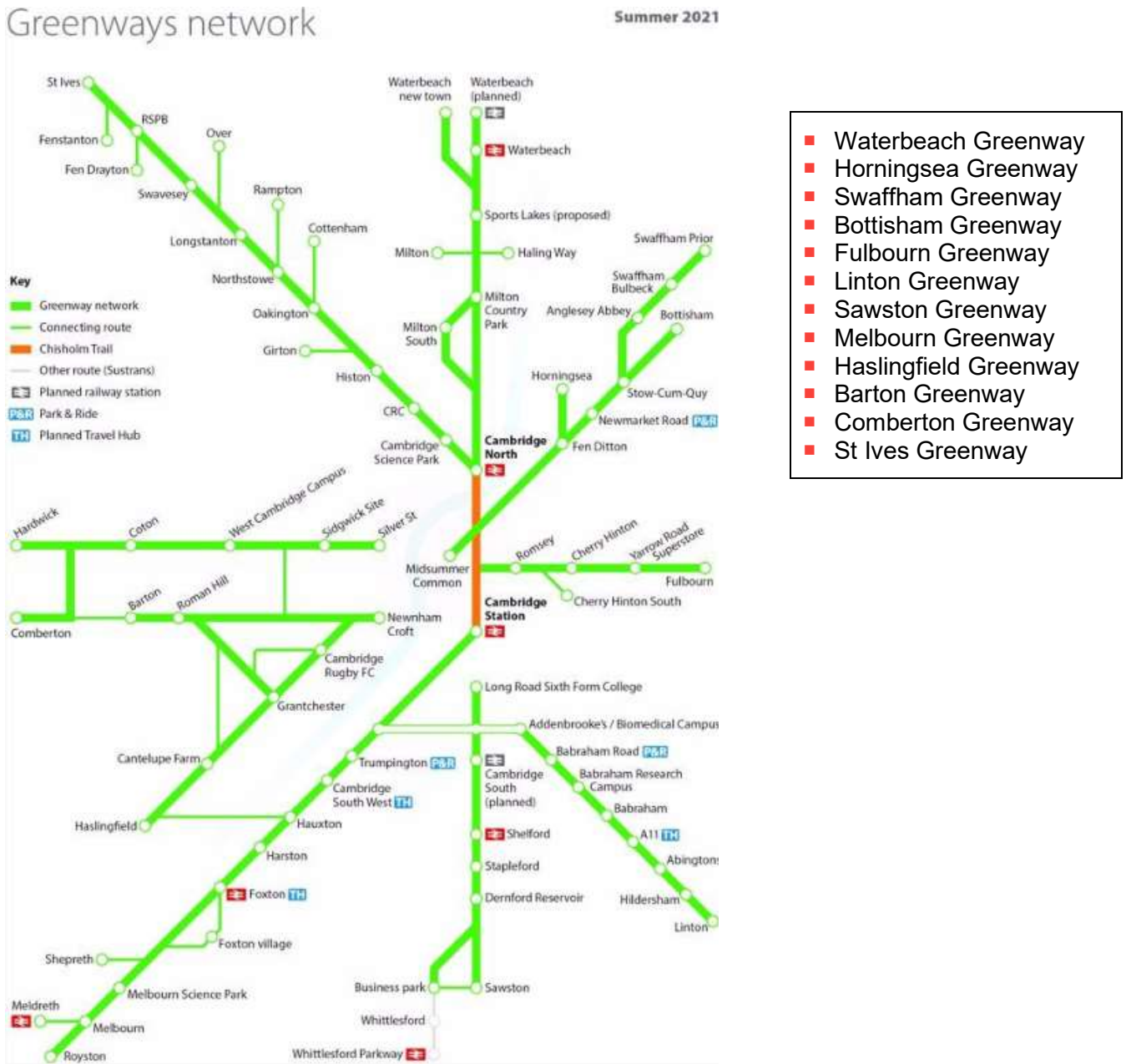
- 2.2.1. The Greenways are important active travel corridors which provide attractive linear corridors away from traffic and are suitable for cycling, walking, and horse riding where appropriate.<sup>1</sup> Greenways can also be important wildlife corridors that have the potential to support and achieve biodiversity net gain (BNG) targets, which are now mandatory requirements of all new development by local authorities under the Environment Act 2021.
- 2.2.2. The creation of a network of active travel Greenways is part of a strategy to encourage commuting by sustainable transport modes into Cambridge from surrounding villages, in a bid to reduce traffic congestion in the area as well as contributing to improved air quality and better public health. The Greenways will also provide the opportunity for countryside access and leisure.
- 2.2.3. There is a need to make it easier to travel in a pleasant and sustainable way into and out of Cambridge and to facilitate the enjoyment of the surrounding countryside. The delivery of the Greenways will encourage a modal shift towards cycle use in and around Cambridge, and enable walkers, cyclists, horse riders and other non-motorised vehicle users to travel safely and sustainably.
- 2.2.4. Delivery of the programme proposes twelve Greenways feeding into Cambridge, as illustrated in Figure 2-1.

---

<sup>1</sup> [Greenways-Review-Nigel-Brigham-2016.pdf \(gretercambridge.org.uk\)](https://www.gretercambridge.org.uk/wp-content/uploads/2016/06/Greenways-Review-Nigel-Brigham-2016.pdf)



**Figure 2-1 - Proposed Greenway Network**



**GEOGRAPHICAL SCOPE**

- 2.2.5. The twelve Greenways provide access into Cambridge from rural settlements to the north, south, east and west, meeting centrally at Cambridge Station. Five of the planned Greenways are directly connected to the city centre, two more indirectly connected, and a further five serve the surrounding network, and are connected to the centre via existing routes. In addition, Madingley Road is a planned high-quality cycling and pedestrian route connecting the Madingley Road Park & Ride site with the city centre.
- 2.2.6. Whilst the Greenways characteristics will differ across different routes, they are expected to share the following commonalities:

- Integrated green links that offer a wide variety of social, economic and environmental benefits.
- An all-weather, surface of width of at least two metres generally 3m, and wider where appropriate.
- Where the routes are on road these should preferably have less than 2,000 motor vehicle movements per day, and preferably should be subject to 20mph speed limits.
- Where busy roads are crossed, there should be a suitably safe means of crossing the road.

2.2.7. The design standards of the Greenways adhere to the key planning and design principles stated in the NMU Policy Framework (October 2020) by GCP and the DfT guidance on cycle infrastructure design (LTN 1/20)<sup>2</sup>.

2.2.8. GCP has identified a hierarchy of key planning policies, guidance and specific requirements at a national, regional and local level to be considered by all designers and technical disciplines involved in the development and delivery of the Greenways. The Greenways Design Code forms part of a comprehensive suite of information defined as the Greenways Green and Blue Infrastructure (GBI) Strategy (that itself will be subject to agreement by the GCP Executive Board in March 2024). This is an essential document to meet GCP's quality ambitions and standards, as shown below in Figure 2-2.

**Figure 2-2 - GCP Hierarchy Guidance**



Source: The Greenways Design Code, GCP, 2023

<sup>2</sup> <https://www.gov.uk/government/publications/cycle-infrastructure-design-ltn-120>

2.2.9. A number of other guidance documents were used in the design process of the Greenways including:

- Cambridgeshire’s Active Travel Strategy
- Greater Cambridge Greenways Wayfinding Strategy Report
- Cambridgeshire County Council’s Housing Estate Road Construction Specification
- Cambridgeshire’s Local Cycling and Walking Infrastructure Plan
- Greater Cambridge Greenways, Greenway Design Guidance

2.2.10. Each individual Greenway, and the Madingley Road scheme, is discussed in Table 2-1.

**Table 2-1 – Greater Cambridge Greenways and Madingley Road Scheme**

<p><b>Waterbeach Greenway</b></p>	<p>Waterbeach is located 5.5km north of Cambridge North station across flat terrain, and for cyclists it is currently served by relatively narrow shared use paths via the Cambridge towpath (known locally as the Hailing Way) or alongside the A10, continuing on the carriageway through Milton village.</p> <p>The proposed Waterbeach Greenway will provide a designated safe walking and cycling route from Waterbeach and will link to the village of Milton, the Chisholm Trail, the St Ives section of the Busway (St Ives Greenway), and Cambridge North Station. It will also link to walking and cycling improvements that have been delivered on Milton Road and Green End Road.</p>
<p><b>Bottisham, Horningsea, and The Swaffhams Greenway</b></p>	<p>Bottisham is located approximately 10km from Cambridge. Horningsea is approximately 7km and the villages of Swaffham Bulbeck and Swaffham Prior are approximately 13km and 15km respectively. All of these villages are to the east or northeast of Cambridge across flat terrain and for cyclists they are all currently served by shared use paths of varying quality and widths adjacent to the carriageway. Parts of the existing cycle routes have already received investment including the Quy to Lode path which also provides good access towards the National Trust’s Anglesey Abbey.</p> <p>In network terms, the Bottisham, Horningsea and The Swaffhams Greenways meet in Fen Ditton before continuing towards Cambridge where they would link to the Chisholm Trail (currently under construction), with Cambridge Station to the south and Cambridge North station just across the new Abbey-Chesterton bridge. The route continues onwards past the Green Dragon bridge and as far as the Riverside bridge with its link to Chesterton. This route provides an excellent off-road alternative to the A1303 (Newmarket Road).</p>
<p><b>Fulbourn Greenway</b></p>	<p>Fulbourn is located 5.5km east of Cambridge Station across flat terrain via Cherry Hinton, and for cyclists it is served by relatively narrow and in places poorly surfaced shared use paths.</p> <p>The Fulbourn Greenway runs for 6.4km with a 1km spur. The route starts in Fulbourn as a ‘Quiet Road’ which will include measures to reduce traffic speeds. The path joins Fulbourn Old Drift and crosses Yarrow Road, following the shared path by the railway to Cherry Hinton. The Tins and Snakey Path is then used to connect to Perne Road and Romsey, from which point there will be an improved route with crossing upgrades. The route ends over the Carter Bridge towards the railway station, linking to the Chisholm Trail.</p>
<p><b>Linton Greenway</b></p>	<p>Linton is located 16km to the southeast of Cambridge, with the most direct route following the A1307 to Hildersham, where sections of the path have already been widened for cyclists. The route starts in Linton and follows along the A1307 to</p>

	<p>Hildersham. The route then proceeds on-road to Great and Little Abington, where it crosses the A11 on an upgraded footbridge linking with the proposed A11/CSET Travel Hub and public transport route. The Greenway continues along existing paths to Babraham, Babraham Research Campus and to the Cambridge Biomedical Campus. It will also link to the Sawston and Melbourn Greenways.</p>
<b>Sawston Greenway</b>	<p>Sawston is located 11km south of Cambridge, with the most direct route being the A1301. Sawston Greenway will link to the Linton Greenway, the Chisholm Trail, and Melbourn Greenway; it will also provide links to Shelford railway station. The proposed Greenway starts at Sawston Village and continues along Cambridge Road where it links through Stapleford village and connects to a widened Genome path to Francis Crick Avenue (where the new Cambridge South Railway Station is being built) and the Cambridge Biomedical Campus. Finally routing past Long Road Sixth Form College and Cambridge Academy for Science and Technology on Robinson Way.</p>
<b>Melbourn Greenway</b>	<p>Melbourn is located approximately 16km south of Cambridge across flat terrain and for cyclists it is currently served by shared use paths adjacent to the A10.</p> <p>The Melbourn Greenway will link Royston and Cambridge. The route would provide walking and cycling links to the villages of Meldreth, Foxton and Shepreth and their rail stations.. In addition, the Melbourn Greenway will connect to the Trumpington Park and Ride, the new South West Travel Hub and the Melbourn Science Park. The final link on the route will provide a new bridge over the A505 near Royston, which will be delivered in partnership with Hertfordshire County Council.</p>
<b>Haslingfield Greenway</b>	<p>Haslingfield is located approximately 8km south west of Cambridge and is currently served by shared use paths off Cambridge Road and the A603.</p> <p>Haslingfield Greenway is proposed to follow the bridleway from Haslingfield to Hauxton and link directly to the Melbourn Greenway and the Cambridge South West Travel Hub at Hauxton. It will then pass through Cantelupe Farm to Grantchester over the M11 Bridge, linking directly to the Barton Greenway. Subject to the Executive Board decision following the Haslingfield Greenway consultation, the Greenway will follow Broadway, linking into the north east end of the Baulk path, before extending to Barton Road.</p>
<b>Barton Greenway</b>	<p>Barton is located approximately 6km southwest of Cambridge across flat terrain and for cyclists it is currently served by shared use paths adjacent to the A603. In network terms, the Barton Greenway would link to the recently approved Comberton Greenway to the east via a recently constructed 'quick win' scheme and via a new link on the north side of Barton Road..</p> <p>The Barton Greenway will link into both the Comberton Greenway and the Haslingfield Greenway. It will pass through key points such as Roman Hill and the M11 Bridge.</p>
<b>Comberton Greenway</b>	<p>Comberton is located approximately 9km west of Cambridge across relatively flat terrain. For cyclists it is currently served by a shared use path via Barton which is relatively narrow in places but is well-used. Some housing growth is taking place in the village and Comberton has a large and very well-regarded village college. In 2018/19 a Greenways 'quick win' scheme provided some improvements to the Comberton to Barton link which has proven popular.</p> <p>Comberton Greenway would provide a further improved link to Barton as well as important connections to the villages of Hardwick and Coton. The onward route would continue via the Cambridge West Campus and into the city via a new link to Grange Road and Sidgewick Avenue. Finally, a new link across to Barton Road would bring</p>

	useful and safe connections to the proposed future Barton and Haslingfield Greenway routes.
<b>St Ives Greenway</b>	St Ives is located 22km west of Cambridge across flat terrain. In contrast to the other Greenway routes St Ives is already served by a very popular high quality, continuous, all-weather, 4m wide tarmac shared use path running parallel to the Busway track. The proposals for improvements to the Busway path focus on measures to tackle disruption caused during intermittent flooding events between Swavesey and St Ives and improvements at the Cambridge Regional College junction. The focus of all other proposals for this Greenway is on improved links to villages, such as Fen Drayton and Oakington and Cottenham, which are adjacent to the route.
<b>Madingley Road</b>	<p>Madingley Road runs west to east between the Madingley Road Park &amp; Ride and Cambridge city centre and is surrounded by a large amount of green space and mature vegetation. Previously considered as a potential route to improve bus capacity as part of the Cambourne to Cambridge scheme, it is now identified as a separate cycling and walking scheme.</p> <p>to the scheme will include uni-directional cycleways on the north and south sides of Madingley Road.</p>

## 2.3 CONTEXT & CURRENT SITUATION

2.3.1. This section presents the current socio-economic situation in Cambridgeshire, outlining the strategic need for the Greenways scheme.

### Population

2.3.2. Cambridgeshire is home to a population of more than 650,000 people, with almost a quarter living in the south of the county.<sup>3</sup> Cambridgeshire’s population has grown steadily over previous decades. However, more recently the population has experienced a significantly faster rate of growth with a total population growth of 4.2% over five years. Currently, 657,200 people live in Cambridgeshire<sup>4</sup>. Within those, 61.9% are aged 16-64. A contributing factor to this large age group is that the city of Cambridge is home to a large academic population from the University of Cambridge and the Anglia Ruskin University, which combined serve around 30,000 students.

2.3.3. The population of Cambridge is expected to grow in the coming years, and the transport network is required to accommodate that growth. Projected percentage population change for the East of England is 5% from 2018 to 2028, which aligns with the average growth projections for England.<sup>5</sup> However, Cambridge ranks in the bottom 10 cities on the basis of growth for the 25-year period from

<sup>3</sup> [https://scambs.moderngov.co.uk/documents/s104338/Item%209\\_Appendix%201\\_.pdf](https://scambs.moderngov.co.uk/documents/s104338/Item%209_Appendix%201_.pdf)

<sup>4</sup> <https://www.nomisweb.co.uk/reports/lmp/la/1941962832/report.aspx?town=cambridgeshire#tabrespop> (accessed October 2021)

<sup>5</sup>

<https://www.ons.gov.uk/peoplepopulationandcommunity/populationandmigration/populationprojections/bulletin/s/subnationalpopulationprojectionsforengland/2018based#change-by-region>



2015 to 2036.<sup>6</sup> This is largely due to the presence of the Green Belt, meaning recent growth has had to 'leapfrog' the protected zone into physically separate urban areas, and in the case of Cambridge has been the cause of increased growth in South Cambridge.<sup>7</sup>

- 2.3.4. With a large student population who are more likely to use a cycle network, the delivery of the Greenways will benefit the future growth of the universities in Cambridge, enabling the city to maintain its competitiveness, whilst also relieving current pressures on the transport network. Further to these opportunities, providing safe cycling routes will provide both residents and students with active travel options which will contribute to overall wellbeing.

### **The Cambridge Economy**

- 2.3.5. Cambridge is home to one of the fastest growing economies in Europe and is renowned for being a leading centre for research, innovation and technology. As such, the 'Cambridge Phenomenon' is a term that describes the thriving high-tech and biotech industries. The current vision of the GCP is to *'unleash a second wave of the Cambridge Phenomenon, with the aim of securing sustainable economic growth and quality of life for the people of Cambridge and South Cambridgeshire.'*
- 2.3.6. Rapid business creation and growth associated with the 'Cambridge Phenomenon' has created jobs and prosperity in Greater Cambridge, and for the region as a whole. The city embodies the key foundations of the National Industrial Strategy; for the UK to become the world's most innovative economy and has built a reputation as an attractive location to invest and expand businesses, bringing businesses to Cambridge, with the birth of 5,130 new businesses in Cambridgeshire 2021.<sup>8</sup>
- 2.3.7. The Cambridgeshire and Peterborough Local Industrial Strategy<sup>9</sup> indicates that the growth felt in Cambridgeshire has not been felt in the same way across the whole region. The economy of Greater Cambridge has been performing most strongly, with benefits felt in the market towns of Ely and St Ives. The north of Cambridge is however not experiencing the same benefits, where wages are considerably lower, which is also reflected in the indices of multiple deprivation. Provision of the Greenways will improve connections for these communities to the centre of Cambridge in order to improve access to work and education.

### **Employment and Skills**

- 2.3.8. As previously outlined, Cambridge is a key economic centre for research, innovation, and technology, and is strategically important for attracting international investors into the UK. This relies heavily on Cambridgeshire continuing to offer strong links between businesses, training campuses and housing developments. The centre of Cambridge is home to the largest share of jobs in Cambridgeshire, with a ratio of 1.1 jobs to every working age resident.<sup>10</sup> Many of those employed in

---

<sup>6</sup>

[https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/458318/gs-15-31-people-in-cities-numbers-addendum.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/458318/gs-15-31-people-in-cities-numbers-addendum.pdf)

<sup>7</sup> Ibid.

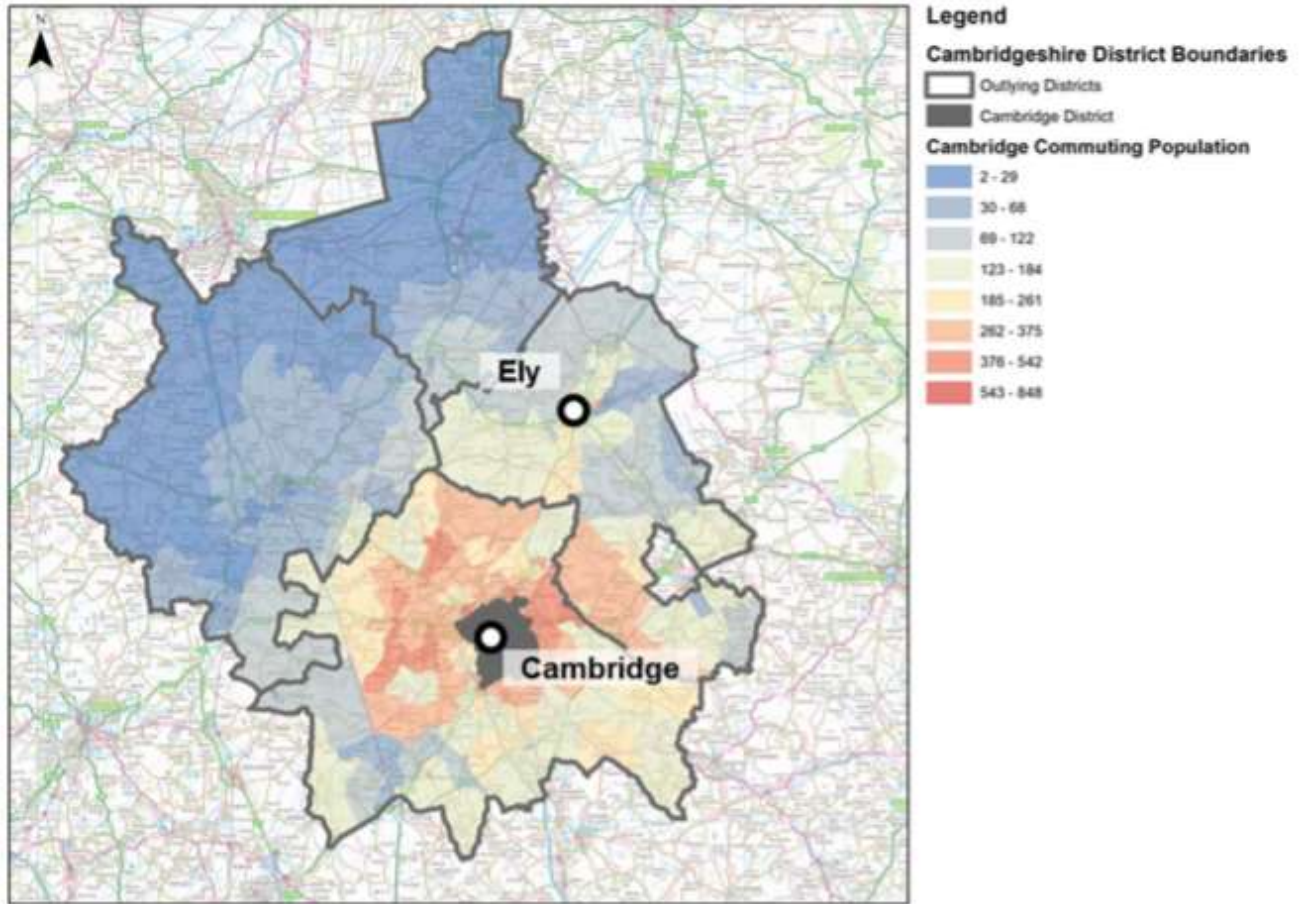
<sup>8</sup> <https://cambridgeshireinsight.org.uk/economy/>

<sup>9</sup> [https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/818886/Cambridge\\_SINGLE\\_PAGE.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/818886/Cambridge_SINGLE_PAGE.pdf)

<sup>10</sup> NOMIS data, 2021

and around Cambridge live in surrounding areas and commute into the city, as is presented in Figure 2-2.

**Figure 2-3 - Population commuting into Cambridge**



Source: Ordnance Survey/NOMIS

2.3.9. Due to the effects of the Covid-19 pandemic, employment growth in the Greater Cambridge area has slowed from 4.7% in 2018-2019 to 2.3% in 2019-2020.<sup>11</sup> Whilst growth rates may have slowed, they remain high and have varied across sectors. For example, sectors involved in supporting responses to Covid-19 such as Life Sciences and Information and Technology, which has benefitted as a consequence of the increase in remote communications. Other services such as the hospitality industry have however suffered as a result of multiple lockdowns.

