

Cambridge City Council

Streets and Open Spaces

20mph Project

Project Brief

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1	INTRODUCTION	4
1.1	Project Brief - Purpose	4
1.2	Project Background	4
1.3	Project Options	6
2	PROJECT DEFINITION	8
2.1	Objectives	8
2.2	Scope	9
2.3	Exclusions	10
2.4	Deliverables	10
2.5	Constraints	11
2.6	Anticipated Approach & Timetable	11
2.7	KPIs	16
3	KEY DRIVERS FOR PROJECT	16
4	QUALITY ASSURANCE AND ACCEPTANCE	18
5	PROPOSED PROJECT ORGANISATION	19
5.1	Project Structure	19
5.2	Key Roles/Responsibilities	19
5.3	Governance/Decision Making	22
5.4	Risks/Issues	22
5.5	Finance/Change Control	23

Appendix A – Initial Project Overview

Appendix B – Initial Project Phasing Plan

Appendix C – Engagement/Consultation/Marketing Plan

Appendix D – Phase Boundaries and Phase Identification

Appendix E – Initial Risk Register

Appendix F – Project Board Terms of reference

1 INTRODUCTION

1.1 Project Brief - Purpose

1.1.1 This document has been produced to record the basic information needed to initiate the project and give guidance to those involved in it.

1.2 Project Background

1.2.1 In July 2011, a motion to council was agreed that requested “the Executive Councillor for Planning and Climate Change (Cllr Tim Ward) to evaluate the current (20mph) schemes, to look into harmonising best practice within the different schemes in the City, and to consult on expansion of the schemes, subject to consultation of residents, into areas of the city where they would be appropriate. Following this support and commitment from Cambridgeshire County Council was secured, and Cllr Tim Ward and officers undertook investigation into potential project scope and resourcing. Meetings took place with the County Council and with officers from Portsmouth City Council, where a large scale 20mph project has previously been successfully implemented. The Council subsequently approved a capital bid made by the planning service for £400,000 to cover physical works associated with ‘the Cambridge City 20mph Zones Project’. A further revenue Priority Policy Fund bid for £59,800 has also been approved to cover staff costs associated with the project.

1.2.2 The decision to progress the project was influenced by:

- changes to DfT guidelines on setting local speed limits
- central government’s encouragement for localism
- changes to the local Highway Authority’s (Cambridgeshire County Council) policy on changing speed limits
- a number of other authorities having implemented successful area wide 20mph limits

The decision to progress the project has been taken with a view to:

- provide conditions that are conducive to an increase in active/sustainable travel modes such as walking and cycling and encouraging a modal shift towards these modes

- reduce the severity of personal injury accidents (PIAs) that occur on the City’s road network
- reduce noise and air pollution levels

1.2.3 Both funding bids stipulate that the project is to take a ‘citywide’ approach. This is in line with similar successful projects that have been implemented by other authorities, such as Portsmouth or Bristol. Cambridgeshire County Council, as the Highway Authority, has amended its policy to allow local bodies such as the City Council to reduce local speed limits. However the policy stipulates that a 20mph limit without traffic calming features can only be applied to roads that do not form part of the strategic A and B road network. In addition it is not currently feasible to implement a self-enforcing 20mph limit on major roads. It is for these reasons the project aims to implement 20mph across the city on all roads other than those classified as A or B. However in certain circumstances such as where a strategic road has a school on it, the City Council may seek to identify options to reduce traffic speed if appropriate.

1.2.4 The project is reflected in the City’s current policy context:

- The City’s Planning and Sustainable Transport Portfolio Plan 2012-13 includes Strategic Objective PST4.4 to promote ‘the delivery of additional new 20mph zones across the city’
- Extension of 20mph zones is included within the Cambridge City Council Annual Statement 2012-13 and contributes to the council’s ‘Vision for the City’
- The project will help to achieve objectives set out in the council’s Medium Term Strategy (MTS): to promote Cambridge as a sustainable city, maintain a healthy, safe and enjoyable city for all and help to provide attractive, sustainable new neighbourhoods. The MTS includes as a strategic action ‘Improving facilities for pedestrians, cyclists and public transport users, including consideration of extending areas with a 20mph limit’
- Action 19 of the councils forthcoming Climate Change Strategy 2012-2016 sets out to ‘Identify opportunities in the development of the Cambridge Local Plan to minimise traffic generation and promote public transport, cycling and walking’

1.2.5 The project is being delivered within Environment by the Streets and Open Spaces Service, in partnership with the Planning Service.

1.3 Project Options

1.3.1 A number of options have been considered:

- Implementation of citywide ‘traditional’ 20mph zones enforced with physical traffic calming features
- Focused 20mph engineering solutions at specific accident locations across the city
- Focused 20mph limits at specific accident locations across the city
- Citywide 20mph limit enforced with signage and line marking, without physical traffic calming
- Citywide 20mph zones that are enforced through a combination of signage, line marking, and where appropriate physical traffic calming

1.3.2 Separate ‘traditional’ 20mph zones across the city would be an effective way to reduce traffic speed by enforcing compliance through physical measures, however as a citywide option, it would be prohibitively expensive, potentially very unpopular and possibly detrimental to the take up of active travel modes depending on the measures introduced. Due to the cost and potentially controversial nature of area wide traffic calming, it is unlikely this approach could be implemented on a citywide basis.

1.3.3 The severity of PIAs could be reduced by focusing engineering solutions at specific accident locations. This would reduce the overall severity of PIAs. However, this approach would not be as inclusive, change perceptions of speed or promote active travel modes as effectively as the proposed project.

1.3.4 Focused 20mph limits would be cheap. However, these present similar disadvantages when compared with the proposed project as focused engineering solutions. In addition isolated 20mph limits are unlikely to achieve the same level of compliance that a larger scheme can achieve, particularly over the longer term.

- 1.3.5 A citywide 20mph limit is likely to promote improved compliance due to the impact of scale and the potential public engagement gains ‘Total 20’ would generate. It would be significantly cheaper than implementing physical measures over the same area, and if successful would help to promote active travel modes.
- 1.3.6 As illustrated by similar successful projects undertaken by other authorities such as Portsmouth, a citywide 20mph limit has been judged to provide a positive outcome in terms of cost/benefit with traffic speed reduced at a relatively low cost. However in Cambridge there are existing 20mph zones and limits some of which contain physical traffic calming measures, there are also physical traffic calming measures on streets that do not currently have 20mph in place. All these will need to be absorbed into any new city wide limit. In addition it is judged that there may be locations that, subject to funding, would benefit from some form of physical measure rather than simply signage or lining in order to achieve compliance. For this reason it is envisaged that the project design will comprise of 20mph Zones self enforced mostly with signage and lining and some potential physical features, where it is identified that these would provide a positive cost/benefit. It is judged that this approach will improve compliance and enable the design to take full advantage of recent changes to DfT guidelines for the implementation of 20mph Zones. Other advantages of zones include: the option to remove existing ‘Humps Ahead’ signage, the option if judged useful to include specific designs under the zone entry signs to promote local ownership of the project. In addition, with zones already in place