**Deprivation**

2.3.10. Despite the success of the Cambridge economy, there are parts of the city which are more deprived than others. The Index of Multiple Deprivation provides an understanding of the comparative health

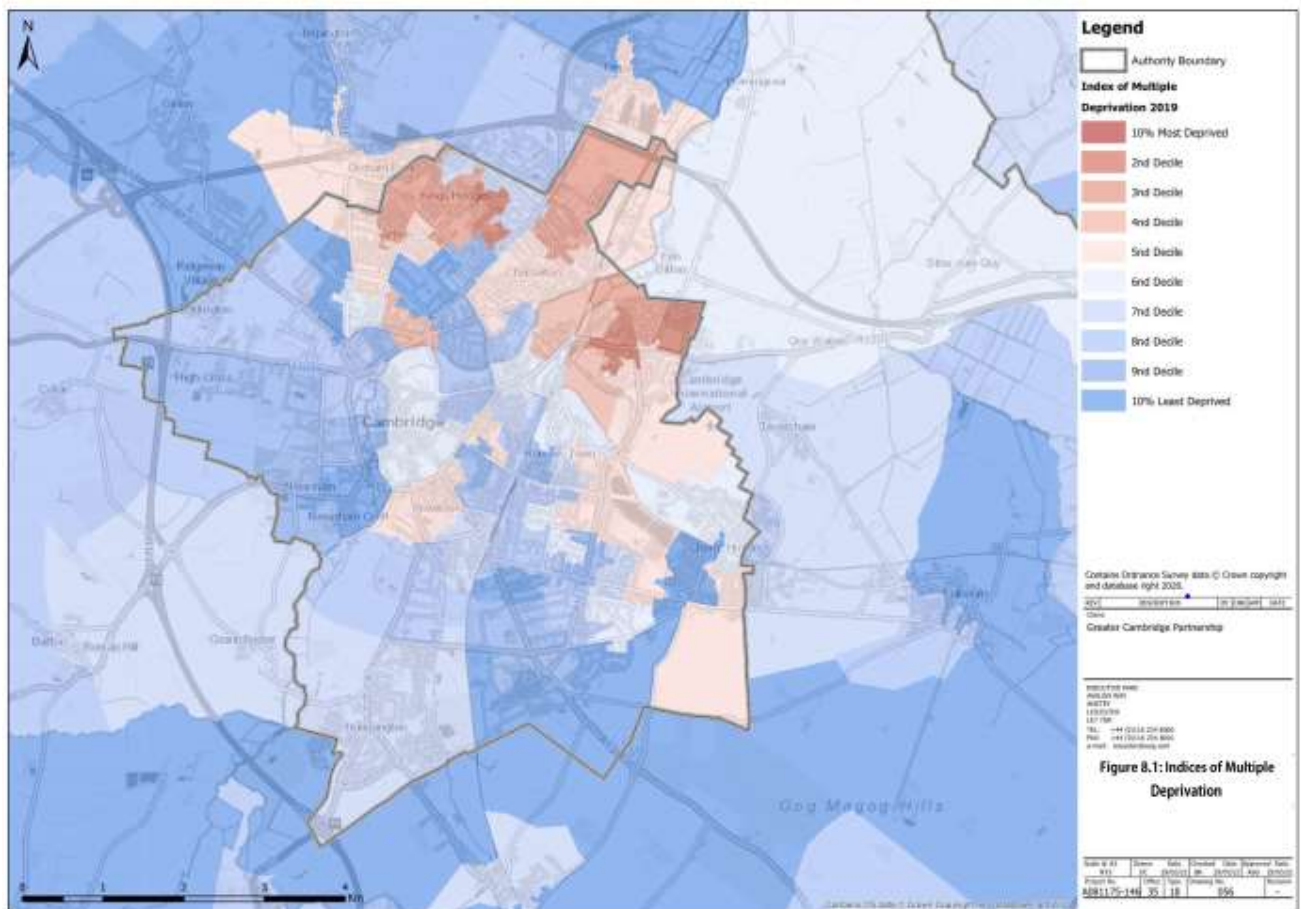
<sup>11</sup> <https://www.greatercambridge.org.uk/asset-library/Future-Investments-Strategy/Research-and-Evidence/GBR-GC-Employment-Update-February-2021.pdf>



of an area based on income, employment, health and barriers to housing provision. Whilst levels of deprivation are comparatively low some areas of Cambridge are more disadvantaged than others. Figure 2-3 demonstrates that the north-east of Cambridge is comparatively more deprived in terms of the indices of multiple deprivation than other areas of Cambridge.

- 2.3.11. Delivering a network of Greenways will improve connections between Cambridge city centre and more deprived areas to the north-east in an affordable and accessible way. Active travel is not only affordable, but also contributes to better physical and mental health, which will have a positive impact on the levels of deprivation of areas north of Cambridge.

**Figure 2-4 - Indices of Multiple Deprivation**



## ENVIRONMENTAL CONTEXT

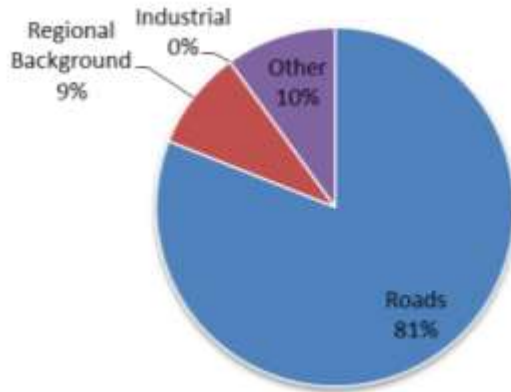
### Air Quality

- 2.3.12. Cambridge city centre has had an Air Quality Management Area (AQMA) since 2004 due to high levels of Nitrogen Dioxide from excessive traffic levels. The AQMA extends along Hills Road (A1307) to the main London-Kings Lynn railway line.
- 2.3.13. To improve air quality, a series of Air Quality Management Plans have been implemented and integrated into the local transport plans, with the latest being the Cambridge Air Quality Management Plan (2018-2023). DEFRA’s modelling of air quality across the UK indicates air quality is good outside of the city; the delivery of the Greenways will help to improve air quality within the city centre through encouraging modal shift away from the car towards active travel modes as key

strategies outlined in the plan include increased cycling provision and provision of green infrastructure to filter pollutants and oxygenate the environment.

- 2.3.14. Figure 2-4 demonstrates the importance of encouraging modal shift away from the car, as 81% of NOx emissions are from road traffic.<sup>12</sup>

**Figure 2-5 - Source of NOx by source type (CERC 2017)**



### Noise

- 2.3.15. Noise has a large impact on both the physical and mental health of those living and working in Cambridge. Traffic noise can be a significant contributor to ambient noise levels; by delivering the Greenways and encouraging modal shift away from the car, noise levels in and around Cambridge can be expected to reduce.

### Historic Environment

- 2.3.16. The city of Cambridge is a world-famous historic built urban centre, with listed buildings and a natural environment that generates a significant tourist industry. There are also 17 Conservation Areas in and around the centre of Cambridge which the City Council has a duty to protect.
- 2.3.17. It is vital to preserve the setting of the historic buildings and open spaces and ensure that the development of any transport scheme contributes to this preservation. There is a need to manage traffic levels to avoid noise, congestion, and pollution which all have a significant negative impact on the character of the city. This can be partly achieved through the delivery of sustainable active transport networks such as the Greenways.

### Landscape and Green Belt

- 2.3.18. The landscape of the area which the Greenways are intended to serve is predominantly flat and urban in the west, with the River Cam forming a natural boundary to the north. There are also two designated commons, Stourbridge Common to the north and Coldham's Common in the centre. Ditton Meadows also occupies a large amount of greenspace to the east of Stourbridge common.

<sup>12</sup> <https://www.cambridge.gov.uk/media/3451/air-quality-action-plan-2018.pdf> page 30

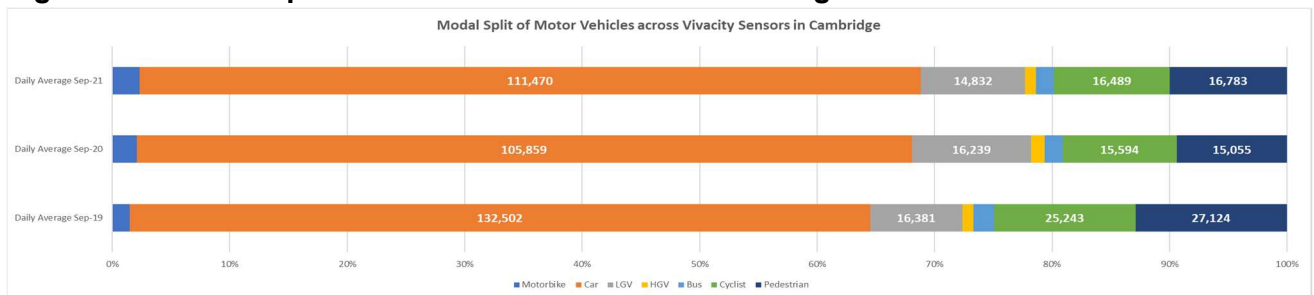
- 2.3.19. The District Design Guide Supplementary Planning Document (SPD) requires a design approach that considers landscape at a number of scales and contexts, including landscape setting and character, strategic green infrastructure, good urban design principles, design quality and sense of place. All these factors will be integral to the success of the programme and must be considered when delivering the Greenways.
- 2.3.20. Consideration of the landscape in new development SPDs provides another layer of detail for landscape design and should also be considered and followed to achieve compliance to policy and an appropriate response to context.
- 2.3.21. The flat nature of the landscape lends itself to cycling being an appropriate mode of choice, and to the development of the Greenways.

## TRANSPORT CONTEXT

### Road Network

- 2.3.22. In September 2020, motor vehicles accounted for around 81% of all traffic, as presented in Figure 2-5 below.

**Figure 2-6 - Modal Split of Motor Vehicles across Cambridge**



Source: Cambridge County Council

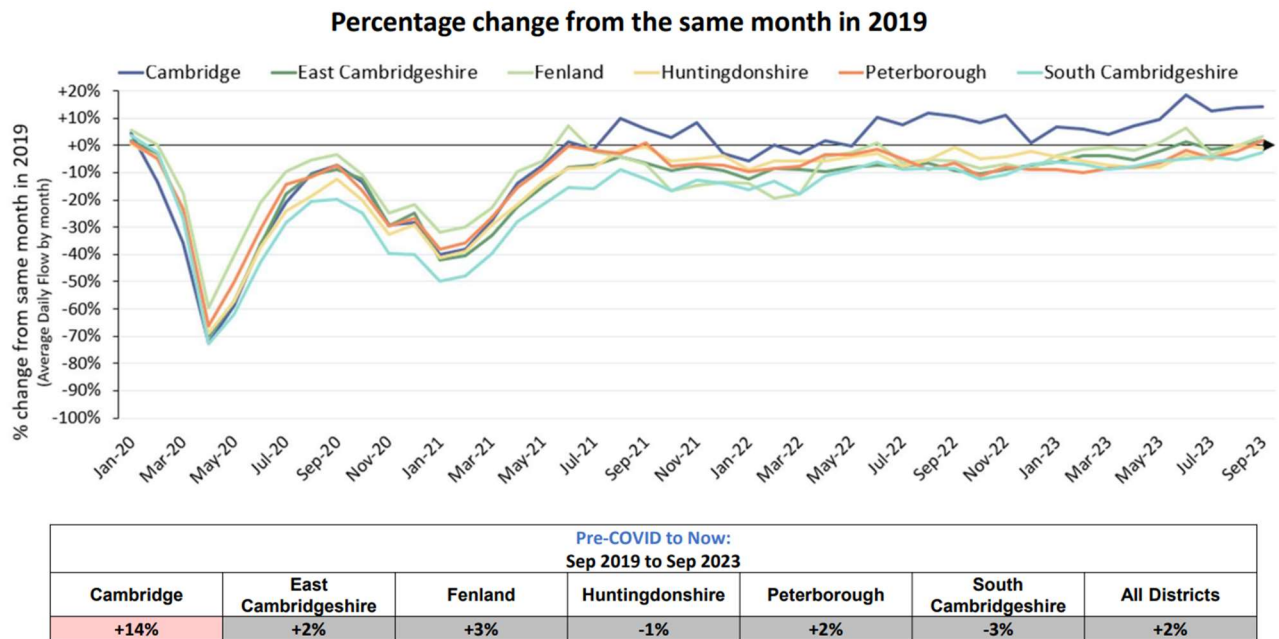
- 2.3.23. The main routes into Cambridge are the M11 and A14, along with the A603, A1303 and A1134. The number of vehicles on the roads into Cambridge has steadily increased from 4,428 million per year in 2012, to 5,163 million in 2019 (pre-COVID).<sup>13</sup> This trend is supported by the 2019 Traffic Monitoring Report from Cambridge County Council<sup>14</sup>, which reported an 8% increase in the number of motor vehicles entering and leaving Cambridge per 12-hour day compared to 2009 with associated increased congestion and journey time delay.
- 2.3.24. A COVID-19 Transport Impacts Data and Monitoring report is regularly produced by Cambridge County Council’s Research Team. The latest report summarises the on-going impacts of COVID-19 on trends in transport and mobility up to 30th September 2023. Most districts in Cambridgeshire have now seen a recovery to around the 2019 average daily flow levels on the Strategic Road Network. Cambridge now far exceeds 2019 volumes, with a 14% increase on September 2019. Only South Cambridgeshire and Huntingdonshire remain below September 2019 levels. Figure 2-6 shows

<sup>13</sup> <https://roadtraffic.dft.gov.uk/local-authorities/97>

<sup>14</sup> <https://www.cambridgeshire.gov.uk/asset-library/Traffic-Monitoring-Report-2019.pdf>

the traffic impact of COVID-19 across Cambridgeshire between January 2020 and September 2023. The graph shows the percentage difference from the corresponding month in 2019 (e.g. March 2023 compared to March 2019).

**Figure 2-7 – Strategic Road Network, Average Daily Flow by Month (% change from same month in 2019)**



Source: COVID-19 – Transport Impacts Data & Monitoring Report, July 2023<sup>15</sup>

### Bus Network

2.3.25. Cambridge is well-served by bus services, the majority of which are operated by Stagecoach. Buses run regularly during peak periods, with services every 10 minutes. Throughout September 2021, week on week passenger volumes were approximately 36% below September 2019. During 2019, there were over 4.4 million passenger journeys on the Cambridge Busway, which increased by 4% from 2018.<sup>16</sup> Figure 2-7 illustrates the bus network.

<sup>15</sup> <https://cambridgeshireinsight.org.uk/roads-transport-and-active-travel/transport-data-insights/>

<sup>16</sup> <https://www.cambridgeshire.gov.uk/asset-library/Traffic-Monitoring-Report-2019.pdf>



Figure 2-8 - Cambridge Bus Services



### Railway Network

2.3.26. There are seven railway stations within the study area covered by the proposed Greenway routes. These stations are as follows:

- Cambridge Station
- Cambridge North
- Waterbeach
- Shelford
- Foxton
- Meldreth
- Whittlesford Parkway

- 2.3.27. There is also an eighth station under construction for Cambridge South. This will connect the Cambridge Biomedical Campus with destinations such as central London, London Stansted Airport, Ely and Birmingham. This station will be on the same route as the Sawston Greenway and would therefore have active travel as a first and last mile option. Initial work on the rail infrastructure to support the new station began in spring 2023, and the railway station is expected to be opened in 2025<sup>17</sup>.
- 2.3.28. By providing a cycle network that aligns with the railway network, communities on specific Greenways such as Melbourn have the choice of active travel for the first and last miles of their journeys, encouraging a modal shift away from the car and enabling door to door sustainable travel. All the railway stations are equipped with cycle parking and are therefore well-placed to be part of the delivery of a sustainable transport network for Cambridgeshire.

### **The Cycle Network**

- 2.3.29. With the highest levels of cycling in the UK, Cambridge is termed a ‘cycle city.’ The October 2021 cycling volumes remain below pre-pandemic volumes but have increased by approximately 44% from October 2020. The cycling volumes in October 2021 are 4% above the 2011 baseline of the Monitoring Report (55,678 weekday cycle flow)<sup>18</sup>.
- 2.3.30. Cambridge is home to a comprehensive cycle network of well signed and traffic free routes and the study area also includes National Cycle Networks 51 and 11, and Regional Route 24.<sup>19</sup> However, the quality of cycle infrastructure provision is variable. Many of the cycle lanes also coincide with bus lanes, which presents a safety issue for cyclists.
- 2.3.31. On average, 24.3% of commuters travel to work by bicycle in Cambridge. Beyond the Cambridge City boundary, there is a significant decrease in cycle mode share, although it is considerably higher for eastern areas than the average cycle mode share across south and east Cambridgeshire where cycle commuter rates range between 9.3% and 2.8%.
- 2.3.32. Delivery of the Greenways provides an opportunity to encourage modal shift towards cycle use for all residents for both commuting and recreational purposes. The Greenways will also help to increase levels of cycling in Cambridge back to pre-Covid levels. September 2023 cycling volumes were 19% below pre-Covid levels (September 2019) but were presenting as similar to mid-Covid levels (September 2021) and levels last year in September 2022, as shown in Figure 2-9. Delivery of the cycleway along Madingley Road will also encourage the uptake of cycling as a mode of transport for both commuting and recreational purposes.

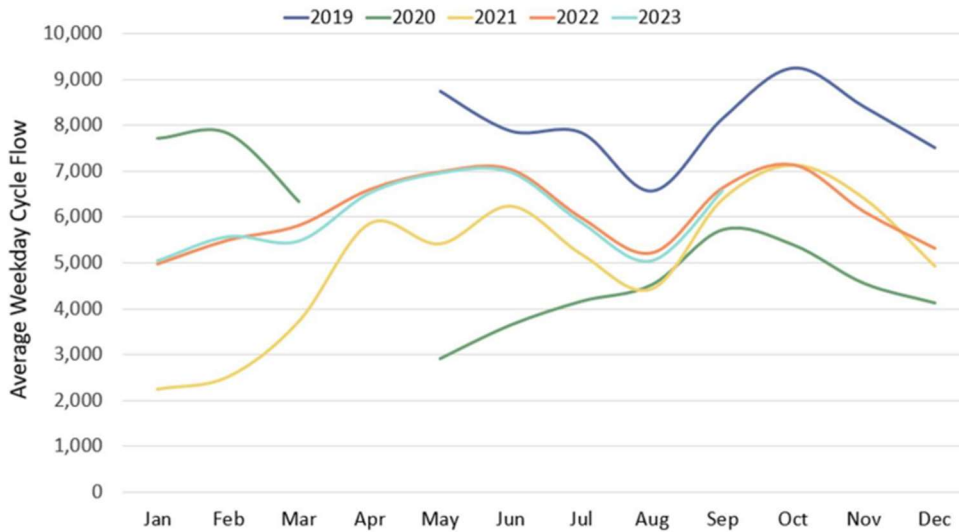
---

<sup>17</sup> <https://www.bbc.co.uk/news/uk-england-cambridgeshire-67199877>

<sup>18</sup> <https://www.cambridgeshire.gov.uk/asset-library/traffic-monitoring-report-2021.pdf>

<sup>19</sup> [Greenways-Review-Nigel-Brigham-2016.pdf \(gretercambridge.org.uk\)](https://www.gretercambridge.org.uk/Greenways-Review-Nigel-Brigham-2016.pdf)

**Figure 2-9 - Average Weekday Cycle Flows**



Pre-COVID to Now: September 2019 to September 2023			Mid-COVID to Now: September 2021 to September 2023			Previous year to Now: September 2022 to September 2023		
Mon-Sun	Weekdays (Mon-Thu)	Weekends (Sat-Sun)	Mon-Sun	Weekdays (Mon-Thu)	Weekends (Sat-Sun)	Mon-Sun	Weekdays (Mon-Thu)	Weekends (Sat-Sun)
-19%	-19%	-17%	No change	+3%	-10%	No change	-1%	-3%

Source: COVID-19 – Transport Impacts Data & Monitoring Report, July 2023<sup>20</sup>

## 2.4 IMPACT OF NOT CHANGING

- 2.4.1. Without delivery of the network of Greenways and the cycleway along Madingley Road, congestion levels will continue to increase due to a lack of available infrastructure for active travel. There is a risk that levels of cycling could decline due to an increasingly unattractive cycling environment, and reliance on the car will also increase. Not only will this have negative consequences for local communities with increased congestion, but the environment will also suffer from high levels of greenhouse gas and carbon emissions, and physical and mental wellbeing will be negatively affected. The Cambridge City Deal objectives of developing active travel modes to support the planned travel needs of new housing developments and employment will also be adversely impacted.
- 2.4.2. Without the delivery of the Greenways and cycleway along Madingley Road, the opportunity to achieve net biodiversity gain objectives will be diminished, resulting in a less attractive environment without an enhanced natural habitat, which will in turn also contribute to a reduction in active travel.
- 2.4.3. Delivery of both the Greenways and the Madingley Road scheme is therefore key in meeting the challenges identified with the current situation and, as described below in supporting the national, regional, and local strategic priorities.

<sup>20</sup> <https://cambridgeshireinsight.org.uk/roads-transport-and-active-travel/transport-data-insights/>



## 2.5 POLICY CONTEXT

2.5.1. This section provides the policy context within which the development of the Greenways and the Madingley Road scheme has been considered. It demonstrates that the delivery of the cycle schemes aligns with the strategic objectives of policies set at local, regional and national scales, as summarised in Table 2-2.

**Table 2-2 – Policy Summary**

Policy	Key Strategic Objectives	Greenways' & Madingley Road Scheme relevance
<b>National Policy</b>		
Net Zero Strategy: Build Back Greener	<ul style="list-style-type: none"> <li>▪ Decarbonising all sectors of the UK economy to meet net zero target by 2050.</li> </ul>	<p>Provision of cycling and walking network encourages active travel, reducing reliance on the car and reduced greenhouse gas emissions.</p> <p>Delivery of the Greenways and cycleway along Madingley Road will contribute towards the Net Zero Strategy goal of making active travel a natural first choice for all who can take them by providing safer cycling and walking infrastructure between Horningsea and Cambridge.</p>
Decarbonising Transport: A Better, Greener Britain	<ul style="list-style-type: none"> <li>▪ The pathway to net zero transport in the UK requires the delivery of a world class cycling and walking network by 2040</li> </ul>	The Greenways and cycleway along Madingley Road will deliver high quality active transport infrastructure supporting local as well as cross-city journeys to be made via active travel.
The Environment Act	<ul style="list-style-type: none"> <li>▪ Protection of the natural environment from the effects of human activity</li> <li>▪ Protection of people from the effects of human activity on the natural environment</li> <li>▪ Maintenance, restoration or enhancement of the natural environment</li> <li>▪ Monitoring, assessing, considering, advising or reporting on environmental protection</li> </ul>	Biodiversity net gain is the key influence along with the legal requirement for local authorities to conserve and enhance biodiversity as part of planned and future developments.
Ten Point Plan for a Green Industrial Revolution	UK to be the world's number one centre for green technology, laying the foundations for economic growth, delivering Net Zero emissions.	Provision of a cycle network encourages active travel, reducing reliance on the car and greenhouse gas emissions.

Policy	Key Strategic Objectives	Greenways' & Madingley Road Scheme relevance
Gear Change	<ul style="list-style-type: none"> <li>■ Better streets for cycling and people</li> <li>■ Cycling and walking at the heart of decision making</li> <li>■ Empowering and encouraging local authorities</li> <li>■ Enabling people to cycle and protecting them when they do</li> </ul>	Delivery of the Greenways and cycleway along Madingley Road will provide a safe and attractive cycling environment.
Cycling and Walking Investment Strategy	Cycling and walking to be the natural choice for short journeys, and to increase cycling and walking levels.	Delivery of the Greenways and cycleway along Madingley Road will provide many communities access to a well-connected cycle network for both commuting and recreational purposes.
National Planning Policy Framework	<ul style="list-style-type: none"> <li>■ To provide strong, vibrant, healthy communities</li> <li>■ To contribute to protecting and enhancing our natural, built, and historic environment; including making effective use of land</li> </ul>	The Greenways and the Madingley Road scheme will improve the health of communities by not only providing the opportunity for active travel, but by achieving measurable net gains for biodiversity delivered through green infrastructure strategies, which combined offer an effective use of land.
Transport Investment Strategy	<ul style="list-style-type: none"> <li>■ To create a more reliable, less congested and better-connected transport network</li> <li>■ To support the creation of new housing</li> </ul>	Providing an alternative mode of transport to the car (to cycle), the demands on the road network will be reduced, and the network will be better able to cope with increased demand from planned housing and population growth.
<b>Regional Policy</b>		
Cambridgeshire and Peterborough Independent Commission on Climate	Better air quality and access to nature, to improve health and wellbeing.	Reducing the number of journeys made by car will reduce levels of greenhouse gas emissions and improve local air quality. An uptake of active travel will contribute to better health and wellbeing.
England's Economic Heartland Transport Strategy	Improve local and rural connectivity to support a green recovery from COVID-19 and sustainable growth, whilst reaching Net Zero by 2050.	The Greenways and the Madingley Road scheme will together provide a network of radial routes from the centre of Cambridge, providing surrounding communities with access to the centre. Doing so through active

Policy	Key Strategic Objectives	Greenways' & Madingley Road Scheme relevance
		travel will reduce greenhouse gas emissions.
The Cambridgeshire and Peterborough Local Transport Plan	Aims to connect all new and existing communities sustainably and provide an integrated rural public transport network.	Providing a sustainable and active travel network will better connect communities in a sustainable way.
Local Transport and Connectivity Plan (LTCP)	Seeks to address the following four challenges highlight by the impact of the pandemic: <ul style="list-style-type: none"> <li>■ Connectivity and accessibility</li> <li>■ Making systems work</li> <li>■ Affordability and flexibility</li> <li>■ Environmental impact</li> </ul>	The Greenways and the Madingley Road scheme will provide a network of radial routes from the centre of Cambridge, improving connectivity, encouraging mode shift and supporting improved air quality.
<b>Local Policy</b>		
Cambridge Local Plan	Identifies a need for: <ul style="list-style-type: none"> <li>■ 14,000 new homes</li> <li>■ 22,000 new jobs</li> <li>■ Areas of Major Change</li> </ul>	The Greenways and the Madingley Road scheme will provide connections for the new homes and provide active travel commute opportunities to new businesses.
South Cambridgeshire Local Plan	To promote and deliver sustainable transport and infrastructure.	The Greenways and the Madingley Road scheme will provide a sustainable transport option in themselves, and also link to other more sustainable transport options than the car such as the railway network.
Emerging New Joint Greater Cambridge Local Plan	Aims to make Cambridge a place where a large decrease in climate impacts correlates with a large increase in quality of life.	Active travel is proven to increase quality of life and will also contribute to a reduction in climate impacts. Access to a connected cycle network through the delivery of both schemes is therefore integral in improving quality of life for those both living and working in Cambridgeshire.
Cambridgeshire Active Travel Strategy	To enable and encourage more people to switch some of the journeys they once made by private car to active modes, making active modes the preferred mode of travel.	Providing a sustainable and active travel network will support mode shift.
Greenways Environmental Design Strategy	The Design Code is intended to establish clear expectations for	The Greenways and the Madingley Road scheme will be

Policy	Key Strategic Objectives	Greenways' & Madingley Road Scheme relevance
	design quality, beauty, and sustainability, as well as detailed design elements for the physical development of the Greenways.	well-designed, beautiful and safe environment for pedestrians and cyclists.
Greater Cambridge City Deal	Aims to: <ul style="list-style-type: none"> <li>■ Create an infrastructure investment fund with an innovative Gain Share mechanism</li> <li>■ Deliver over 400 apprenticeships for young people</li> <li>■ Provide £1billion of local and national public sector investment, enabling an estimated £4billion of private sector investment in the Greater Cambridge area</li> <li>■ Create 45,000 new jobs.</li> </ul>	The Greenways and the Madingley Road scheme will together provide a green infrastructure network to better connect new communities to jobs and education.

## NATIONAL POLICY

### Net Zero Strategy: Build Back Greener (2021)

- 2.5.3. The Net Zero Strategy: Build Back Greener sets out the government’s approach to levelling up the country, achieving net zero domestic contribution to climate change based on a series of carbon budgets up to 2037. The Strategy aims to decarbonise all sectors of the economy to meet net zero targets by 2050. In the transport sector this will include conversion of the vehicle fleet to zero emission vehicles, and investment in active modes and public transport. With reduced congestion there will be opportunities to improve the attractiveness of public transport and active modes (for local travel) increasing public transport mode share.
- 2.5.4. Provision of cycling and walking network encourages active travel, reducing reliance on the car and reduced greenhouse gas emissions. The delivery of the Greenways and the Madingley Road scheme will contribute towards the Net Zero Strategy’s goal of making active travel a natural first choice for all who can take them by providing safer cycling and walking infrastructure, connecting Cambridge city centre with surrounding villages.

### Decarbonising Transport: A Better, Greener Britain (Department for Transport, 2021)

- 2.5.5. Published following the Covid-19 pandemic, the national plan for decarbonising transport sets out the intentions of building back a better, greener Britain in response to a change in the way people travel and work.
- 2.5.6. Decarbonising Transport recognises transport as the largest contributor to UK domestic greenhouse gas emissions, being responsible for 27% in 2019. The policy establishes the aim to deliver a step change in both the breadth and scale of the Government’s ambitions on transport to reach net zero.

- 2.5.7. Measures used in the approach to decarbonisation will also seek to deliver wider benefits including to improve air quality, noise, health, reducing congestion and delivering high-quality jobs and growth for everyone across the UK. The plan's measures incorporate increasing cycling and walking, to reach the aim that half of all journeys in towns and cities are cycled or walked by 2030.
- 2.5.8. The delivery of the Greenways and the Madingley Road scheme closely align to the aims of the plan. Provision of a cycle network will further encourage active travel, reducing reliance on the car and greenhouse gas emissions.

### **The Environment Act (2020)**

- 2.5.9. The Environment Act brings about necessary action to combat the environmental and climate crises we are currently facing and acts as a key vehicle for delivering the vision set out in the 25 Year Environment Plan through legally binding targets. This is to be achieved through:
- Protection of the natural environment from the effects of human activity
  - Protection of people from the effects of human activity on the natural environment
  - Maintenance, restoration or enhancement of the natural environment
  - Monitoring, assessing, considering, advising or reporting on the natural environment
- 2.5.10. The Greenways network including the Madingley Road cycle scheme aligns with the goals of the Environment Act, as biodiversity net gain is a key influence along with the general duty to conserve and enhance biodiversity in Cambridge.

### **Ten Point Plan for a Green Industrial Revolution (2020)**

- 2.5.11. The Government's Ten Point Plan for a Green Industrial Revolution aims to turn the UK into the world's number one centre for green technology and finance, laying the foundations for decades of economic growth by delivering Net Zero emissions in a way that creates jobs and allows people to carry on living their lives. The ten points deal with:
- Advancing offshore wind
  - Driving the growth of low-carbon hydrogen
  - Delivering new and advanced nuclear power
  - Accelerating the shift to zero-emission vehicles
  - Green public transport, cycling and walking
  - Jet zero and green ships
  - Greener buildings
  - Investing in carbon capture, usage and storage
  - Protecting our natural environment
  - Green finance and innovation
- 2.5.12. Delivery of the Greenways and the Madingley Road scheme will directly contribute to the strategic goals of The Ten Point Plan by providing better air quality through delivering a sustainable active travel network for cycling, and in doing so protect our natural environment.

### **Gear Change (2020)**

- 2.5.13. Gear Change outlines the vision of central Government to make England a great walking and cycling nation. It sets out the actions required at all levels of government to make this a reality, and follows the following themes:
- Better streets for cycling and people

- Cycling and walking at the heart of decision-making
- Empowering and encouraging local authorities
- Enabling people to cycle and protecting them when they do

2.5.14. Delivery of the twelve Greenways, and the Madingley Road scheme, closely aligns to the vision of Gear Change, creating a safer and more attractive cycling environment in and around Cambridge. Through enabling residents and cycle user groups to use the cycle network as a form of active travel, the strategic goals of Gear Change shall be met.

#### **Cycling and Walking Investment Strategy and LTN 1/20 (2020)**

- 2.5.15. The statutory Cycling and Walking Investment Strategy (CWIS) sets a clear ambition to make cycling and walking the natural choices for short journeys or as part of a longer journey with supporting objectives to increase cycling and walking levels.
- 2.5.16. The Local Transport Note (LTN) 1/20 provides guidance and good practice for the design of cycle infrastructure, in support of the CWIS. It supports the delivery of high-quality cycle infrastructure and reflects current good practice, standards and legal requirements. Inclusive cycling is the underlying theme so that people of all ages and abilities are considered.
- 2.5.17. The Greenways project and the Madingley Road scheme will align with the CWIS by providing infrastructure in line with design outlined in the LTN 1/20. Being developed in liaison with local communities and cycling user groups, the routes are designed to be inclusive of different stakeholder groups as outlined in both the CWIS and LTN 1/20.

#### **National Planning Policy Framework (NPPF) (updated 2021)**

- 2.5.18. The National Planning Policy Framework (NPPF), published by the Ministry of Housing, Communities and Local Government in February 2019 and updated in July 2021, contains the Government's planning policies for England and how these are expected to be applied.
- 2.5.19. The NPPF advises that planning policies and decisions should play an active role in guiding development towards sustainable solutions and recognises three interlinked dimensions in achieving this: economic, social and environmental. The policies within the framework seek to improve health, social and cultural wellbeing for all, deliver adequate community and cultural facilities, provide services to meet the demand of local people, and create a good standard of amenity for all existing and future occupants of land and buildings.
- 2.5.20. The NPPF sustainable development objectives are:
- **Economic** – To help build a strong, responsive and competitive economy, by ensuring that sufficient land of the right types is available in the right places and at the right time to support existing, planned and potential growth, innovation and improved productivity, and by identifying and coordinating the provision of infrastructure.
  - **Social** – To support strong, vibrant and healthy communities, by ensuring that a sufficient number and range of homes can be provided to meet the needs of present and future generations, and by fostering a well-designed and safe built environment, with accessible services and open spaces that reflect current and future needs and support communities' health, social and cultural wellbeing.
  - **Environmental** – To contribute to protecting and enhancing our natural, built and historic environment; including making effective use of land, helping to improve biodiversity, using natural



resources prudently, minimising waste and pollution, and mitigating and adapting to climate change, including moving to a low carbon economy.

- 2.5.21. Chapter 9 of the NPPF sets out policies to promote sustainable transport, including the expectation that the environmental impacts of traffic and transport infrastructure are identified, assessed, and taken into account, and that appropriate opportunities are taken for avoiding and mitigating adverse effects and achieving net environmental gains.
- 2.5.22. Key changes for the updated NPPF (2021) include;
- Changes to the overarching social objective of the planning system (paragraph 8b) to include the fostering of “well-designed, beautiful and safe places”. The 2019 version had required “a well-designed and safe built environment”.
  - A new paragraph 128 stated that in order to “provide maximum clarity about design expectations at an early stage”, all local planning authorities “should prepare design guides or codes”. This new demand is consistent with the principles set out in the National Design Guide and National Model Design Code, and which reflect local character and design preferences.
  - A new paragraph 133 was introduced which focuses on ‘beautiful’ development. A test that development should be well-designed, confirming that development which “fails to reflect local design policies and government guidance on design, taking into account any local design guidance and supplementary planning documents such as design guides and codes” should be refused.
  - A new paragraph 131 was introduced, stating that “planning policies and decisions should ensure that new streets are tree-lined, that opportunities are taken to incorporate trees elsewhere in developments, that appropriate measures are in place to secure the long-term maintenance of newly planted trees, and that existing trees are retained wherever possible”.
- 2.5.23. The Greenways and the Madingley Road scheme will help to further the sustainable development goals of the NPPF and align with its key principles by:
- Promoting the use of sustainable modes of transport by the provision of an active travel network
  - Encouraging the use of non-car modes to minimise air quality effects of car travel
  - Creating a well-designed, beautiful and safe environment for pedestrians and cyclists

### **Transport Investment Strategy (2017)**

- 2.5.24. The government’s TIS sets out how the transport sector will enable delivery of the UK government’s Industrial Strategy. It explains how investment in infrastructure will be built on and how government responses will be realistic and pragmatic towards today’s challenges.
- 2.5.25. Investment decisions should focus on the main objectives set out in the TIS. The objectives and policy include:
- Creating a more reliable, less congested, and better-connected transport network that works for the users who rely on it,
  - Building a stronger, more balanced economy by enhancing productivity and responding to local growth priorities,
  - Enhancing global competitiveness by making Britain a more attractive place to trade and invest,
  - Supporting the creation of new housing.
- 2.5.26. Delivery of the Greenways and the Madingley Road scheme will help to achieve the objectives of the TIS by providing an alternative way of travelling to the car and minimising the potential for



increased congestion. Provision of an attractive travel option, alternative to the car, will enable the network to better cope with increased demand from planned housing and population growth.

## **REGIONAL POLICY**

### **Cambridgeshire and Peterborough Independent Commission on Climate (2021)**

- 2.5.27. The Cambridgeshire and Peterborough Independent Commission on Climate has recently published emerging recommendations, outlining the approach that must be taken in order to reduce greenhouse gas emissions and tackle climate change. The report on climate identifies the risks to the UK from climate change as being acute. It is recognised that the region must act to contribute to the call for a national reduction in emissions.
- 2.5.28. To address climate change in Cambridgeshire and Peterborough, the report sets out four transport-specific recommendations to bring about a low carbon future:
- A complete phase-out of cars running on fossil fuels by 2050 within CPCA
  - All buses and taxis operated within the CPCA should be zero emissions by 2030
  - A reduction in car miles driven by 15% by 2030
  - Diesel vans and trucks to be excluded from urban centres by 2030 and zero emission options pursued
- 2.5.29. Delivery of the Greenways and the Madingley Road scheme will not only contribute to the Commission's recommendations for active travel, which includes making cycling more accessible, but will also encourage a low carbon future. Reducing the number of journeys made by car will reduce levels of greenhouse gas emissions and improve local air quality. An uptake of active travel will also contribute to better health and wellbeing of local people.

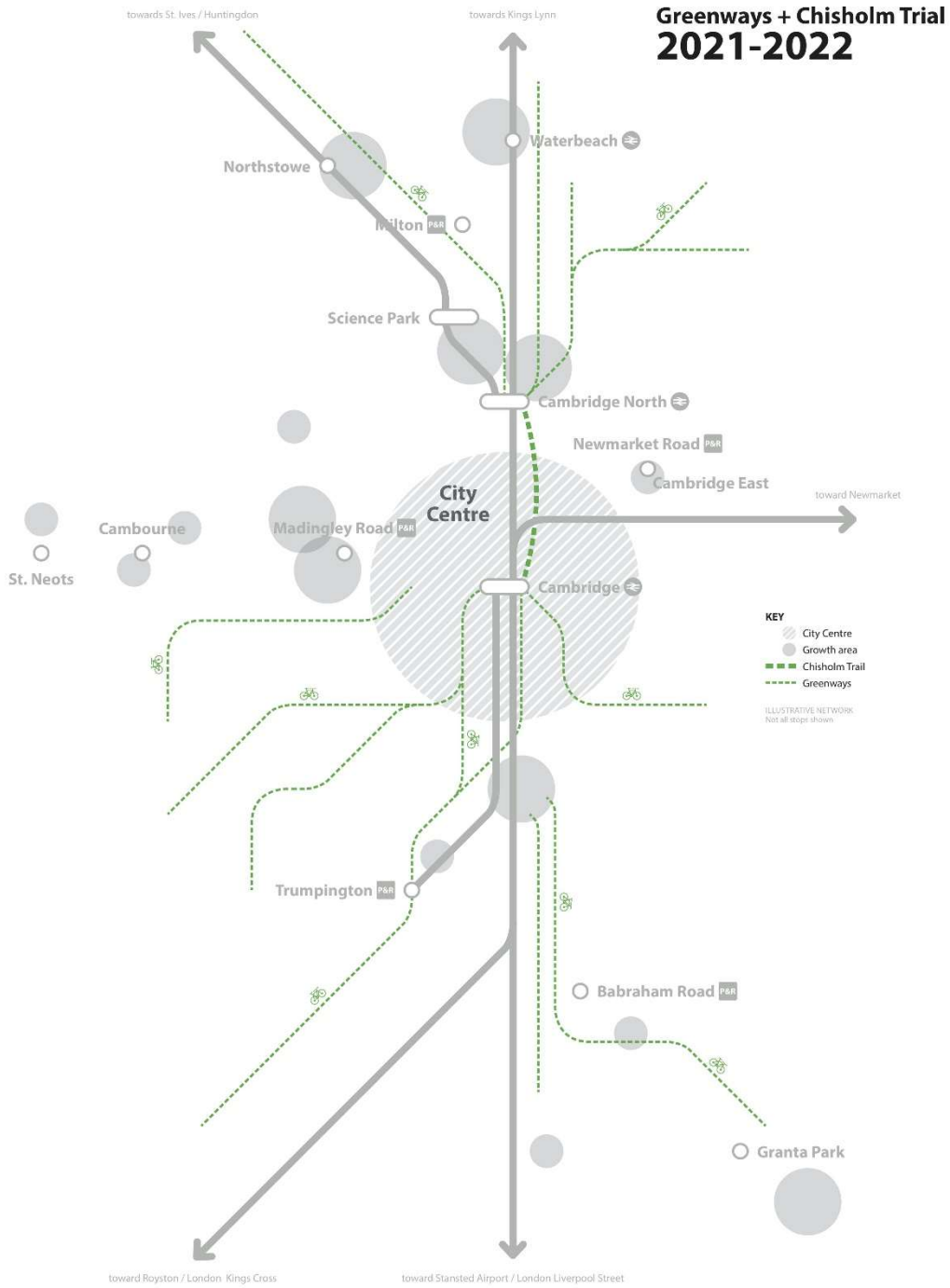
### **England's Economic Heartland Transport Strategy (2020)**

- 2.5.30. The Strategy outlines the regional approach to improve local and rural connectivity to support a green recovery from COVID-19 and sustainable growth, whilst reaching Net Zero by 2050. A step change in the region's transport is required, and the Strategy sets out a five point plan of action:
1. Focus on decarbonisation of the transport system by harnessing innovation and supporting solutions which create green economic opportunities
  2. Promote investment in digital infrastructure as a means of improving connectivity
  3. Use delivery of East West Rail and mass rapid transit systems as the catalyst for the transformation of our strategic public transport networks
  4. Champion increased investment in active travel and shared transport solutions to improve local connectivity to ensure that everyone has the opportunity to realise their potential
  5. Ensure that our freight and logistics needs continue to be met whilst lowering the environmental impact of their delivery
- 2.5.31. Delivery of the Greenways and the Madingley Road scheme will directly contribute to furthering of the strategic aim to 'improve local and rural connectivity.' The Greenway schemes will together provide a network of radial routes from the centre of Cambridge, providing surrounding communities with access to the centre. Doing so through active travel will reduce greenhouse gas emissions and support the decarbonisation of the transport network.

### **The Cambridgeshire and Peterborough Local Transport Plan (2020)**

- 2.5.32. The Local Transport Plan sets out the vision, goals, objectives and policies for the area, forming a delivery plan for the implementation of schemes up to 2035. An updated Local Transport and Connectivity Plan (LTCP) is being developed, which is planned to be put to the Combined Authority's Board for approval and adoption in late 2022.
- 2.5.33. The plan outlines the vision to deliver a world class transport network that supports sustainable growth and opportunity for all, with three supporting goals focused on the economy, society and the environment. It highlights goals to connect all new and existing communities sustainably and provide an integrated rural public transport network. The Greenways are cited as one of the ways to achieve this, and their potential to build upon the current network in Cambridge and provide additional links to join up key destinations that are only partially served. For instance, Figure 2-8 outlines the proposed Greenways network and its link with the Chisholm Trail, Cambridge City Centre and areas of growth.

Figure 2-8 – Greenways and Chisholm Trail network<sup>21</sup>



<sup>21</sup> Greater Cambridge Partnership, 2021

- 2.5.34. A number of active travel policies have been designed to support the delivery of the transport schemes identified in the plan. Modal policies outline the need to enhance and expand cycling infrastructure across Cambridge and Peterborough, which will be directly achieved through the delivery of the Greenways network.
- 2.5.35. Policies also support the promotion and roll-out of new technology such as affordable e-bikes and cargo bikes, and for new bike sharing schemes. The Greenways network will be key for ensuring a positive uptake of such technologies.

Delivery of the Greenways and the Madingley Road scheme will further these strategic goals by providing a sustainable and active travel network in Cambridgeshire and Peterborough. Communities will be safer and better connected, whilst air quality levels will be improved.

### **Local Transport and Connectivity Plan (LTCP)**

- 2.5.36. The Local Transport and Connectivity Plan (LTCP) is the Combined Authority's long-term strategy to improve transport in Cambridgeshire & Peterborough. All future transport projects for Cambridgeshire & Peterborough will be guided by the plan including projects by local councils and partners like the Greater Cambridge Partnership. A draft plan was published in May 2022 and the consultation stage closed on 4<sup>th</sup> August 2022.
- 2.5.37. The LTCP seeks to address specifically the following four challenges highlight by the impact of the pandemic:
- Connectivity and accessibility – risk of further degraded or absent public transport services leaving communities disconnected
  - Making systems work – gaps in capacity and capability to plan and deliver, plus lack of responsiveness and inertia hindering improvements
  - Affordability and flexibility – lack of integration, high fare levels, and rigid, inflexible service make public transport less attractive or not useable for too many
  - Environmental impact – high levels of air pollution and carbon emissions due to transport, particularly personal car trips
- 2.5.38. The Greenways cycling network aims to encourage cycling usage through improved cycle connectivity and offers potential for mode shift to sustainable modes of transport. These objectives are in line with the LTCP aims of connecting communities bus sustainable non-motorised modes, extending accessibility to cycling infrastructure and reducing the environmental impact of transport .
- 2.5.39. The goals of the LTCP are to provide improvement in six key areas of productivity, connectivity, climate, environment, health and safety. Delivering an integrated transport system is noted as pivotal to successfully meeting the vision and goals of the plan. The Greenways programme will be a contributor towards delivering the LTCP objectives of a safe and attractive walking and cycling infrastructure.

## **LOCAL POLICY**

### **Cambridge Local Plan (2018)**

- 2.5.40. The Cambridge Local Plan covers the period of 2018-2031 and identifies the need for 14,000 additional homes and 22,000 jobs. It identifies a series of 'Areas of Major Change' (AOMC), through which a number of the Greenways will run. The Greenways and the Madingley Road scheme will

provide connections for the residents of new homes and provide an opportunity for an active commute to new businesses and for employees in the area.

#### **South Cambridgeshire Local Plan (2018)**

- 2.5.41. Chapter 10 of the Local Plan addresses transport, outlining the aim to ‘promote and deliver sustainable transport and infrastructure.’ The plan highlights the need for transport provision to be balanced in favour of sustainable modes, to give people a choice as to how they travel.
- 2.5.42. The Greenways and the Madingley Road scheme will contribute directly to this strategic aim, providing a sustainable and active travel choice for local communities and commuters alike. By investing in the cycle network, both first and last mile journeys may be made by an active mode, thereby integrating into the wider transport network.

#### **Emerging New Joint Greater Cambridge Local Plan (2021)**

- 2.5.43. The Greater Cambridge Local Plan aims to effectively plan and allocate sites over both Cambridge and South Cambridgeshire. The plan aims to make Greater Cambridge a place where a large decrease in climate impacts correlates with a large increase in quality of life for all communities. It outlines that new development must reduce carbon emissions and reliance on the private car and contribute towards creating thriving neighbourhoods.
- 2.5.44. Delivery of the Greenways and the Madingley Road scheme furthers the aims of the emerging Joint Local Plan as active travel is proven to improve quality of life through better health and access to greenspace. They will also contribute to a reduction in greenhouse gas emissions through reducing the demand on the road network and thereby levels of congestion.

#### **Cambridgeshire Active Travel Strategy (2023)**

- 2.5.45. The Active Travel Strategy for Cambridgeshire builds on achievements in encouraging active travel to date, with the aim of further improving and increasing the proportion of journeys made by active modes across all of Cambridgeshire. The Strategy will enable and encourage more people to switch some of the journeys they once made by private car to active modes, making active modes the preferred mode of travel.
- 2.5.46. The Strategy provides a comprehensive set of policies and initiatives that will enable quality provision of active travel infrastructure and contribute to the council’s target to achieve Net Zero Carbon by 2045. This includes rebalancing the use of road space to better reflect the road user hierarchy, with pedestrians as top priority and cyclists and equestrians as second priority. This aims to increase the number of utility journeys taken by foot, cycle or other ‘wheeled’ modes, whilst taking account of other motorised and non-motorised user (NMU) needs. All highway improvements will consider appropriate cycle facilities in line with LTN 1/20 and improvements for walking will also be provided to meet the Healthy Streets<sup>22</sup> indicators, where appropriate.

---

<sup>22</sup> [Healthy Streets, 2023](#)

2.5.47. Recently confirmed investment in sustainable travel improvements are outlined, including the Greenways programme. The scheme will directly support the aims of encouraging mode shift, supporting the uptake of active travel and decarbonising transport.

### **Greenways Environmental Design Strategy (2023)**

2.5.48. The Greenways Environmental Design Strategy uses numerous frameworks to map out precise and accurate designs of Greenways to satisfy the targets and objectives of Cambridgeshire's Greenway. The Greenways Character Framework is used to identify landscape sensitivities and distinctiveness across the Greenways. The Framework explains how different Greenways are tailored to their specific needs by mapping and describing "Identity Types and Areas". This is achieved through different combinations of elements and key features that distinguish landscapes from one another; judgements about future landscape change can be made based on knowledge of what is distinctive and provides its landscape sensitivity value. As a result, once implemented, the Greenways projects may be made adaptable and altered based on landscape changes to meet the needs of communities.

2.5.49. Included in the Design Strategy is the Greenways Green and Blue Infrastructure Strategy (GBI), which considers the scheme's most challenging issues, GCP's objectives and principles of good design, a comprehensive understanding of the context and the coalescence of parallel work streams, and targeted enhancements for offsetting and mitigating impacts to deliver the Greenways.

2.5.50. The Greenways Design Code is used to help influence development ideas to provide maximum clarity regarding design requirements at an early stage and to represent local character and preferences. The Greenways Design Code provides a framework for developing healthy, greener, environmentally responsive, sustainable, and differentiated active travel routes that adhere to a consistent and high-quality design standard. The Greenways Design Code is intended to establish clear expectations for design quality, beauty, and sustainability, as well as detailed design elements for the physical development of the Greenways, maintaining that policy objectives are properly considered and represented within the scheme.

### **Greater Cambridge City Deal**

2.5.51. The Greater Cambridge City Deal is an agreement between central government and the Greater Cambridge Partnership which secures funding for investment in transport infrastructure, housing, and training across the region.

2.5.52. The City Deal outlines the strategic objectives of ensuing 'ease of movement everywhere', increasing capacity in key strategic corridors, and developing a 'sustainable transport network'.

2.5.53. These objectives are to be achieved by:

- Creating an infrastructure investment fund with an innovative Gain Share mechanism;
- Improving access to education and training, aligning to the provision of over 400 apprenticeships for young people;
- Providing £1 billion of local and national public sector investment, enabling an estimated £4 billion of private sector investment in the Greater Cambridge area; and
- Facilitation of an active commute to work, aligning to the creation of 45,000 new jobs.

2.5.54. Delivery of the Greenways network and the Madingley Road scheme will meet these strategic objectives through improving the connectedness of communities in and around Cambridge through sustainable travel modes.

## SUMMARY

- 2.5.55. Planning and transport strategy from the national level to the local level focuses on the need to ensure any future development is sustainable and contributes to wider objectives around the protection, enhancement and conservation of the environment, cultural and societal assets. It addresses the need to tackle climate change and meet Net Zero targets. Strategies also outline the need to ensure future developments contribute to a good quality of life and the health and wellbeing of local communities.
- 2.5.56. Delivery of the Greenways and the Madingley Road scheme contributes to these key strategic policies, through delivering an active and sustainable mode of travel via a green infrastructure network which will encourage a modal shift away from the car. In doing so the programme will deliver multiple environmental, social and economic benefits, and contribute to the reduction in greenhouse gas emissions required to meet Net Zero targets by 2050.

## 2.6 THE STRATEGIC NEED

- 2.6.1. The strategic need for the Greenways programme is linked to the development of a sustainable transport network which facilitates the delivery of the planned growth of the Greater Cambridge economy by offering improved active mode connectivity between the rural villages around Cambridge and the city in the context of the GCP Future Network Map 2030. The development of the Greenways as part of a sustainable transport network covering Cambridge will support local and national policies for achieving carbon net zero and delivering on bio-diversity net gain. The key strategic needs are discussed further below.

### Facilitating a growing economy

- 2.6.2. As the economy and population of Cambridge continues to grow, with the planned delivery of 33,480 new homes<sup>23</sup> and 44,000 new jobs by 2031, there is a strategic need to provide a sustainable transport network to cater for the increased demand.
- 2.6.3. An increase in the number of jobs and homes in Cambridge will result in an increase in the number of people making trips on the road network. Without the provision of a sustainable alternative, current levels of congestion will worsen, and journey times will increase. Stationary traffic in queues is the leading contributor to levels of NOx. Reducing levels of congestion (in comparison with existing levels) will contribute to a cleaner air environment.
- 2.6.4. With the planned delivery of the new homes and new jobs the population of Cambridge is forecast to increase as more people choose to live and work in the city. In one corridor running north from the city centre is the Cambridge Science Park and other nearby innovation centres and business parks, home to advanced technology and knowledge-based businesses linked to Cambridge University, generating Gross Value Added (GVA) much greater than county and national averages.

---

<sup>23</sup>[https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/321722/Greater\\_Cambridge\\_City\\_Deal\\_Document.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/321722/Greater_Cambridge_City_Deal_Document.pdf)



- 2.6.5. Melbourn Science Park has plans to expand to the north, which will result in more jobs and associated traffic. The Melbourn Greenway will link to Royston, creating a safe route to large employers such as Johnson Matthey, as well as to schools and a major local centre.

### **Connecting the city with sustainable transport modes**

- 2.6.6. This economic growth will correlate with a greater number of trips made, and therefore a greater demand on the road network if nothing changes. Without new sustainable transport interventions peak hour journey times are forecast to increase by as much as 90%. This traffic congestion will cause delays resulting in a fall in productivity. Sections of routes in the city centre (particularly the A1303/ Madingley Road) suffer from heavy traffic congestion at peak times. Without action, by 2031 car trips into the city are set to increase by up to 70%, with already lengthy journey times expected to double.<sup>24</sup>
- 2.6.7. To secure and develop a sustainable transport network, the GCP has a target of 10 to 15 per cent reduction in city centre traffic flows over 2011 levels, as part of the City Deal negotiations that resulted in the £500m devolution funding<sup>25</sup>. The Greenways scheme will supplement other large-scale transformational sustainable transport projects in order to achieve major traffic reduction in Cambridge. The scale of the Greenways scheme, 150km worth of active travel routes, will considerably contribute to the target set out by the GCP.

### **Sustainability Agenda**

- 2.6.8. The 2030 Agenda for Sustainable Development, adopted by all United Nations Member States in 2015, provides a shared blueprint for peace and prosperity for people and the planet, now and into the future. At its heart are the 17 Sustainable Development Goals (SDGs), which are an urgent call for action by all countries, developed and developing, in a global partnership. They recognise that ending poverty and other deprivations must go hand-in-hand with strategies that improve health and education, reduce inequality, and spur economic growth. All while tackling climate change and working to preserve our oceans and forests.

### **Decarbonisation Agenda**

- 2.6.9. National policies outlined in section 2.5 detail the strategic need to align with Net Zero targets through the Ten Point Plan for a Green Industrial Revolution, Gear Change, and the Cycling and Walking Investment Strategy. At a more regional level, the Cambridgeshire and Peterborough Independent Commission on Climate outline the importance of acting on sustainable opportunities to improve air quality, greenspace, and meet Net Zero targets.
- 2.6.10. The Greenways and the Madingley Road scheme have potential to be Net Zero carbon projects offsetting construction carbon and adhering to the strategic aims of the outlined policies. As outlined in section 2.3 above, with 81% of NO<sub>x</sub> coming from road traffic, there is a strategic need to create opportunity for a modal shift away from the private car towards more sustainable modes of cycling

---

<sup>24</sup> <https://www.greatercambridge.org.uk/transport/transport-projects/cambourne-to-cambridge>

<sup>25</sup> City Access and Bus Service Improvements Update, 2018

and walking. Through the delivery of such investment in active modes, levels of NOx can be expected to be reduced.

### **Delivery of a 20% Biodiversity Net Gain**

- 2.6.11. In order to align with Net Zero targets, the principle of Biodiversity Net Gain (BNG) has been developed. BNG is a development approach which seeks to leave the natural environment in a measurably better state than it was beforehand by enhancing habitats in association with development.<sup>26</sup>
- 2.6.12. Both the National Planning Policy Framework (NPPF) and the Government's 25 Year Environment Plan sets out the strategic need to incorporate net gains for biodiversity. This is detailed through the Environment Bill and the Town and Country Planning Act (TCPA), which states that all planning permissions granted in England, with a few exemptions, will have to deliver 10% BNG from November 2023 as a legal requirement.
- 2.6.13. In December 2022, GCP Executive Board agreed that its programme will achieve up to 20% BNG, setting an approach for how GCP and its partners will go 'above and beyond' in terms of BNG across the programme. The Local Plan also details the importance of the maintenance of the Green Belt surrounding Cambridge, which will contribute to the biodiversity of the region.
- 2.6.14. There is a need to provide new sustainable transport infrastructure which will support the commitment to a 20% BNG. The Greenways project and the Madingley Road scheme have strong potential to deliver positive gain for biodiversity<sup>27</sup>. There are significant opportunities to achieve this by providing both wildlife corridors adjacent to the road network and prioritising the linking of areas of habitat together and creating new habitats where possible.
- 2.6.15. There is therefore a strategic need to reduce the number of trips made by car and provide a sustainable and active alternative transport solution. The Greenways will provide a key element of this sustainable transport plan providing cycling, walking and horse-riding corridors connecting the city with rural settlements in south Cambridgeshire. The Madingley Road scheme will also contribute to the sustainable transport plan offering a cycling corridor along Madingley Road, one of the key routes into Cambridge from the M11 to the west. The Greenways and Madingley Road schemes will complement other initiatives prioritising sustainable transport through a new bus network, better cycling and walking routes and high-quality public spaces.
- 2.6.16. The Greenways provide potential linkage with other elements of GCP's wider transport programmes. such as the high quality public transport corridor projects. Together, the schemes are complementary and will enhance the cycling network, opening up new and quick routes across the region.

---

<sup>26</sup> <https://www.local.gov.uk/pas/topics/environment/biodiversity-net-gain>

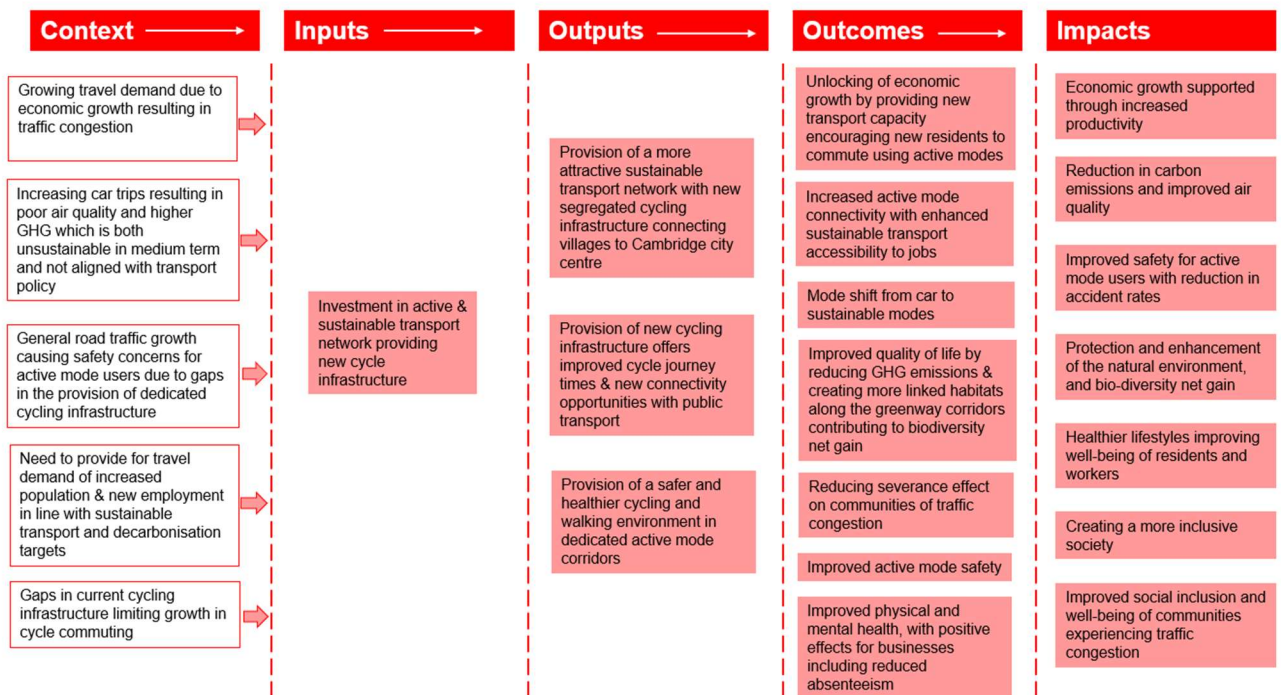
<sup>27</sup> GCP Executive Board Meeting Minutes, December 2022

## 2.7 STRATEGIC OBJECTIVES

### LOGIC MAPPING

The logic mapping process reflects the current situation, strategic priorities established in the key national, regional, and local policies and the strategic needs. The exercise to map these factors and the opportunities for the Greenways has resulted in the objectives and planned impacts of the Greenways project. This logic map is shown in Figure 2-10.

Figure 2-10 - Logic Map



## 2.8 SMART OBJECTIVES

- 2.8.1. The Greater Cambridge City Deal (2014) outlines strategic objectives aimed at enabling a new wave of innovation-led growth by investing in the infrastructure, housing and skills that will facilitate the continued growth of the Greater Cambridge. The City Deal will provide £1 billion of local and national public sector investment to fund growth in Greater Cambridge, enabling an estimated £4 billion of private sector investment in the Greater Cambridge area focussing on areas such as West Cambridge supported by the implementation of the Greenways and the complementary Maddingley Road scheme.
- 2.8.2. The City Deal is planning for the delivery of 1,000 new homes on rural exception sites by 2031, enable accelerated delivery of 33,480 new homes by 2031, and to explore the creation of a joint venture to drive quicker delivery of 2,000 of the affordable new homes. Delivery of the Greenways and the Maddingley Road scheme will further the strategic goals of the Greater Cambridge Partnership through providing enhanced opportunity for active travel to new residents and commuters alike. With an increased number of people using active travel modes, levels of congestion will be reduced, and air quality and public health improved.

**Table 2-3 – Greenways SMART Objectives**

Strategic Objectives	Operational Objectives	Indicator
Encourage commuting by sustainable transport modes and reduce traffic congestion	Capacity: Provide the cycle network capacity to accommodate increases in active travel demand due to new housing and employment growth	Increase in cycle network capacity Ability to contribute to a reduction in vehicular road traffic Propensity to reduce congestion/delay
Contribute to improved air quality and better public health	Connectivity: Improve accessibility to jobs and opportunities by active modes through a reduction in journey times and increase ease of interchange with public transport modes	Reduced journey time for cycling Scale of catchment (jobs, housing) Ability to unlock growth Ease of interchange with public transport
	Communities: Contribute to the creation of safe, attractive, and inclusive communities by reducing emissions, severance and the dominance of traffic improving personal security and road safety	Road safety Protection of green spaces; net biodiversity gain Environment (air quality and carbon reduction) Quality of the public realm Severance

2.8.3. The Greenways scheme and the Madingley Road scheme will further the strategic aims of the Greater Cambridge City Deal through increasing the capacity of the active travel network, accommodating increased demand due to the delivery of new housing and employment growth. In doing so, the health and wellbeing of communities will be improved through the uptake of active travel. With a greater number of residents and employees choosing to travel through active means, demands on the road network will be reduced, as will levels of congestion, creating healthier and safer travel and improved air quality. A far more pleasant and safe travelling experience for cyclists and walkers will encourage more people to cycle, reduce greenhouse gas emissions and contribute to a cleaner Cambridge.

## 2.9 SCOPE

### Greenways

- 2.9.1. The Greenways will provide a total of approximately 130 km of segregated track for active mode users. They will deliver a new level of sustainable transport connectivity between villages in greater Cambridge and the city centre. New opportunities will be created for active mode users to travel more safely and be healthier by being separated from road traffic.
- 2.9.2. The Greenways will provide attractive routes for active mode users to travel to and from workplaces, schools and colleges and shopping. The scheme will also provide an active mode network for planned housing and employment developments to reduce the need for residents to use carbon emitting modes of transport.

2.9.3. The Greenways network is designed to offer interchange with other sustainable modes including offering interchange opportunities to promote cycling and walking as access modes to railway stations.

### Madingley Road

2.9.4. Alongside the formally recognised Greenway schemes, the Madingley Road scheme is proposed to provide uni-directional cycleways along the southern and northern sides of Madingley Road in Cambridge. Madingley Road runs west to east between the Park & Ride and Cambridge city centre and is surrounded by a large amount of green space and mature vegetation. It was previously considered as a potential route to improve bus capacity as part of the Cambourne to Cambridge scheme, however modelling indicated there would be limited benefit for public transport along this part of the route into the city from the west, and it was therefore separated from the Cambourne to Cambridge scheme.

2.9.5. In June 2020, the GCP Executive Board agreed to move ahead with Option 2 for Madingley Road, which included a two-way cycleway on the north side of Madingley Road. Following consultation with landowners concerning the amount of land take for a two-way cycleway, and further design work, it was not considered possible for the option agreed by the Executive Board to proceed.

2.9.6. However, it was considered possible for a single-way cycleway to be provided on the north side of Madingley Road and a single-way cycleway on the south side. This was Option 1 in the 2020 consultation, on which the public’s feedback was sought. Public engagement will now take place on a design of the scheme based on Option 1. A six-week engagement period is proposed for spring 2024.

## 2.10 MEASURES OF SUCCESS AND PLANNING FOR DELIVERY

2.10.1. Measures of success for the Greenways programme and the Madingley Road scheme are directly linked to the meeting of the SMART objectives outlined in section 2.6 and are presented in Table 2-4.

**Table 2-4 – Measures for Success**

Operational Objectives	Measure for success
Capacity: Provide the cycle network capacity to accommodate increases in active travel demand due to new housing and employment growth	<ul style="list-style-type: none"> <li>■ Increase in cycle demand and the cycle network capacity</li> <li>■ Reduction in vehicular road traffic and traffic delays</li> <li>■ Propensity to reduce congestion/delay</li> </ul>
Connectivity: Improve accessibility to jobs and opportunities by active modes through a reduction in journey times and increase ease of interchange with public transport modes	<ul style="list-style-type: none"> <li>■ Reduced journey time for cycling</li> <li>■ Ability to unlock growth</li> <li>■ Increased ease of interchange with public transport</li> </ul>
Communities: Contribute to the creation of safe and attractive communities by reducing	<ul style="list-style-type: none"> <li>■ Improved road safety</li> <li>■ Protection of green spaces</li> <li>■ Environment (air quality and carbon reduction)</li> </ul>



emissions, severance and the dominance of traffic improving personal security and road safety

- Quality of the public realm
- Severance
- Public health

2.10.2. To plan for successful delivery of the scheme, the following shall be monitored:

- Planning consents
- Phased programme of construction
- Dependencies to be understood and delivered

## 2.11 STRATEGIC IMPACTS

2.11.1. This section discusses the economic, social and environmental strategic impacts of the investment in the Greenways and Maddingley Road cycle network.

2.11.2. Investment is needed in sustainable transport modes and infrastructure to ensure that the planned growth of Cambridge is supported by an effective transport network which reflects the City Deal priorities for achieving greater Cambridge's long-term prosperity. The Greenways and Maddingley Road scheme form part of a wider policy of developing sustainable transport in the city. Without the schemes as part of an integrated sustainable transport plan, the city will be unable to maximise the opportunities for housing and economic growth. Reliance on the road network to support the planned development will increase congestion and delay which will increase in frequency and impact, which investment in additional highway network, even if feasible, will not be able to mitigate.

2.11.3. Maximising economic growth in Cambridge will contribute not only to local economic wellbeing, but to national growth. However, there is a need to provide a transport network with the capacity and connectivity to support that growth. Increasingly, this needs to be focussed on sustainable transport as set out in the 2030 Transport Strategy for the city. Investment in high quality, safe, attractive and comprehensive infrastructure to support pedestrians, cyclists and public transport users is essential to meeting this need.

2.11.4. The economic, social and environmental impacts are discussed below.

### **Economic Impacts**

2.11.5. From an economic standpoint, investment in the Greenways and Maddingley Road scheme will help to reinforce Cambridge as a competitive knowledge-based economy by providing an active travel network for employees and the large student population. All commuters using the Greenways will benefit from segregated cycle infrastructure, reducing cycle journey times for all residents in surrounding villages and along the Greenway corridors into the city centre. With a reduced journey time, cycling will become more attractive for travel to work, which will help to boost productivity and reduce employee absences due to sickness.

2.11.6. The schemes will also have longer term accessibility benefits due to the improved access to a quality connected sustainable transport mode linking the city centre and villages and future-proofing behavioural change by connecting planned new housing and employment developments.

2.11.7. Similarly, an active travel network is an attractive feature for future businesses looking to locate in Cambridge. The Greenways and Maddingley Road scheme will provide additional capacity and connectivity by sustainable transport along the key radial corridors with users benefitting from

journey time saving benefits. These journey time benefits will translate into unlocking economic growth by improving access to jobs and opportunities.

- 2.11.8. A secondary economic impact will be some benefits to general road traffic in the congested transport corridors as continuing road users benefit from a reduction in road traffic levels and a reduced rate of growth in road traffic as residents choose to use the Greenways and Madingley Road cycle networks as an alternative transport corridor.

**Social Impacts**

- 2.11.9. Physical activity has a positive impact on both physical and mental health, as outlined in Gear Change and The Local Cycling and Walking Infrastructure Plan. Health benefits will be achieved from encouraging active lifestyles as more people switch to using the Greenways and Madingley Road cycle networks. Providing a cycle network will therefore have a positive impact on the health of surrounding communities through an increase in active travel.
- 2.11.10. Through encouraging a modal shift, levels of congestion in Cambridgeshire will be reduced, creating a more pleasant living environment for communities and a more favourable environment in which to cycle, which will again have the beneficial social impacts of improved physical and mental health.
- 2.11.11. The Greenways and the Madingley Road scheme will also improve the safety of both active travel and road network users through reduced congestion and reduction in potential accidents involving cyclists.

**Environmental Impacts**

- 2.11.12. Implementation of the Greenways and Madingley Road cycleway schemes will encourage mode shift away from motorised forms of transport resulting in a reduction in levels of through-traffic and traffic congestion which will reduce levels of greenhouse gases, and a reduction in health-related pollutants such as NOx and PM10. This will in turn contribute to meeting strategic aims of reducing greenhouse gas emissions and Net Zero targets, as well as improving the air quality of the surrounding area.
- 2.11.13. There are also Green Infrastructure and Natural Capital impacts. The Greenways and Madingley Road cycle schemes will be designed to provide multiple environmental, cultural and social benefits including wildlife corridors, linking areas of habitat together and creating new areas of habitat. The net impact will be to create well-designed places that deliver on natural capital enhancements and biodiversity gain in line with the Cambridge Local Plan and Environment Bill.

**Table 2-5 – Scheme Benefits**

Benefit	Description
Journey time saving	The Greenways and Madingley Road active mode improvements will create time saving benefits for cyclists and pedestrians through the provision of more direct and traffic-free routes.  Journey time savings translate into improved access to jobs and opportunities.
Increased safety of the cycle and pedestrian network	Segregated travel away from general traffic on the congested road network will decrease the number of accidents.

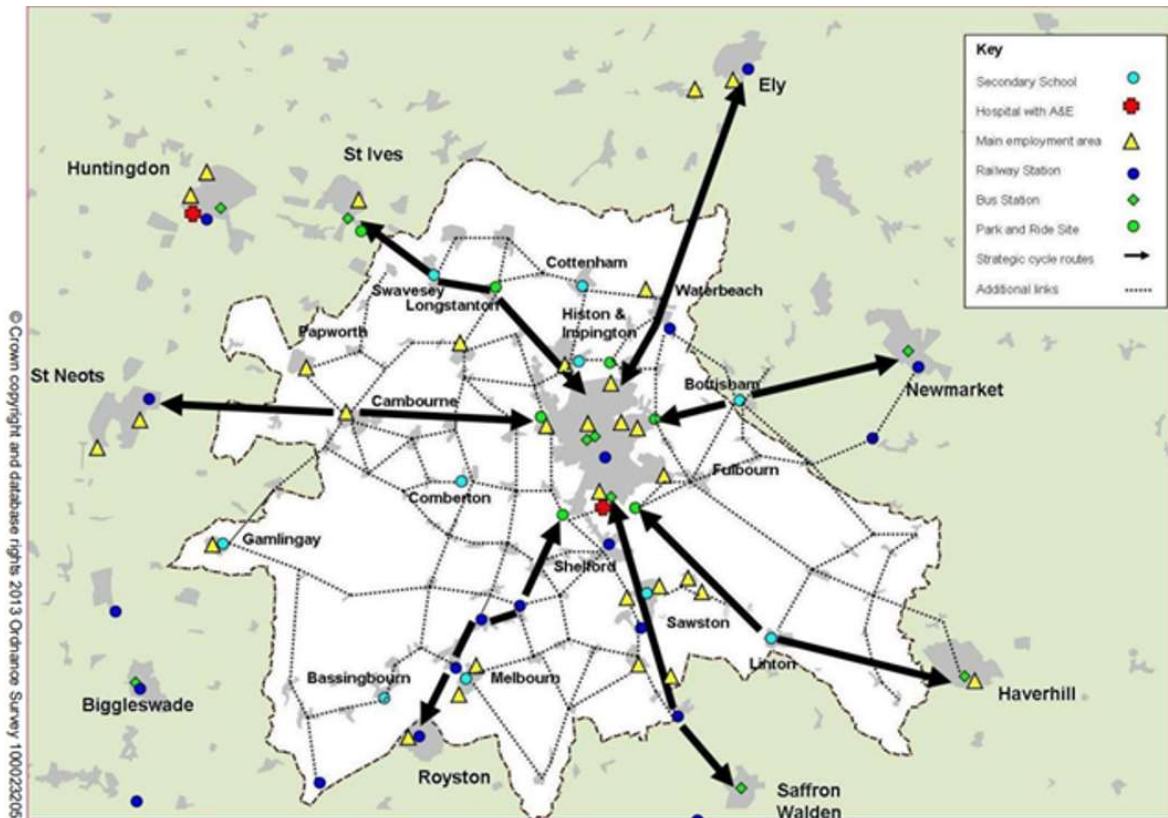


Benefit	Description
Reduced road traffic for motorists	Users who continue to use the road network will benefit from a reduction in traffic volume and congestion, translating into journey time savings and improved access to jobs and services.
Environmental benefits	Improvement in air quality and carbon reduction as the Greenways and Madingley Road cycle schemes encourage a switch from motorised forms of transport and reduce levels of congestion.
Health benefits	A modal shift towards active travel will bring about numerous health benefits, both physical and mental.  Access to an active-travel network will future-proof behavioural change.
Improved connectivity and accessibility	Improved access to a quality sustainable transport mode linking the city centre and villages.

## 2.12 OPTION DEVELOPMENT

- 2.12.1. The option development for the Greenways schemes and the Madingley Road scheme is described below.
- 2.12.2. The Greenways network was developed through a process of identification, prioritisation and consultation for each of the Greenways. For each project, there is a schematic/concept design based on work carried out by 5<sup>th</sup> Studio. Nigel Brigham carried out an independent review of the 5<sup>th</sup> Studio designs. The Greenways' designs then went to public consultation in 2018-2019. GCP cabinet reports were produced for each of the Greenways.
- 2.12.3. The GCP Executive Board then considered the elements of each scheme and selected preferred attributes to be taken forward to the next stage of project development which were produced as appendices to the cabinet reports. Approval to proceed to planning and detailed design was granted by the Executive Board of GCP for each of the schemes between February and December 2020.
- 2.12.4. Going forward, the Greenways programme will be developed through detailed design. Outline Business Cases have been produced for each Greenway scheme. The design process has taken account of environmental impacts, land acquisition, planning consents, procurement and supervision of construction. During the option development process design 'gate' reviews were undertaken on completion of preliminary design, and option workshops have been held. Stakeholder engagement plans have also been developed. Indicative plans used as a basis for option development are presented in Figure 2-9.

Figure 2-11 - Cycle Network - Option Development



Source: Transport Strategy for Cambridge and South Cambridgeshire, 2014

## OPTION DEVELOPMENT

### Waterbeach

- 2.12.5. During consultation, three routes for the Greenway were considered, including improving the existing narrow path alongside the A10 and through Milton, widening and improving the Cambridge towpath route, and looking at a new route following the railway line.
- 2.12.6. The railway route gained the most support during the engagement activities and was considered the only option to provide sufficient capacity given that 15% of residents cycle to work. A new route would take cyclists off the narrow towpath route and make it more pleasant as a route for walkers and runners. This was supported by 90% of respondents. However, further investigations found that the land the alignment would need to cross was prone to significant flooding and would require the route to be embanked, increasing the cost of the scheme by 200%. An embanked route alongside the railway would also be at a large cost to the local environment. The decision was therefore taken to provide a new alignment behind the A10 from Waterbeach, moving away from the railway line, and to connect in with recently upgraded transport provision on Ely Road to Milton, as well as providing new walking and cycling infrastructure through Milton village. The new path from Waterbeach and provision through Milton village connects with the A14 Walking and Cycling Bridge and with improvements planned to Cowley Road.
- 2.12.7. The proposed new alignment is currently undergoing public consultation, with a decision to be taken in 2024 on the alignment.

### **Fulbourn**

- 2.12.8. During the consultation, a ‘blank canvas’ approach was taken, and the public were asked to voice their preferences for route alignment. Members of the public were also asked to identify where they experienced problems or barriers when walking or cycling.
- 2.12.9. A number of options were identified, and strong support emerged for the most direct route via Tins Path. The crossing of the railway on Tins Path was also highlighted as a pinch point by many, and there was strong support for an upgrade to the bridge. Additionally, improved surfacing, signage and lighting were also identified as key requirements. 85% of respondents to the consultation supported the proposed improvements to the Tins Path, and 83% supported improvements to Snakey Path.

### **Melbourn**

- 2.12.10. The Melbourn Science Park has plans to expand to the north, which will result in more jobs and associated traffic in the area. The link to Royston would also create a safe route to large employers such as Johnson Matthey as well as to schools and major local centres.
- 2.12.11. Initially this route was proposed in 2016. Since then multiple routes have been considered during community engagement sessions, and significant levels of support were identified for improvements to the path alongside Cambridge Road, Melbourn and the A10 near Foxton and through Harston. Whilst many of these improvements were subsequently delivered as ‘quick win’ schemes in 2018/19, there are a number of improvements, missing links, and off-road alternatives along the route. Delivery is considered a more involved process and requires significant further engagement.
- 2.12.12. As a result of findings from the previous 2019 consultation, a new alignment of the route was agreed by the GCP Executive Board in June 2020. There was a notable change to the route of the Greenway as a result of the consultation process. Environmental concerns raised by landowners and other stakeholders during the consultation process meant that the proposals to connect the new path west of Harston via the former water treatment works site and over a new bridge across the river Cam have been omitted at this stage. Dependent on the future development of the water treatment works site future integration could be explored. The result of this change is that users will travel approximately 600m further via an existing bridleway near Rectory Farm and the A10.
- 2.12.13. This route was consulted on in Autumn 2022. Feedback received supported the proposals to improve sections of the existing shared use path, including widening of pinch points and improving connectivity. The recent consultation results show that 30% of people supported the Harston off-road path proposals generally, with 33% of the open-ended responses suggesting adjustments to the proposed route alignment. 61% expressed strong support for the proposals to create a new shared use path on the east side of the A10 between Royston Road and the junction with the A505. Significant support was expressed for the proposed A505 bridge, which aims to provide further connectivity along the A10 into and out of Royston, with 125 comments (70%) generally in favour of this proposal.

### **Comberton**

- 2.12.14. The Comberton Greenway would provide a further improved link to Barton as well as important connections to the villages of Hardwick and Coton. The onward route would continue via the Cambridge West Campus and into the city via a new link to Grange Road and Sidgewick Avenue. A new link across to Barton Road would provide useful and safe connections to the proposed future Barton and Haslingfield Greenway routes.

2.12.15. A 'blank canvas' approach was taken during the Comberton Greenway consultation and the public were asked their preferences for route alignment. In summary, the consultation results show that 64% of the 526 respondents supported a route parallel to Long Road in Comberton, 67% supported a route along Whitwell Way through Coton and 74% supported improvements east of the M11 bridge. Other elements were also well supported.

### **St Ives**

2.12.16. The consultation and optioneering process for the St Ives Greenway differed to other Greenways due to the existence of the Busway path which provides good continuity and an all-weather smooth surface suitable for both walking and cycling. There is scope to improve the existing route and tackle flooding problems, however there is greater scope for the improvement to the links from surrounding villages to the Greenway. A localised approach was therefore taken with engagement held on each link leading to the development of proposals. This has included discussions with Parish Councils, landowners, and other stakeholders. In 2023, three consultations have taken place with local residents on links to the St Ives Greenway from Fen Drayton, Oakington and Cottenham and Over.

2.12.17. Wide support has been given on the spurs, but concerns have been raised on the Over spur due to the alignment running next to an open drain and a further uncontrolled crossing over the Guided Busway. The decision was therefore taken to pause work on the Over spur.

### **Barton**

2.12.18. Consultations showed significant levels of support for safety improvements where the Greenway crosses the northbound slip-road of the M11 and the Grantchester Road from Coton and the southbound slip road at Junction 12. The bridge over the M11 was also considered to be a significant deterrent to use of the path as it stands and the proposal to widen the path was also well supported.

2.12.19. Whilst improvements to the existing bridleway from Barton to Grantchester and the existing permissive path known as 'The Baulk' were well supported, significant concerns were also voiced about the potential environmental and visual impacts of upgrading the surface of these paths. The operational requirement of the Baulk path as a farm track and field access was also raised. Delivery of these links is likely to require significant further stakeholder engagement and consultation.

### **Bottisham, Horningsea and the Swaffhams**

2.12.20. During the community engagement sessions, a 'blank canvas' approach was applied to the three routes and the public was asked to share their preferences for route alignments. People were invited to identify where they experienced problems or barriers when walking and cycling. Whilst a large number of route options were identified, strong support emerged for off-road routes which were considered safer than mixing with motor traffic. Additionally, improved surfacing, signage and lighting were identified as measures that would dramatically improve conditions for pedestrians and cyclists. Significant levels of local support were identified for some elements and sections of path. The Wadloes path in Fen Ditton and a section of NCN51 adjacent to the A1303, near Cambridge Airport, were subsequently widened and resurfaced and solar stud lighting was installed in appropriate locations as part of a programme of 'quick win' schemes undertaken in 2018/19.

### Sawston

- 2.12.21. The preferred option for the Sawston Greenway would link to the Trumpington section of the Busway via the Addenbrookes Busway spur. It would also connect to the Linton Greenway to the east via a path through the Ninewells development, as well as linking closely to Hills Road as a route towards the city. To the south, the Greenway links to the Babraham Road path in Sawston and the NCN11 route which continues south linking to Whittlesford Station and beyond.
- 2.12.22. During consultation, multiple routes were considered. Significant levels of local support were identified for improvements to the path alongside Cambridge Road, to the north of Sawston which enables students to travel to Sawston Village College.
- 2.12.23. In Autumn 2022 a public consultation took place on the route, the results showing wide support for the scheme.

### Haslingfield

- 2.12.24. The preferred option for the Haslingfield Greenway is the route between Grantchester and Newnham, as an adaptation of the route behind the hedge parallel to Grantchester Road. Following the route of an existing permissive footpath, the Greenway avoids the narrower section of road on The Broadway in Grantchester. The preferred route continues behind the hedge from Grantchester Road and will connect with the north east end of The Baulk path on the Barton Greenway before going on to pass within the site of Cambridge Rugby Club along its eastern boundary. It will also form a link to Barton Road from Grantchester Road which already has a 20mph speed limit in this location.
- 2.12.25. The route of the Haslingfield Greenway created considerable discussion during the consultation. Options to make Grantchester Road a one-way road for motor traffic in either direction to create more space for the Greenway were rejected following 60% of opposition from respondents to the consultation. A petition against these options was also received.
- 2.12.26. Similarly, a further option to route the Greenway behind the hedge parallel to the existing Grantchester Meadows path and through Newnham Croft was also rejected. Whilst it was supported by 53% of respondents, a petition against the option was also received from residents of Newnham Croft.

### Linton

- 2.12.27. The preferred option for the Linton Greenway is a new multi-user path alongside the A1307 between the Cambridge Biomedical Campus and Babraham Research Campus. This would involve widening existing footways and verges to provide a path for cyclists, pedestrians and (where feasible) horse riders, separated from the carriageway.
- 2.12.28. The path would cross the A11 via the upgraded footbridge and continue on on-road through Little and Great Abington to the Hildersham crossroads. The footways between Hildersham and Linton would be widened to extend the route to Linton, connecting with Linton Village College.
- 2.12.29. The Linton Greenway would also form a key link with The Cambridge South East Transport Study.

### Madingley Road

- 2.12.30. Madingley Road walking and cycling scheme is a complementary active mode scheme. A public consultation on the scheme was held from 12th January to 3rd March 2020. The scheme largely



uses segregated cycling and walking routes. Option 2, the initial the preferred option, future proofs and enhances the route at key junctions using land owned by the University of Cambridge. Option 2 provided for a two-way cycle route on the north side and a one-way cycle route on the south side of Madingley Road from Storeys Way to Eddington Avenue and provides for alternative junction treatments at Eddington and JJ Thomson Avenue junctions. Subsequently a design review resulted in a potential change to uni-directional cycleways on the north and south sides of Madingley Road.

2.12.31. The GCP Executive Board approved the development of the detailed scheme design in preparation for construction, and the negotiation of the land and rights required for the delivery of the scheme. A commitment was also made to ongoing discussion with local stakeholders in the scheme development.

## 2.13 CONSTRAINTS

2.13.1. The following significant constraints have been identified:

- Obtaining the rights for use and construction of the Greenway, which may involve private landowners.
- The need to ensure continuity, which can involve the need for high quality crossings of roads, rivers, railways, and other barriers.
- The need to satisfy planning requirements, which will include habitat, flooding and other issues.
- The need to satisfy emerging policy, such as the proposed innovation district (Policy S/WC) adjacent to Madingley Road.
- Madingley Road dependencies including land take, college developments and potential impacts on the M11

2.13.2. There is also a potential constraint on the realisation of scheme benefits as the Greenways do not all extend across the city centre. However, the city centre currently includes pedestrianisation measures, an existing cycle network and the existing guided busway. The existing cycle network will therefore be required to 'link' all the Greenways together and provide links to other sustainable transport, particularly the rail network.

2.13.3. The Chisholm Trail acts as a complementary measure that links the Greenways routes together, connecting the north and south of the city. The safety and reliability of these Greenway routes in the city centre is linked to the reduction in the number of vehicles in the city centre, which can be achieved through delivery of the Citizens Assembly proposals for city centre road closures and other traffic management measures. GCP are also bringing forward plans within the city including the Hills Road and A1134 Cycling Plus projects which will complement these schemes.

## 2.14 PERCEPTIONS OF STAKEHOLDERS

### OVERVIEW

2.14.1. In October 2018, consultation on the proposed Greenways commenced. Through a 'bottom up' methodology, the Greater Cambridge Partnership engaged with local communities to ensure that routes meet the local needs of people and take advantage of local knowledge.

2.14.2. Overall, local communities engaged positively and provided valuable feedback to help shape developments of the schemes, such as the importance of avoiding major change to the path across Grantchester Meadows, and a desire to find a route that is as direct as possible to link Waterbeach to the city centre.

2.14.3. Feedback from the Joint Assembly was positive. Several calls were made for an acceleration to the programme of delivery for the Greenway routes. Whilst desirable, officers wish to be realistic about delivery timescales for these projects as they will require land negotiations, environmental impact assessments and other statutory processes.

2.14.4. Consultations to date are outlined in the table below, along with the key findings that have informed subsequent design development.

**Table 2-6 – Consultations to date**

Greenway	Dates	Key findings
Barton Greenway	25th June – 20th August 2018	<ul style="list-style-type: none"> <li>Majority support for option B, a new traffic light system for the New Road/ Cambridge Road junction.</li> <li>Lack of support for element 10 '<i>development of the route along the Baulk</i>' with debate over the type of surface</li> </ul>
	7th November- 16th December 2022	<ul style="list-style-type: none"> <li>Concerns raised regarding lighting, particularly in darker areas such as the Baulk Path and along sections of Barton Road</li> <li>Concerns raised over the material surfacing and signage</li> <li>Concerns for the inclusion of horse riders</li> </ul>
Bottisham, Swaffham & Horningsea Greenways	16th September – 30th October 2019	<ul style="list-style-type: none"> <li>Concerns regarding element 2 (Fen Ditton road arm closure) and element 3 (The byway between Green End and Horningsea)</li> <li>It was felt the Greenways should extend to Swaffham Bulbeck and across Baits Bite Local to Milton/ Waterbeach</li> </ul>
Horningsea Greenway	21st November - 16th December 2022	<ul style="list-style-type: none"> <li>Concerns raised for surfacing having a negative impact on cyclists and not suitable for rural setting</li> <li>Suggestion of extending 20mph speed limit</li> <li>Concerns regarding equestrian users</li> <li>Comments regarding lighting to improve safety</li> </ul>
Swaffhams & Bottisham Greenways	27th February- 24th March 2023	<ul style="list-style-type: none"> <li>Concerns related to Section 3 (Swaffhams) and the proposed uncontrolled crossing</li> <li>Personal safety raised as a concern on the Bottisham Greenway Section 6</li> <li>Drainage issues leading to ponding and overgrown vegetation were also key concerns for Bottisham</li> <li>Concerns for the inclusion of equestrian users</li> </ul>
Comberton Greenway	29th October – 17th December 2018	<ul style="list-style-type: none"> <li>Option B and Option C were most supported (<i>To follow field edges and Green Lane, and Long Road</i>)</li> <li>Concerns were raised over safety issues on Long Road</li> <li>Interest expressed for connection to Madingley, Hardwick and Comberton Village College</li> </ul>
	27th June- 29th July 2022	<ul style="list-style-type: none"> <li>Recurring suggestions to incorporate into design included lighting, material surfacing and reviewing the route alignment</li> </ul>



Greenway	Dates	Key findings
		<ul style="list-style-type: none"> <li>Concerns raised related to the environment, particularly the need to preserve trees and ensure existing habitats remain intact</li> </ul>
Fulbourn Greenway	15th October – 3rd December 2018	<ul style="list-style-type: none"> <li>Concerns raised over the high cost of some elements, especially the proposed Tins Path Bridge, and Option B for the Carter Bridge proposals</li> <li>Debate over the environmental impact and plausibility of widening Snakey Path</li> </ul>
	26th June- 21st July 2023	<ul style="list-style-type: none"> <li>Suggested changes at the Fulbourn Old Drift / Hinton Road junction to enhance cyclist safety and reduce waiting times for cyclists</li> <li>Concerns raised over the introduction of cycle-friendly speed bumps</li> <li>Concerns for the inclusion of horse riders</li> </ul>
Haslingfield Greenway	25th June – 20th August 2018	<ul style="list-style-type: none"> <li>Concerns raised over the development of one way systems for Grantchester Road, and the impact on local residents and businesses</li> <li>Concerns also raised of the environmental impacts of off-road routes versus the increased safety of these routes, particularly around Grantchester Meadows</li> </ul>
	11th July- 5th August 2022	<ul style="list-style-type: none"> <li>Recurring suggestions for design, including lighting, material surfacing and reviewing the route alignment</li> <li>Concerns raised for Section 7 related to the use of alternative routes, with significant focus on the existing route via the Baulk Path, which would link up to the Barton Greenway</li> </ul>
	5th June- 28th July 2023	<ul style="list-style-type: none"> <li>Concerns mainly raised around Coton Road / Broadway / High Street junction regarding the proposed roundabout feature, the materials, and the potential increased risk of collisions</li> <li>Concerns around the accessibility of the M11 bridge, particularly for equestrian users</li> </ul>
Melbourn and Sawston Greenways	17th June – 5th August 2019	<ul style="list-style-type: none"> <li>Concerns raised over the environmental impact of the off-road sections of the route</li> <li>Discussions around required lighting</li> <li>Discussions around the need for connections to other villages and employment sites along the route</li> <li>Discussions around the need for equestrian access</li> </ul>
Melbourn Greenway	3rd October- 28th October 2022	<ul style="list-style-type: none"> <li>Concerns were raised over the Bridges comprised within Section 6</li> <li>Concerns over the lack of improvements catered towards the community of Newton</li> </ul>
Sawston Greenway	14th November- 9th December 2022	<ul style="list-style-type: none"> <li>Discussions around required lighting</li> </ul>

Greenway	Dates	Key findings
		<ul style="list-style-type: none"> <li>Concerns that the off-road nature of the Section 6 route could be unsafe to use in the dark</li> </ul>
Waterbeach Greenway	15th October – 3rd December 2018	<ul style="list-style-type: none"> <li>Concerns raised over the width of paths</li> <li>Discussions about the suitability of the path parallel to the existing railway</li> <li>Debate over the options for the route into Waterbeach</li> </ul>
	16th October – 8th December 2023	<ul style="list-style-type: none"> <li>Currently awaiting outcome of consultation on new alignment.</li> </ul>
Linton Greenway	26th February 2018	<ul style="list-style-type: none"> <li>The scheme is included in the Cambridge South East Transport project which held a consultation on the details of the proposals</li> </ul>
St Ives Greenway	6th February – 31st March 2023	<ul style="list-style-type: none"> <li>Recommend adjustments to existing signage locations</li> <li>Discussions around required lighting</li> <li>Concerns regarding the segregation and separation between pedestrians, cyclists, equestrians and motorists</li> <li>Concerns raised over flood risk of sections of the route</li> </ul>
Madingley Road	12th January - 3rd March 2020	<ul style="list-style-type: none"> <li>The majority of respondents indicated they supported cycling and walking developments on Madingley Road</li> <li>Debate over the impact on the environment from the landscaping proposals and the impact on a local business from the removal of the lay-by</li> <li>Discussion/debate over the need for cycle traffic to be segregated from other path/road users</li> <li>Debate over the need for improvements at either end of the proposals (M11 junction and Northampton Street/Queen's Road roundabout)</li> </ul>

2.14.5. There have also been (with some still ongoing) engagements with stakeholders following preliminary design completion such as

## 2.15 CONCLUSIONS

- 2.15.1. The creation of a network of walking and cycling Greenways connecting Cambridge city centre with surrounding villages is part of a strategy to encourage the use of sustainable travel modes with the intention to make active travel in Greater Cambridge both safer and easier and improve local air quality and public health.
- 2.15.2. Cambridge is a successful city with a world-class reputation for education, science and innovation, research and knowledge-based industries, and its historic environment. It is a major focus for employment. The high-value Cambridge Cluster is crucial to the UK's economy and its international competitiveness. There is a need to make sure Cambridge continues to be a desirable place in which to live, work, and learn.
- 2.15.3. Traffic congestion is a major problem and it threatens the liveability and attractiveness of Cambridge to residents, employees and visitors alike. Traffic has grown considerably since 2011. In addition, Cambridge has experienced rapid population growth, meaning congestion has become a significant

challenge in the Greater Cambridge region. Air quality has worsened due to an increase in car trips, causing detrimental impacts to the health and wellbeing of residents.

- 2.15.4. Investment is needed in sustainable transport modes and infrastructure to ensure that the planned growth of Cambridge is supported by an effective transport network which reflects the City Deal priorities for achieving greater Cambridge's long-term prosperity. The Greenways and the Madingley Road scheme form part of a wider policy of developing sustainable transport in the city. Without the schemes as part of an integrated sustainable transport plan, the city will be unable to maximise the opportunities for housing and economic growth.
- 2.15.5. The Greenways programme aligns with a raft of national, regional and local policies which promote the use of active modes including the Cambridgeshire and Peterborough Local Plan, the Local Transport and Connectivity Plan (LTCP), Cambridge and South Cambridge Local Plans, and the Emerging New Joint Greater Cambridge Local Plan (in preparation). These plans have a general vision to deliver a world class transport network that supports sustainable growth and opportunity for all, with three supporting goals focused on the economy, society and the environment. The Greenways are one of the ways to achieve this, and their potential to build upon the current active mode network in Cambridge and provide additional links to join up key destinations that are only partially served.
- 2.15.6. The Greenways network was developed through a process of identification, prioritisation and consultation. The GCP Executive Board then considered the elements of each scheme and selected preferred attributes to be taken forward to the next stage of project development which were produced as appendices to the cabinet reports. Approval to proceed to planning and detailed design was granted by the Executive Board of GCP for each of the schemes between February and December 2020.
- 2.15.7. As the design of individual schemes are developed constraints will need to be addressed including obtaining the rights for use and construction of the Greenway, which may involve private landowners, ensuring network continuity, which can involve the need for high quality crossings of roads, rivers, railways, and other barriers, and the need to satisfy planning requirements.
- 2.15.8. A consultation process on the proposed Greenways has been undertaken for the Greenways routes. Overall, local communities engaged positively and provided valuable feedback to help shape developments of the schemes.

### 3 ECONOMIC CASE

#### 3.1 INTRODUCTION

- 3.1.1. The Economic Case identifies the impacts of each of the Greenways schemes to inform the assessment of the Value for Money (VfM). It considers the impacts that can be measured and quantified, and those which can be assessed qualitatively. To assess the VfM, these impacts have been compared to the scheme costs.
- 3.1.2. Full details of the economic appraisal for each greenways scheme are set out in the outline business case addendums for each of the individual schemes.

#### 3.2 APPRAISAL RESULTS SUMMARY

- 3.2.1. Full details of the economic appraisal for each of the Greenways is detailed in their respective OBCs. Table 3-1 shows a summary of the appraisal results for eight of the twelve Greenways at OBC stage. The Waterbeach and Fulbourn Greenways are currently not at a stage of development where a VfM can be assessed, as elements of the infrastructure for these schemes are still in the optioneering stage. The Linton Greenway forms part of the Cambridge South East Strategy Phase 1 project and has therefore already been appraised and hence is excluded from the Greenways VfM assessment to avoid double counting of scheme benefits.

**Table 3-1 – Summary of Appraisal Results and Value for Money**

Greenway	Present Value of Benefits (PVB)	Present Value of Costs (PVC)	Net Present Value (NPV)	Benefit-Cost Ratio (BCR)	Value for Money Category
Comberton	9,979,307	6,881,726	3,097,580	1.5	Medium
Haslingfield	2,667,840	6,962,474	-4,294,633	0.4	Poor
Barton	9,117,926	6,436,562	2,681,364	1.4	Low
Horningsea	5,025,561	2,139,270	2,886,291	2.3	High
Swaffhams	2,302,868	3,030,687	727,819	0.8	Poor
Bottisham	11,030,740	4,527,444	6,503,296	2.4	High
Melbourn	7,780,600	7,780,080	520	1.0	Low
Sawston	8,109,210	9,870,930	-1,761,720	0.8	Poor
St Ives	1,699,400	3,762,900	-2,063,500	0.5	Poor
<b>Overall</b>	<b>57,713,452</b>	<b>51,392,073</b>	<b>7,777,017</b>	<b>1.2</b>	<b>Low</b>

- 3.2.2. There are other impacts not captured or monetised in the appraisal that positively impact on the case for each scheme, strengthening the value for money implied by the BCRs outlined above. These include social benefits in terms of severance, security, affordability and access to services. The appraisal results presented consider each Greenway as a standalone scheme. However, there are potential connectivity benefits encouraging additional demand arising from the network effects of the twelve Greenways corridors and neighbouring planned schemes, including the Cambourne to Cambridge guided busway scheme.

### 3.3 SENSITIVITY TESTS

- 3.3.1. Consistent with TAG Unit M4 – Forecasting and Uncertainty, forecasting future demand is uncertain, hence sensitivity tests have been undertaken to relax some of the assumptions made in the core scenario surrounding uplifts in walking and cycling demand. The sensitivity tests reflect uncertainty regarding the assumptions used in the core scenario surrounding future demand growth. A high-level approach was used to produce indicative BCRs for higher demand uplift assumptions.
- 3.3.2. In line with the above, demand sensitivity assessments were undertaken using demand uplifts estimated using the ‘Go Dutch’ demand scenario from the Propensity to Cycle Tool (PCT) funded by the DfT, which provides an evidence base to inform cycling investment<sup>28</sup>. Cycling potential is the level of cycling that can be expected under different potential future scenarios. The PCT currently uses 2011 Census data on the main mode of journeys to work and looks at which of these journeys could most easily be switched to cycling. The Go Dutch scenario uses Dutch cycling (and walking) propensities, so represents cycling in Cambridge if resident commuters cycled as much as the Dutch would for trips of the same length and hilliness (while England is hillier than the Netherlands, England residents’ commutes are likely to be shorter).
- 3.3.3. Cambridge is considered Britain’s cycling capital, with 50% of residents cycling at least once per week in 2022. This is significantly higher than the national and county level average with only 9.3% and 20% of individuals, respectively, cycling once per week<sup>29</sup>. In the Netherlands, it is estimated that there is a cycling mode share of 27%<sup>30</sup>, with an average of 4.4 trips by bicycle in an average week in 2020<sup>31</sup>. Analysis by the University of Cambridge of PCT data shows that Cambridge, the local authority with the highest current cycling mode share for commuters in England (32%, nearly one in three commuters), could have still higher cycling demand than represented in the Go Dutch scenario<sup>32</sup>.
- 3.3.4. The Greenways programme aims through enhanced cycling connectivity to increase cycle usage in the Greenway corridors linking greater Cambridge villages with the city. The high-level comparison of existing cycle usage in Cambridge with the Netherlands indicates the appropriateness of using

---

<sup>28</sup> <https://www.pct.bike/>

<sup>29</sup> [Participation in Walking and Cycling. Local Authority Rates, DfT, 2023](#)

<sup>30</sup> <https://www.pct.bike/>

<sup>31</sup> <https://longreads.cbs.nl/the-netherlands-in-numbers-2022/how-much-do-we-cycle-per-week-on-average/>

<sup>32</sup> [England’s Cycling Potential, University of Cambridge, 2017](#)

the Go-Dutch scenario as the basis for using a higher uplift for cycle demand in the Greenway corridors.

- 3.3.5. An average uplift of 122% was calculated based on the Go Dutch scenario cycling demand for the Greenway corridors. Applying a 122% demand uplift, the BCR for Comberton Greenway, a typical scheme, was calculated to be 6.3, i.e., an increase in benefits of over four times compared to the core scenario.
- 3.3.6. Based on this high-level estimate, it is expected that the monetised benefits of the other Greenways are also likely to increase by the same amount when tested using the Go Dutch level demand uplift.
- 3.3.7. The BCRs estimated for the demand sensitivity scenario for each of the eight Greenways are presented in **As** stated above, the Waterbeach and Fulbourn Greenways are currently not at a stage of development where a VfM can be assessed, so have not been included in the sensitivity tests.
- 3.3.8. Table 3-2 below. This high-level assessment suggests that with a more ambitious demand growth assumption the VfM category for the Greenways would be significantly improved. As stated above, the Waterbeach and Fulbourn Greenways are currently not at a stage of development where a VfM can be assessed, so have not been included in the sensitivity tests.

**Table 3-2 Sensitivity Assessment**

Greenway	PVB (Core scenario)	PVB (Sensitivity – Go Dutch)	Present Value of Costs (PVC)	BCR (Core scenario)	BCR (Sensitivity – Go Dutch)
Comberton	£9,979,307	£43,409,985	£6,881,726	1.5	6.3
Haslingfield	£2,667,840	£11,605,104	£6,962,474	0.4	1.7
Barton	£9,117,926	£39,662,978	£6,436,562	1.4	6.2
Horningsea	£5,025,561	£21,861,190	£2,139,270	2.3	10.2
Swaffhams	£2,302,868	£10,017,476	£3,030,687	0.8	3.3
Bottisham	£11,030,740	£47,983,719	£4,527,444	2.4	10.6
Melbourn	£7,780,600	£33,845,610	£7,780,080	1.0	4.4
Sawston	£8,109,210	£35,275,064	£9,870,930	0.8	3.6
St Ives	£1,699,400	£7,392,390	£3,762,900	0.5	2.0



## 4 FINANCIAL & COMMERCIAL CASE

---

### 4.1 INTRODUCTION

4.1.1. This chapter outlines the affordability and commercial delivery of the Greenways programme. It sets out the currently identified budgets for the development and implementation of the Greenway schemes and the anticipated approach to procuring their delivery.

### 4.2 SCHEME BUDGETS

4.2.1. The development and implementation of the Greenways schemes is funded by the Greater Cambridge Partnership through City Deal Funding. Following the City Deal agreement in 2014, work on identifying active travel routes took place which led to initial ideas for the Greenways being developed between 2016-2020. In 2020, budgets for the schemes totalling £76 million were agreed.

4.2.2. In September 2023, the GCP Executive Board set out the current budgets and forecast costs for all GCP schemes, with the forecast cost of the Greenways estimated to be £111.6 million. The full updated budget will be agreed at the March 2024 meeting of the Executive Board<sup>33</sup>. It should be noted that GCP have taken a responsible approach in reassessing the routes and undertaking value engineering in order to align the schemes with budgets.

4.2.3. Updated outline budgets for each of the Greenways have been approved by the GCP Executive Board and confirmed through GCP Gateway Reviews. These are presented in Table 4-1. GCP will transfer budgets between individual schemes as required and individual budgets will be reviewed with respect to the outcomes of the business cases and ultimately the full business case for each scheme.

**Table 4-1 – Greenways Outline Budget Allowances**

Route	Budget Value
Barton	£11,905,000
Comberton	£8,628,000
Fulbourn	£7,058,920
Haslingfield	£11,645,000
Bottisham	£10,335,000
Horningsea	£2,495,000
Swaffhams	£6,420,000
Melbourn	£15,257,776

<sup>33</sup> GCP, September 2023 (p.406)

Route	Budget Value
Sawston	£6,704,470
Waterbeach	£11,000,000
St Ives	£6,707,000
Linton Greenway	£9,475,000
Programme Costs	£4,000,000
<b>Total</b>	<b>£111,631,166</b>

Linton Greenway is being funded as part of the Cambridge South East Transport Study

### 4.3 SCHEME FUNDING

- 4.3.1. Funding for the Greenways programme will be through the City Deal, the funding partnership between central government and local partners. The City Deal funding aims to enable the GCP to promote economic growth and development. However, the GCP is looking to secure an appropriate proportion of the costs from local developer contributions through the planning process and some of the Greenways have S106 agreements in place. Currently, the total of S106 contributions is estimated at £13,716,000.
- 4.3.2. Third party funding will be reviewed for each Greenway project. The GCP is also seeking opportunities to bid for other development funds such as the Transforming Cities Fund and National Highways designated funding to consolidate the GCP's overall programme budget.

### 4.4 SCHEME COSTS

- 4.4.1. Scheme costs and cost profiles were prepared for each of the Greenways at concept design. The final design costs will be used for the assessment of each scheme in the individual schemes full business cases. The current assumption is that the Greenways construction programme will require approximately 36 months.
- 4.4.2. The estimated outturn costs produced by WSP for six of the Greenways schemes are outlined below in Table 4-2, based on concept designs produced at OBC stage. These costs include direct and indirect construction costs, indirect non-construction costs as well as allowances for risk and future inflation all excluding VAT.
- 4.4.3. The Melbourn and Sawston Greenway outturn costs estimates were produced by Faithful & Gould based on the concept designs. The following allowances and exclusions have been made:
- VAT has been excluded
  - Contaminated material assumed not present
  - Client direct costs including management and finance excluded
  - Land purchase, leasing and compensation excluded
  - Sunk Costs excluded
  - Allowances have been assumed as 7% (contractor overhead and profit (OHP)), 2% (insurance), 15% (design), 66% (contingency) and 7.5% (client supervision)

- 4.4.4. It should be noted that the A505 bridge has not yet been costed in its own right, so an allowance of £2.5m has been included in the base cost for the Melbourn Greenway.
- 4.4.5. The detailed cost estimates are set out in the outline business case addendums for each of the individual schemes.
- 4.4.6. The Greenways schemes will incur maintenance costs. Cambridgeshire County Council and the GCP are assessing the costs of maintaining the Greenways network in coordination with the County Council's Highways team to apply for maintenance funding to accompany the development funding. This will provide the resources required by the maintenance teams to uphold the quality of the Greenways network. It is not expected that the maintenance costs will be excessive and in some locations the Greenways will upgrade existing degraded cycling infrastructure.

**Table 4-2 – Scheme Outturn Capital Costs**

Scheme	Total
Comberton Greenway	13,921
Haslingfield Greenway	14,110
Swaffhams Greenway	7,100
Bottisham Greenway	10,610
Barton Greenway	13,840
Horningsea Greenway	4,450
Melbourn Greenway	17,357
Sawston Greenway	24,068
St Ives	5,927

## 4.5 PROPOSED PROCUREMENT APPROACH

- 4.5.1. Established County Council contracts or Government Procurement Frameworks will be used to procure external support for tasks including Design, Early Contactor Involvement and Communications (where not available internally). For this scheme consultants and contractors have been procured, as shown in Table 4-3.

**Table 4-3 – Scheme Consultants and Contractors**

Consultant	Role	Procurement Route
Atkins	Design, Business Case, Planning and main consultant for Waterbeach, St Ives, Sawston and Melbourn Greenways	Joint Professional Services Framework

WSP	Design, Business Case, Planning and main consultant for Comberton, Haslingfield, Barton, Fulbourn, Swaffhams, Horningsea and Bottisham Greenways	Joint Professional Services Framework
JFG Comms	Support the Communications activities required including day to day management of stakeholders and landowners	Joint Professional Services Framework via WSP
CBRE	Land Agents for the scheme, to value, negotiate and organise acquisition of land for the Greenways	Crown Commercial Services Framework
Pathfinder Legal	Legal support for land acquisition and any rights requirements	County Council Legal Services Agreement
Milestone	Early Contractor Involvement	CCC Highways Contract

- 4.5.2. GCP commissioned the consultants WSP and Atkins through its Joint Professional Services Framework to prepare the preliminary scheme designs and provide business case support.
- 4.5.3. The further development of the schemes through detailed design continues to be led by GCP. Milestone (formerly Skanska), who have delivered previous active travel corridors for GCP, have been appointed for Early Contractor Involvement for the Greenways Programme. Subject to performance and capacity this will lead to Milestone constructing the Greenways projects.
- 4.5.4. Milestone Infrastructure has successfully managed and carried out similar construction works in and around Cambridge, for example the Histon Road project. Milestone Infrastructure has also committed to developing a major projects team to work on larger scale projects demonstrating Milestone’s commitment to providing the necessary resources for the implementation of the Greenways network.
- 4.5.5. GCP is satisfied that Milestone continues to have:
- An appropriate recent history of carrying out highways / pavement works.
  - A proven capability to administer and successfully complete works of similar value to the scheme.
  - Site Management / Supervision capability with suitable experience of working adjacent to live carriageways and public interfaces.
  - Health and Safety Management systems compliant with the type and locations for these works.
  - The capability in resources either through direct labour force or subcontractor labour.
  - An appropriate supply chain for the procurement of materials and plant to suit the programme requirements.
- 4.5.6. Early contractor involvement is expected to be incorporated with the traditional approach of separate contracts for the design and construction works for each of the individual Greenways’ schemes. This will allow close control of the design process by the client, but also enable the delivery contractor to influence the design to reduce risks and cost by using their experience of the buildability and risks of designs.
- 4.5.7. An overall risk register has been produced for the Greenways programme. Scheme specific management of risk will be undertaken using risk management plans for each individual Greenways scheme. Specific factors pertaining to each scheme, including construction risks, the stage that the project is at in its development and importantly, the level of risk in the project and the appetite to accept or transfer it to a contractor will be considered in making an informed decision. The approach



will be to ensure that the contractual arrangements for the delivery of each Greenways scheme places risks with the party best positioned to deal with them.

## 5 MANAGEMENT CASE

### 5.1 INTRODUCTION

- 5.1.1. The purpose of the management dimension of the business case is to demonstrate that robust arrangements are in place for the delivery, monitoring and evaluation of the scheme.
- 5.1.2. Demonstrating that the project can be successfully delivered requires evidence of successful delivery of similar projects, evidencing that the scheme is being managed in accordance with best practice, and that the necessary arrangements are in place for change and contract management, benefits realisation and risk management.

### 5.2 EVIDENCE OF SIMILAR PROJECTS

- 5.2.1. The GCP will deliver the Greenways programme using delegated powers from Cambridgeshire County Council, although in some areas such as Right of Way restrictions the GCP will rely on the County Council's statutory powers.
- 5.2.2. As a relatively new consortium, the GCP has delivered a limited number of schemes within the current City Deal. However, the constituent members of the GCP have a long history of successfully delivering schemes both large and small in scale, to time and budget. Cambridgeshire County Council has successfully delivered large-scale public transport and active mode orientated transport projects in recent years, including those shown in Table 5-1.

**Table 5-1 – Evidence of Similar Projects**

	Objectives & Scope	Implementation
Chisholm Trail Phase 1 (£21m)	The 2.1km long Phase 1 of the Chisholm Trail is a walking and cycling route which aims to provide a mostly traffic-free route between Cambridge North and Cambridge stations and intermediate communities.	Phase One opened in December 2021, connecting Cambridge North to Coldham's Lane. Phase one of the trail is a joint project between the GCP and Cambridgeshire County Council.
Chisholm Trail Phase 2 (c.£5m)	The 1.4km long walking and cycling route connects to Phase 1 at Coldham's Common on Coldham's Lane, providing a link to Cambridge railway station and new housing developments alongside the railway line.	Ongoing.
Babraham Road cycleway improvement works (£6m)	The 1.1km long 2.5m wide cycleway connects the Babraham Research Campus and Babraham with surrounding villages.	The cycleway was completed in December 2017 and delivered by Cambridgeshire County Council contractors.
Fendon Road roundabout (£2.1m)	Fendon Road roundabout is the UK's first Dutch-style roundabout which is designed with an outer ring for cyclists, in a contrasting red surface,	The scheme was opened in August 2020, and implemented by Cambridgeshire County Council and contractors, Milestone.



	Objectives & Scope	Implementation
	to give them equal priority with pedestrians over oncoming vehicles to provide a safer cycling and pedestrians.	
Fen Ditton and Stow-cum-Quy (Five Cross City Cycling Schemes total of £8m)	Construction of a new foot/cycleway on Ditton Lane and Horningsea Road which is part of the Cross City Cycling schemes being funded by the GCP.	The scheme was delivered by the GCP.
Huntingdon Road Corridor (£1.7m)	Delivery of 2.2km of segregated cycle path, segregated by bespoke kerb or kerbed islands, five floating bus stops and side road priority.	Delivered as part of the Cycle City Ambition Programme in 2016. With a combination of kerb protected lanes and raised lanes, levels of cycling rose by 20% <sup>34</sup> .
Hills Road/ Addenbrooke's Corridor (c.£900k)	Delivery of advanced cycle lanes with better cyclist and pedestrian links to the Biomedical Campus.	Delivered as part of the City Deal Cross City Cycle Improvement scheme. Works commenced in late 2016, with completion of the full package of works in 2018.
Fulbourn/ Cherry Hinton Eastern Access Road (c.£650k)	A cycleway scheme involving raised segregated lanes and wide shared use paths along the arterial road into Cambridge.	This scheme was delivered as part of the City Deal Cross City Cycle Improvement scheme. Works commenced in late 2016, with completion of the full package of works in 2018.
Cherry Hinton High Street (c.£1m)	Widening and continuation of existing narrow cycle lanes, with improved junctions and pedestrian crossing facilities as part of a shared priority approach. Traffic calming measures also implemented.	Works delivered for Cambridgeshire County Council in 2016 <sup>35</sup> .
Trumpington Road (£0.9m)	Construction of 0.6km segregated unidirectional cycle lane into the city centre; including a bi-directional cycle lane on an existing raised bank and a floating bus stop.	Delivered as part of the Cycle City Ambition Programme <sup>36</sup> .
The Cambridge Core Traffic Scheme (c.£7m <sup>37</sup> )	This scheme delivered improved access for pedestrians, cyclists and	The measures were implemented in phases from 1997, promoting

<sup>34</sup> [Sustrans, 2019](#)

<sup>35</sup> [Phase 1 Improvements Plan, Cambridgeshire County Council, 2016](#)

<sup>36</sup> [https://www.transportforqualityoflife.com/u/files/Cycle%20City%20Ambition%20Programme\\_Interim%20Report.pdf](https://www.transportforqualityoflife.com/u/files/Cycle%20City%20Ambition%20Programme_Interim%20Report.pdf)

<sup>37</sup> This is an estimate as the scheme was implemented over several phases since 1996 and includes a range of supporting measures

	Objectives & Scope	Implementation
	<p>public transport through traffic management and priority measures in the area bounded by the inner ring road.</p> <p>Delivery of this project demonstrates the ability of the promoters to think about the full impacts of a public transport scheme.</p>	<p>sustainable travel modes to improve the city centre environment.</p> <p>Between 1993 and 2003 the number of private vehicles in the city centre reduced by 15%. Public transport patronage on routes into Cambridge also increased.</p>
Cambridgeshire Guided Busway (c.£150m <sup>38</sup> )	<p>This busway was designed to provide a high-quality public transport connection between Huntingdon and St Ives, to the north west of Cambridge, and Addenbrooke's Hospital and Trumpington Park &amp; Ride to the south of Cambridge.</p>	<p>The overall route is 42km long with 25km of that being guided busway and 17km of on-street provision including bus priority measures. Access to Cambridge City Centre is provided via on-street running.</p> <p>Construction began in July 2006 with the busway opened in August 2011.</p> <p>Although there were challenges during the delivery of the scheme, learning from this can benefit the delivery of future significant transport measures in the county.</p>
Histon Road (c.£10.6m) <sup>39</sup>	<p>The Histon Road project aims to provide better bus, walking and cycling facilities for those travelling on this busy key route into Cambridge. This is to be achieved through:</p> <ul style="list-style-type: none"> <li>- A new bus lane from Blackhall Road to Carisbrooke Road,</li> <li>- New bus stop bypasses for cyclists</li> <li>- Improved cycle lanes</li> <li>- 2 new pedestrian crossings</li> <li>- Removal of on-street parking</li> </ul>	<p>This scheme was completed in December 2022.</p>

## 5.3 COMPLEMENTARY SCHEMES

5.3.1. This section details planning and transport proposals across the city which offer potential complementarity with the Greenways.

<sup>38</sup> Total cost of the Cambridgeshire Guided Busway including £109m contribution from Cambridgeshire County Council.

<sup>39</sup> <https://www.greatercambridge.org.uk/transport/transport-projects/histon-road/histon-road-background>

- 5.3.2. The Greater Cambridge Greenways programme forms part of the GCP's wider strategy to create better and greener transport networks. There are several planning and transport proposals which have varying degrees of synergy with the objectives of the Greenways project.
- 5.3.3. The complementary schemes identified in this section offer network opportunities to maximise the benefits to cyclists and pedestrians through an extensive and inter-connected system of routes. This is a continuation of the current linkage which has been developed by delivering both Cross City Cycling, the Chisholm Trail and Cycling Plus.

### **Chisholm Trail**

- 5.3.4. The Chisholm Trail is a mostly off-road walking and cycling route under construction in Cambridge. It will link Addenbrooke's Hospital and the Biomedical Campus in the south to Cambridge North railway station and the business and science parks. Phase 1 of the Chisholm Trail between Coldham's Common and Cambridge North railway station is 2.1km in length. The full trail will run over 26 kilometres from Trumpington and Addenbrookes to St Ives. The route also connects with the Guided Busway and the national Cycle Network, and green spaces in Cambridge including: Coldham's Common, the Leper Chapel Meadows and Barnwell Lake area, with Ditton Meadows.
- 5.3.5. Phase 1 opened in December 2021, includes the area from Cambridge North Station to Coldham's Lane and links up green spaces in the north of the city, creating an off-road route between Stourbridge Common, Ditton Meadows, the Leper Chapel, Barnwell Lakes and Coldham's Common.
- 5.3.6. Phase two is currently underway, however it requires access to land owned by Network Rail and other private owners in order for the trail to be completed. Phase two of the Chisolm Trail includes links to the Melbourn Greenway and the Fulbourn Greenway.
- 5.3.7. The Greenways network will benefit from the additional connectivity offered by the Chisholm Trail improving accessibility to a range of destinations in the city.

### **Cross City Cycling Project**

- 5.3.8. In January 2015, the Executive Board agreed that the Cross City Cycling projects should form part of the City Deal programme. The Cross City Cycling project is a network of five cycling routes linking residents to workplaces and other centres of activity. These projects are as follows:
- Arbury Road
  - Cambridge North Railway Station and Science Park
  - Ditton Lane & Links to East Cambridge
  - Hills Road and Cambridge Biomedical Campus
  - Fulbourn/Cherry Hinton Eastern Access
- 5.3.9. The GCP has worked with partners in the County Council and contracted civil engineering companies to deliver these projects which aim to reduce congestion and encourage cycling as a healthier mode of transport. These projects located on radial routes in residential areas improved connectivity with the city centre and are complementary to the Greenways network connecting the city with the surrounding rural villages.

### **Cycling Plus**

- 5.3.10. Cycling Plus is part of the GCP's investment in the active travel network. The GCP is already investing more than £115m in the active travel network and now through Cycling Plus they are looking to add to this, with up to £20m targeted at some of the key remaining gaps in the network.

- 5.3.11. GCP identified 13 corridors that could help join up the city's cycling network and selected two for investment following a public consultation in 2021. Hills Road is the first of these schemes to be consulted on. The proposals present two options for development to improve cycling and walking on the busy road connecting the city centre to Cambridge Station and Cambridge Biomedical Campus. The proposed improvements aim to make walking and cycling safer, easier, more attractive and more inclusive for all street users.
- 5.3.12. The proposed improvements are complementary to the Greenways, improving local connectivity and better connecting the city centre's active travel network.

#### **Madingley Road Walking and Cycling Scheme Dependencies**

- 5.3.13. In addition, there are specific dependencies for the Madingley Road scheme including:
- Land take for the scheme through acquisition of land from colleges to allow enough space to make the improvements
  - College development agreements to the active mode proposals
  - Highways England / National Highways agreement to the scheme

#### **High Quality Public Transport (HQPT) Corridors**

- 5.3.14. Four HQPT designated corridors are identified in the 2030 strategic plan for Greater Cambridge. These corridors will focus on improving public transport connectivity between residential areas including new housing developments and employment centres across Cambridge either directly or through interchange to other public transport services and active modes. The HQPTs connectivity and capacity improvements will also enhance investment opportunities along each of the four designated corridors which together with active mode enhancements offered by the Greenways and the other cycling projects in Greater Cambridge will offer a package of quality alternatives to the car.

## **5.4 ORGANISATIONAL STRUCTURE, PROGRAMME GOVERNANCE AND ROLES**

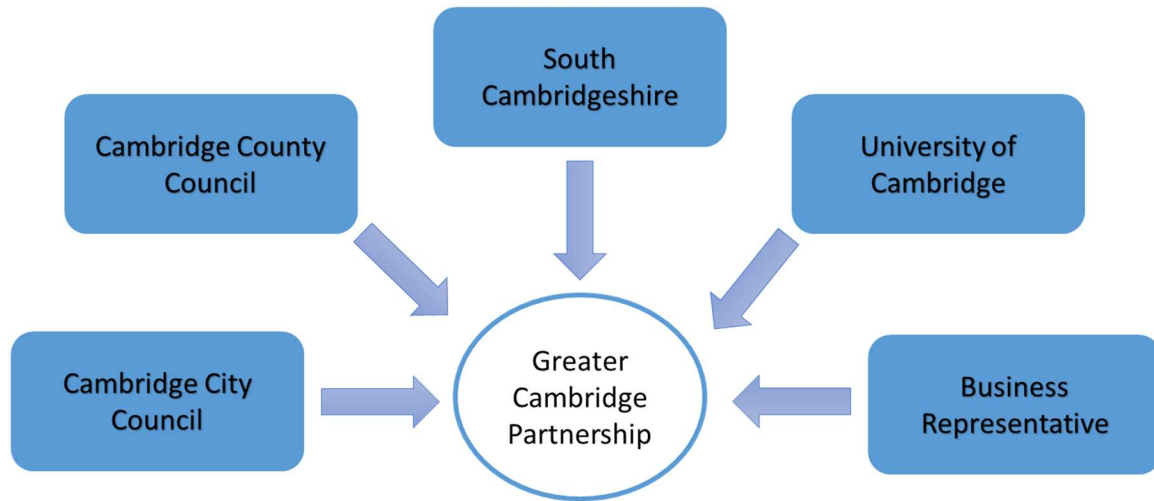
- 5.4.1. This section details the organisational structure, governance arrangements in place through which the project will be delivered and the roles and respective responsibilities and reporting frameworks.

### **Organisational Structure**

#### **The Greater Cambridge Partnership**

- 5.4.2. Greater Cambridge Greenways is being promoted and managed by the GCP, the delivery body for the Cambridge City Deal agreement between local authorities and central Government for funding investment in transport and housing in Cambridge and the south Cambridge area. The GCP seeks to deliver better, greener transport which will connect people to homes, jobs, study, and opportunity.
- 5.4.3. The GCP is made up of representatives of several organisations as shown in Figure 5-1. The partnership of councils, business and academia seeks to work together to grow and share prosperity and improve the quality of life for the people of Greater Cambridge.

**Figure 5-1 - GCP Representative Partners**



**Strategic Management**

- 5.4.4. The GCP operates as a Joint Assembly, under powers delegated by the three local authority partners. It is led by a decision-making Executive Board which coordinates the overall strategic vision and drives forward the partnership’s programme of work and is run in conjunction with a clear governance structure, agreed by all partners.
- 5.4.5. Both the Executive Board and the Joint Assembly meet at least four times a year. Papers relating to public meetings are published online and members of the public can participate in meetings of the Executive Board by submitting questions to be discussed in public during these meetings.
- 5.4.6. It should be noted that the Greater Cambridge and Greater Peterborough Local Enterprise Partnership (LEP), which was previously represented independently on the GCP Executive Board, joined the Combined Authority in September 2018. Now known as the Business Board, the LEP committee advise on strategy development and decision making relating to the Combined Authority area. The GCP Executive Board includes a nominated business representative.

**GCP Executive Board**

- 5.4.7. The Executive Board is made up of five partners; one representative from each of the four City Deal partners plus the Business Representative. In addition, the Mayor of Cambridgeshire and Peterborough has been asked to attend the Executive Board as an observer.
- 5.4.8. While the law governing Joint Committees only allows the three local authority representatives voting rights, they consider the advice of the Combined Authority’s Business Board and the University of Cambridge representatives, to make sure decisions take account of the views of the business and academic sectors.

**GCP Joint Assembly**

- 5.4.9. The Board is advised and informed by a Joint Assembly (which is an example of a Joint Committee of multiple Local Authorities). The Joint Assembly provides advice and scrutiny support to the Executive Board, drawing on the broad expertise of its 15 members. The Assembly’s membership is made up of three elected councillors from each of the three councils in the Greater Cambridge area and reflects the political composition of their council. The Combined Authority’s Business Board and

University of Cambridge also each nominate three representatives, as stakeholders from a range of organisations within the business and academic sectors.

### **Transport Projects Board and Programme Manager**

- 5.4.10. The GCP Transport Projects Board is responsible for governing all major transport schemes being delivered as part of the City Deal. The purpose of the Board is to:
- Provide visible governance;
  - Advise on decisions before they go to the GCP Executive Board or on major but non-key decisions;
  - Guide the Project Manager in developing proposals to meet the agreed objectives;
  - Review the proposals and challenge solutions on impact, benefit for money; and,
  - Act as a sounding board for concepts and ideas.

### **Cambridgeshire and Peterborough Combined Authority**

- 5.4.11. The Cambridgeshire and Peterborough Combined Authority (CPCA) was established to pursue a devolution deal with central Government that included the devolution of both decision-making powers and funding to the Cambridgeshire and Peterborough sub-region. Following the signing of the devolution deal in November 2016, the CPCA was formally established in 2017.
- 5.4.12. The Combined Authority is led by a Mayor, elected in May 2021, who gives the CPCA a focal point and is the contact for central Government. The Mayor also exercises certain powers and functions that were devolved from central Government as part of the devolution deal.
- 5.4.13. The devolution deal agreed with central Government also gives the Mayor and the CPCA power over certain transport functions, with the body taking the role of the Local Transport Authority, assuming strategic transport powers for the areas previously covered by Cambridge County Council and Peterborough City Council.
- 5.4.14. As part of the Mayor's devolved powers, the CPCA is responsible for producing the updated Local Transport Plan and for the development of all future transport strategies for the CPCA area. The CPCA published a first draft Cambridgeshire and Peterborough Local Transport Plan in June 2019. Following consultation, a final version was adopted in February 2020.
- 5.4.15. Given the over-arching transport role of the CPCA, there is a need for GCP, CPCA and Cambridgeshire County Council to collaborate closely on transport priorities and delivery programmes to ensure successful coordination and integrated delivery. GCP report to the organisation's Executive Board with Cambridgeshire County Council as a voting partner and the Mayor in attendance as a non-voting representative of the CPCA.
- 5.4.16. Working groups ensure programme alignment at management and technical level, complementing the Mayor's attendance at Executive Board meetings.

## **5.5 PROGRAMME GOVERNANCE AND ROLES**

- 5.5.1. This section describes the programme governance and roles of the entities. The overall structure is shown in Figure 5-2.



## Executive Board

5.5.2. The delivery of the Project will involve at least 5 key stage decisions to be taken by the Executive Board, as follows:

- Decision to proceed with the development of the Project; (Complete)
- Consideration of options and approval to consult on initial options; (Complete)
- Selection of a preferred option following consultation and agreement to take forward preliminary design.
- Approval of preliminary design and Outline Business Case with agreement to enter relevant statutory processes and the preparation of a full business case; and
- Final approval to implement the project and complete a Detailed Design.

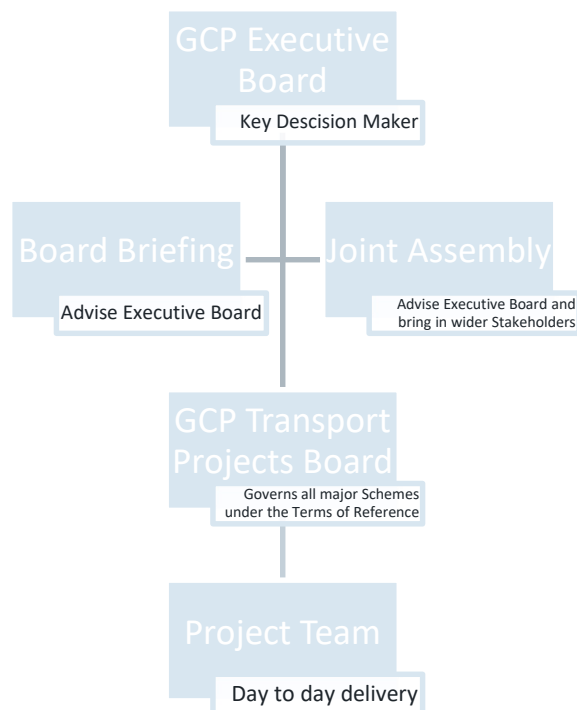
## Transport Programme Board

5.5.3. The Transport Programme Board is the regular decision-making body for the Greenways, it takes decisions by exception on matters raised by the Senior Project Managers. It is held on a monthly basis with Highlight reports provided 1 week in advance of the meetings. It is the responsibility of the Senior Project Managers to attend the Board and ensure they are provided with any issues which are in exception.

5.5.4. A project is in exception if:

- The project will not deliver the objectives agreed with the Executive Board
- The forecast overall cost of the project exceeds what has been reported to the Executive Board
- The forecast completion of the project exceeds the date reported to the Executive Board
- A key decision milestone is forecast to be missed by 3 months (in line with the Executive Board cycle of meetings)
- A project is at risk of causing significant reputational damage to GCP or its partners

**Figure 5-2 - Overall Programme Governance Structure**



### Cycling Projects Meeting

5.5.5. The Cycling Projects Meeting is primarily a coordination meeting between the different Active Travel projects. It includes

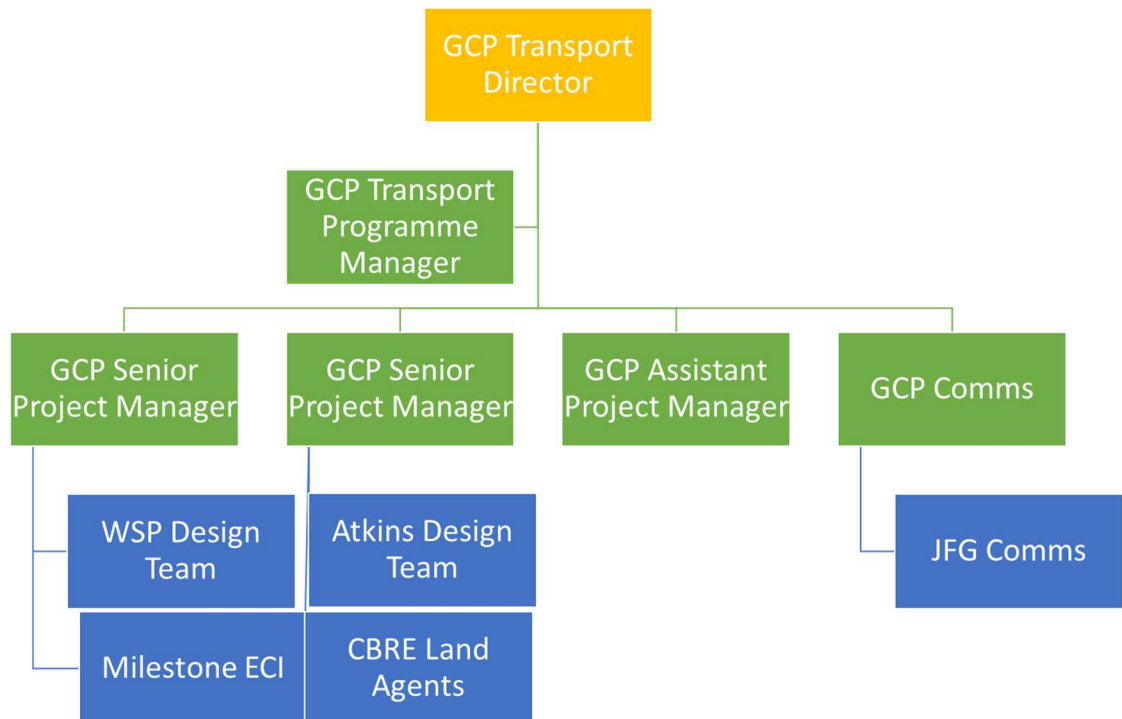
- Construction Programming, including prioritisation of routes (before ultimate sign off by Transport Programme Board)
- Decisions on design options (unless controversial at which point they will be escalated)
- Initial review of documents including the overall Business Case for the Greenways and design principles (before going on to appropriate decision making bodies such as the Transport Programme Board)
- Decisions on timing of communications with the public and stakeholders

5.5.6. At all times, projects should adhere to the GCP Assurance Framework<sup>40</sup>.

### Resources

5.5.7. The Greenways is a complex programme of works. Therefore, the following section sets out how the scheme will be managed. Figure 5-3 sets out the structure of the team.

**Figure 5-3 – Structure of the Greenways Management Team**



<sup>40</sup> [Governance Assurance Framework, GCP, 2022](#)

## Internal GCP Resources

5.5.8. The internal GCP resources are set out below.

### GCP Transport Director

- Overall accountable for the project, responsible for the structure of the project team and owns the Business Case;
- Monitor and control the project tolerance at a strategic level;
- Make decisions on escalated issues;
- Reports to Executive Board on project progress, issues, approvals etc.

### GCP Head of Programme

- Responsible for monitoring and reporting on the programme budget to Transport Programme Board (TPB)
- Responsible for ensuring that Project Managers are adhering to the Assurance Framework
- Overall responsibility for producing the Procurement Strategy (i.e.. Working with Project Managers to ensure the appropriate options are available)
- Monitors the progress of the programme against agreed key milestones (aligned to the reporting cycle for GCP)
- Resolutions of day to day issues (specific to Greenways Programme only)
- Escalates significant issues to GCP Transport Director
- Sign off of all key contract documentation where commercially sensitive (specific to Greenways Programme only)

### GCP Senior Project Managers

5.5.9. The Senior Project Manager will run the programme on a day-to-day basis in accordance with this document. The main responsibilities of the Project Manager are to:

- Be the face of the project, representing GCP at main stakeholder events to provide updates on the projects;
- Be responsible for the relationship with key stakeholders including County, District and Parish Councils as well as bodies such as National Highways and Network Rail;
- Deliver the project to a required specification and quality within budget and according to plan;
- Direct and motivate project support resources;
- Project manage and plan all stages of the project;
- Prepare project, stage and exception plans;
- Prepare all required documentation for Project Management including risk logs, finance documents and the programme.
- Manage project risks (includes contingency planning);
- Monitor progress, expenditure and resources, initiating corrective action as required;
- Keep the Transport Programme Board informed of deviations in plans and seek endorsement for associated action;
- Prepare stage reports for the Joint Assembly and Executive Board;
- Identify, commission and oversee external resources necessary for the assessment, evaluation, design, management and planning of the project;
- Be responsible for project administration;
- Ensure that the correct and appropriate Monitoring and Evaluation takes place for the project to ensure that it meets the requirements of the City Deal/ Gateway review.

- Facilitate a post construction review of the project; and
- Ensure that all new highway assets created/network amended is recorded. This includes the legal category of any new highway e.g. cycle track, together with details of extent, boundaries, and infrastructure.

#### **GCP Assistant Project Manager**

- Organise Project meetings and taking minutes as appropriate;
- Coordinate communications with stakeholders when required;
- Update finance, programme and risk registers etc. as required;
- Provide support to Senior Project and Programme Manager when required.

#### **GCP Communications Team**

- Responsible for producing the overall Communications Plan for the Greenways Programme
- Responsibility for stakeholder management that is not specific to design, i.e.. Councillors and Parishes
- Responsible for coordinating responses to enquiries (this is partly delegated to JFG Comms)
- Ensure the overall story of the Greenways is understood and communicated positively
- Produce regular updates for the public and key stakeholders

#### **Consultant and Contractor Support**

- 5.5.10. External support resources are procured through established County Council contracts or Government Procurement Frameworks for various tasks including Design, Early Contactor Involvement and Communications (where not available internally). For each Greenway scheme the consultants and contractors have been procured, as shown in Table 5-2. Milestone will be the proposed contractor responsible for construction under the Cambridge County Council Highways Contract. The consultant / contractor responsibilities are set out below.

**Table 5-2 – Procured Consultants and Contractors**

<b>Consultant</b>	<b>Role</b>	<b>Procurement Route</b>
Atkins	Design, Business Case, Planning and main consultant for Waterbeach, St Ives, Sawston and Melbourn Greenways	Joint Professional Services Framework
WSP	Design, Business Case, Planning and main consultant for Comberton, Haslingfield, Barton, Fulbourn, Swaffhams, Horningsea and Bottisham Greenways	Joint Professional Services Framework
JFG Comms	Support the Communications activities required including day to day management of stakeholders and landowners	Joint Professional Services Framework via WSP
CBRE	Land Agents for the scheme, to value, negotiate and organise acquisition of land for the Greenways	Crown Commercial Services Framework

Consultant	Role	Procurement Route
Pathfinder Legal	Legal support for land acquisition and any rights requirements	County Council Legal Services Agreement
Milestone	Early Contractor Involvement	CCC Highways Contract

### Atkins and WSP

5.5.11. Atkins and WSP have been appointed for the 11 Greenways to deliver the following aspects of the programme:

- Concept and Preliminary Design
- Transport modelling (as required)
- Transport assessment (as required)
- Environmental Impact Assessment and other relevant surveys and assessments (as required)
- Initial Cost estimating
- CDM Principal Designer
- Preparation of proportionate TAG compliant business cases for each scheme
- Preparation of Planning Application, submission, and determination support (as required)
- Wayfinding Strategy (Atkins only)
- Programme Business Case (WSP only)
- Land referencing (WSP only)
- Engagement support and meeting/event attendance as required
- Engagement event materials

5.5.12. They will also be procured at the suitable time for:

- Detailed Design
- Full Business Case
- Procurement support
- Construction Supervision

### Milestone

5.5.13. Milestone have been appointed in Early Contractor Involvement for the Greenways Programme. This work consists of:

- Producing budget estimates for the GCP schemes/projects
- Managing and co-ordinating the GCP programme of works, including co-ordination with highways contract to achieve efficiencies where possible linking planned GCP and CCC schemes/projects
- Producing and reviewing risk and opportunity registers for the schemes/projects.
- Design maturity and Buildability assessments
- Value engineering opportunities
- Review of utility diversions
- Assist where required for land take assessments, with particular focus on temporary land take requirements for construction period
- Construction programme development
- Planning and execution of design surveys including but not limited to; Ground Penetrating Radar (“GPR”), trial holes, ground investigation, TOPO and drainage surveys

- Developing traffic management solutions and co-ordinate with the CCC streetworks team to confirm road space availability

5.5.14. Subject to performance and capacity this will lead to Milestone constructing the Greenways projects.

#### **CBRE and Pathfinder Legal**

5.5.15. CBRE have been appointed as the land agents responsible for the Greenways Programme. They are procured to:

- Complete land acquisition strategies for each Greenway
- Complete land valuation for each Greenway
- Advise on the process of CPO as required
- Negotiate land on behalf of the GCP

5.5.16. They are supported by Pathfinder Legal who are responsible for

- Preparation of CPO documentation as required
- Legal advice on the process for CPO
- Completion of acquisition paperwork
- Advice on legal process to designate, or change designation of PRowS

#### **Construction Procurement**

5.5.17. Under the County Council's Highways Term service framework, the project has access to Milestone Infrastructure to deliver the main construction of the scheme. Milestone are well placed as they also deliver the maintenance of the network, are in close liaison with Street Works and have already competitively tendered to win the TSF. They also have smaller teams able to do work that is relatively minimal, for example widening of existing footpaths in a more agile way than other frameworks or a full tender process would allow.

5.5.18. However, it is acknowledged that the Greenways network is a significant programme of work and therefore it may be that other contractors are required to complete the scheme. In this situation the primary option would be utilisation of the Eastern Highways Alliance Framework which provides access to multiple major contractors.



## 6 PROGRAMME MONITORING AND REVIEW

---

### 6.1 INTRODUCTION

- 6.1.1. This chapter details the project assurance, approvals plan and programme for the Greenways project.

### 6.2 PROJECT ASSURANCE, APPROVALS PLAN AND PROGRAMME

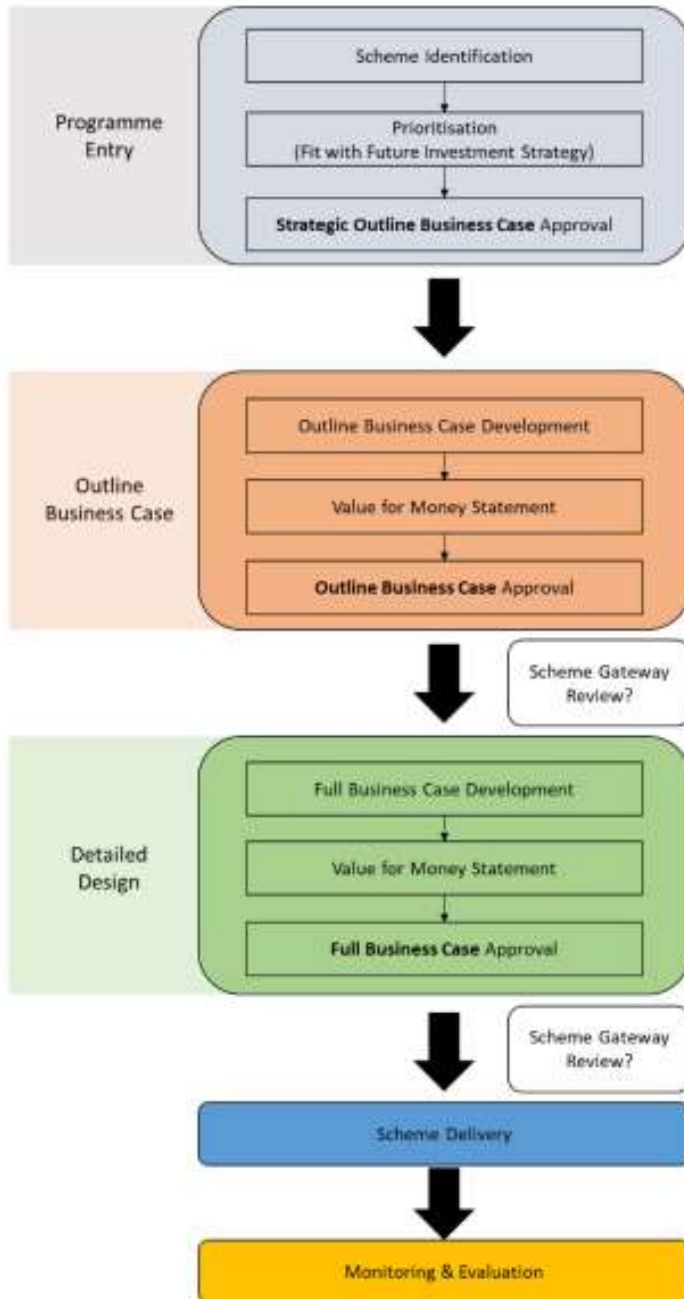
#### Programme Assurance

- 6.2.1. Responsibility for assuring the delivery of the project, rests with the Programme Board and Cycling Projects Meeting and includes:
- Ensuring good liaison and collaboration throughout the project to achieve good governance;
  - Assuring that user needs and expectations are being met or managed;
  - Ensuring that risks are being controlled;
  - Monitoring project expenditure versus benefits;
  - Informing the project of any changes caused by external events;
  - Ensuring adherence to relevant procedures, standards and specifications; and
  - Ensuring highway aspects designed in accordance with Manual for Streets 2 and the Design Manual for Roads and Bridges, LTN1/20, as appropriate.

#### GCP Work Stages

- 6.2.2. The programme for the Greenways project is aligned with the GCP work stages process set out in the GCP Local Assurance Framework (LAF). This LAF sets out, “membership, responsibilities, and principles that are in place for agreeing and overseeing investments to deliver the overarching City Deal objectives”. The LAF process is shown in Figure 6-1 commencing with programme entry through to full business case development.

**Figure 6-1 - GCP Indicative Process for Business Case Development**



Source: Greater Cambridge City Deal Assurance Framework

**Approvals to Date**

6.2.3. The programme entry work stage has been completed with the development of the programme business case and approval by the Executive Board.

**High Level Programme**

6.2.4. This section provides an overview of the staged process through which the project will be delivered.

- 6.2.5. The high-level programme for the delivery of the Greenways is based on an approximately four-year programme. Scheme specific programmes are set out in the Outline Business Case for each of the schemes.
- 6.2.6. The Project will consist of a number of stages in line with the Major Infrastructure Project Delivery Stage, Key Decision Matrix and GCP Assurance Framework. This is shown in Table 6-1. This has been slightly adapted to allow for an additional stage for sign-off for the first versions of technical design.

**Table 6-1 – Greenways Programme Project Stages**

Stage	Description	Approval
Strategy Stage 0: Policy and Strategy	Preparation of Project Initiation Document (PID)	Complete
Delivery Stage 1: Project Set Up / Initial Options	Project resource planning, development of stakeholder engagement strategy and preparation of project development briefs	Complete
Delivery Stage 2: Feasibility Study	Identification of options, conceptual design work, strategic business case and assessments to facilitate initial stakeholder engagement to allow selection of a Preferred Option	GCP Executive Board (Complete)
Delivery Stage 2a: Approved option	Feasibility Design of Preferred Option	GCP Transport Programme Board (Complete)
Delivery Stage 3: Preliminary Design	Preliminary Design of Preferred Option and agreement of Outline Business Case	GCP Executive Board (Complete)
Delivery Stage 4: Detailed Design	Final business case and detailed design to facilitate project approval.  Processes for planning permission, traffic regulation orders, compulsory purchase orders and Government statutory approvals as required	GCP Executive Board
Delivery Stage 5: Construction (Mobilisation and Construction)	Procurement of a provider(s) to construct the project  Construction of the project  Post-project review to assess how well the project objectives and outputs have been met	GCP Executive Board

- 6.2.7. Stakeholder engagement will be carried out through the delivery of the project. Some stages of the process have already involved iterative phases of design work and stakeholder engagement.

## PROJECT CONTROLS

6.2.8. The major controls for the Project are:

- Project Initiation - to ensure that objectives, roles and responsibilities, scope and boundaries are established at the outset of the project;
- Highlights Reports - provided by the Senior Project Manager to the Transport Programme Board on a regular basis to report progress against the project timetable and budget;
- Early Warning and Compensation Events- these should be used by both the Consultants and GCP to manage the contract. Consultants/ Contractors should ensure the NEC process is followed with an Early Warning followed by Risk Reduction meetings.
- Exception Reports - notification by the Senior Project Manager to the Transport Programme Board that the project plan will deviate outside tolerance limits, detailing the problem, the available options and recommended action. (The Transport Programme Board will then escalate to the Executive Board as appropriate);
- Risk and issues log - key risks to the project will be identified and reviewed regularly throughout the delivery of the project to ensure that appropriate mitigation measures are in place;
- Cycling Projects Meeting – this meeting will bring together all of the GCP Active travel projects and ensure consistency of approach;
- Project Closure - the Executive Board will formally close the project, following the consideration of the Project Review Report.

## PROGRAMME

6.2.9. The Greenways project programme key milestones are shown in Table 6-2.

**Table 6-2 – Greenways Project Programme – Key Milestones**

Key Milestones	Date
Sign off of project budgets	Completed throughout 2020
Executive Board approval of Outline Delivery Plan	September 2022
Comberton and Haslingfield sign off of Outline Business Case and early works	December 2022
Melbourn, Barton, Sawston, Horningsea sign off of Outline Business Case and early works	March 2023
Swaffhams, St Ives and Bottisham sign off of Outline Business Case and early works	June 2023
Development of wayfinding strategy /lighting strategy across all Greenways following engagement, ensuring active travel users can safely navigate each route	June 2023
Scheme-by-scheme evaluations- case for Greenway programme additions and alterations	September 2023
Greenways Programme forecast costs confirmed (£112.7m)	September 2023

Key Milestones	Date
Early works to begin	October 2023- June 2024
Fulbourn Phase 1 sign off of Outline Business Case	December 2023
Waterbeach sign off of Outline Business Case	March 2024
Main construction to begin	June 2024
End of construction	December 2026

### 6.3 MONITORING AND EVALUATION / BENEFITS REALISATION PLAN

- 6.3.1. On completion of construction of the Greenways network, a review of the delivery process will be undertaken in accordance with the Greater Cambridge City Deal Project Review Protocol.
- 6.3.2. The Project Manager will facilitate the review to produce a review report for consideration by the Project Board, ahead of scrutiny by the Joint Assembly and sign off by the Executive Board.
- 6.3.3. A programme level monitoring and evaluation plan and benefits realisation plan will be produced. It is anticipated that this plan will include the monitoring of the key outcome in terms of cycle and pedestrian usage of the Greenways network at key locations across the network as each greenway is completed. It is likely that the monitoring will be undertaken through targeted counts, as a minimum on an annual basis, assessing the new active mode usage with a baseline demand. Other aspects of the scheme will be monitored such as expenditure compared to budget, and actual delivery compared with key programme milestones.

### 6.4 STAKEHOLDER ENGAGEMENT AND COMMUNICATIONS

- 6.4.1. An overarching stakeholder engagement and communications plan for the Greenways was produced by the GCP in March 2022, currently under review following the Autumn 2023 Executive Board meeting.<sup>41</sup>
- 6.4.2. Individual Greenway Engagement Plans will subsequently be developed for each of the Greenway schemes. These will set out in more detail the key stakeholders for each route and the approach and timing for their engagement in the next stages of the project. These individual route plans will be developed as each Greenway route progresses and will be phased according to the timeline for development of each route.
- 6.4.3. The overall strategic communications objectives for the plan are to maintain and enhance key stakeholder support to ensure successful delivery, and ensure the public are aware of and use the Greenways. During the Greenways development, there will be multiple phases of communication: as

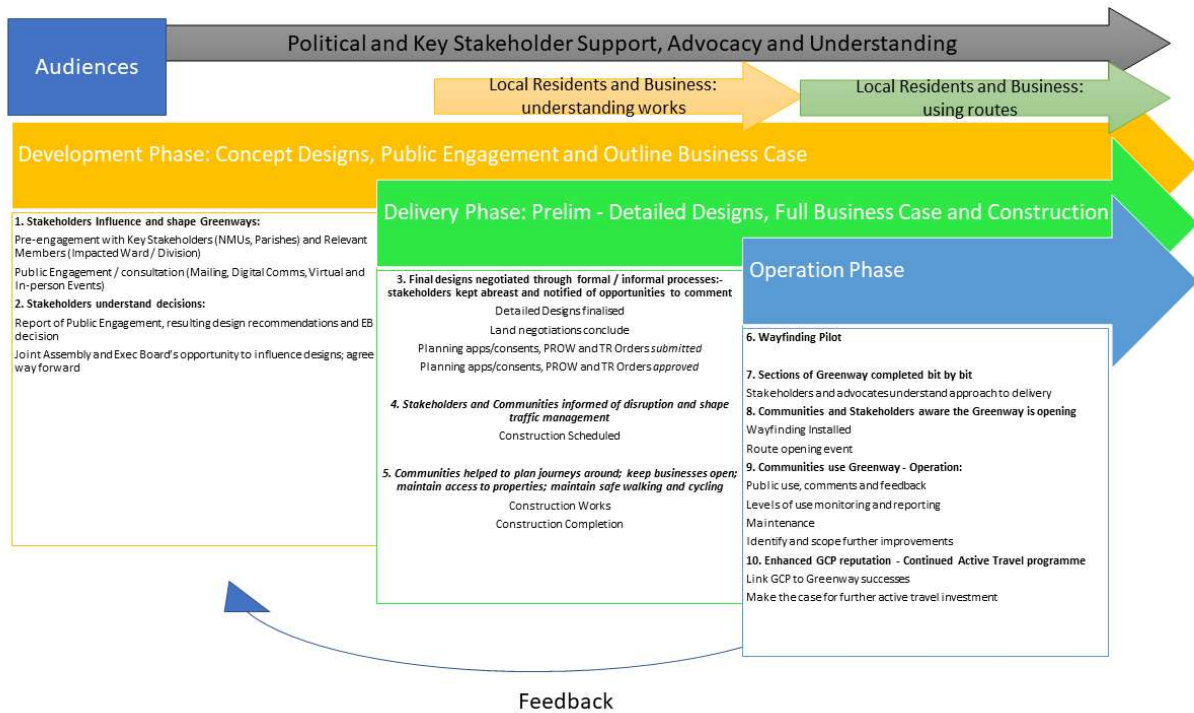
---

<sup>41</sup> Greater Cambridge Greenways - Overarching Communications and Engagement Plan, GCP, March 2022

they are delivered and once open and operational. The phasing of communication will be determined on a route-by-route basis as they are delivered individually.

- 6.4.4. Key Audiences and Stakeholders will change at different phases of route development but the overarching objective is the continued political and key stakeholder support for the Greenways programme. This will require different objectives as the individual projects pass through different stages of development and delivery, as outlined in Figure 6-2.

**Figure 6-2 - Communication and Engagement Objectives**



Source: Draft Programme Communications and Engagement Strategy, GCP, July 2023

**Previous Stakeholder Engagement and Consultation**

- 6.4.5. Stakeholder engagement was initially carried out in 2017/18 and public consultation in 2019/20 across all twelve of the Greenway routes.
- 6.4.6. The Linton Greenway was consulted on and approved as part of the Cambridge Southeastern Transport Scheme 1 and construction is currently underway. The eleven remaining Greenway routes proceeded with development of the agreed alignments and initial design work in 2022. This involved environmental surveys, key structure designs, detailed costing and land negotiation.
- 6.4.7. Stakeholder engagement at this point involved discussions with pivotal Non-Motorised User (NMU) groups to understand and incorporate needs and concerns within principal design standards across all routes.

**Current Situation**

- 6.4.8. Nine Greenways have been through a rolling programme of public engagement through 2022 and 2023 to incorporate public feedback on the updated designs (the St Ives schemes went straight to public consultation as this scheme had not been consulted on previously). Further public engagement and consultation is planned for the Waterbeach Greenway. St Ives Greenway will be



subject to further study in 2024 to consider flood alleviation measures, subject to further flood monitoring and engineering feasibility work.

- 6.4.9. Six Greenways are moving to final delivery stages where early works have commenced, land negotiations will aim to conclude and planning, traffic regulation order and public right of way orders will proceed through the relevant planning/highway's authority processes, with further opportunities for public comment / objection.
- 6.4.10. In June 2023, St Ives, Swaffhams and Bottisham Greenways were approved by the Executive Board and have also entered this phase.

### **Overarching and Greenway-specific Communications and Stakeholder Engagement**

- 6.4.11. There will need to be a twin-track approach to Communications and Stakeholder Engagement. In addition to the strategic programme-wide communication messages and objectives set out in the Strategy, individual route engagement and communications plans will be developed and implemented for each Greenway.
- 6.4.12. The individual route engagement and communications plans will need to sit within the framework of messaging and narrative that is set out in the plan but will need to be tailored to the individual circumstance of each of the Greenways.

### **Proactive Communications**

- 6.4.13. The key channels for proactive communications that the GCP will use to tell the story of the Greenways as they are developed are through the GCP website, Quarterly GovDelivery Updates, through the press and media, and also via social media.

### **Engagement**

- 6.4.14. GCP will map and review the approach to strategic stakeholders on the Greenways annually. Key strategic stakeholders include:
- GCP Executive Board and Joint Assembly
  - CCC Planning, Highways and Road Safety
  - Impacted Council members (75 across the 11 routes in development at County, District and City level)
  - Walking, Cycling, Equestrian and Accessibility Groups (CamCycle, Sustrans, Living Streets Cambridge, The Ramblers, British Horse Society, local District Bridleways Groups, Cambridgeshire Local Access Forum, CamSight)
  - Parish Councils and Residents Associations
  - Major Landowners with multiple affected land parcels across the programme (typically university colleges and major farms)
  - Emergency Services (Cambridgeshire Fire and Rescue, Cambridgeshire Constabulary and East of England Ambulance)
  - Accessibility Charities/ Associations
  - Women's Safety Groups/ Associations
- 6.4.15. In addition to those outlined above, stakeholders for each route will include:
- Relevant Council members
  - Relevant Parish Councils
  - Relevant Residents Associations

- Landowners
- Local Interest Groups (e.g., ‘Friends of’ Groups)
- Adjacent major trip generators – (e.g., Schools and major employment sites)

### Individual Greenways

6.4.16. Table 6-3 summarises the anticipated approach, timing, and method of proposed engagement on the Greenways project. As mentioned above, a communications and engagement plan for each Greenway route will be developed to recognise their differing timescales, specific stakeholders and audiences and specific communications risks.

**Table 6-3 – Stakeholder Engagement Summary**

Phase	Route*	Approximate engagement timescale	Activity
<b>Preliminary Design and Outline Business Case (OBC) Stakeholder Engagement</b>			
	Comberton	June- July 2022	Targeted stakeholder engagement to support development of designs and OBC
	Haslingfield	June -July 2022	As above
	Melbourn	October 2022	As above
	Barton	November- December 2022	As above
	Horningsea	November- December 2022	As above
	Sawston	November- December 2022	As above
	Bottisham	February- March 2023	As above
	Swaffhams	February- March 2023	As above
	St Ives <sup>42</sup>	February- March 2023	As above
	Fulbourn	June- July 2023	As above
	Waterbeach	October- December 2023	As above
	Madingley Road	January 2024	As above
	St Ives <sup>43</sup>	2024	As above

\* The Linton Greenway is covered by GCP through the Cambridge South East Transport (CSET) project.

## 6.5 RISK AND ISSUES MANAGEMENT

6.5.1. The Greenways programme risk management is documented in the Issues and Risks Log produced by the GCP.

<sup>42</sup> i. Oakington to Cottenham spur ii. Over spur, iii. Fen Drayton

<sup>43</sup> Swavesey

6.5.2. Key Risks for the Greenways programme are, as follows:

- External stakeholder groups consultation results in disproportionate engagement time
- Cost escalation – effectiveness of project controls to manage costs in terms of materials and rates
- Resourcing – staffing of the project team and the Communications team
- Procurement process – the risk of time and cost extensions to procurement
- Consents – obtaining planning consents, and Network Rail and Highways England approvals
- Acquisition of land
- Other infrastructure schemes/developments taking precedence over the Greenways
- Anticipated key stage Executive Board approvals being granted.

6.5.3. Mitigation measures identified include the following:

- The Issues and Risks Log for the overall Greenways programme which will form the basis for developing individual risk Issues and Logs for each of the Greenways schemes
- An overarching Stakeholder Engagement & Comms Plan and Tracker has been produced to plan and log all engagement across the Greenways project including undertaking reengagement and wider stakeholder engagement. The GCP Comms team will issue quarterly progress and communications updates via its website and Gov-delivery
- Costings to be reviewed by designers at every design stage

6.5.4. In order to prevent delays to the Project, where project issues are identified, it is assumed that project work will progress while issues are being considered by the Project Board and that the issues will be resolved promptly or escalated to the City Deal Executive Board and/or Joint Assembly, as deemed necessary.

6.5.5. Risk mitigation will be assessed from a strategic perspective and will be reviewed regularly. A risk register will be produced for each of the Greenway schemes as the business case for each scheme is developed including issues such as route specific stakeholder engagement and appropriate value engineering of designs.



62-64 Hills Road  
Cambridge  
CB2 1LA

[wsp.com](http://wsp.com)

INTERNAL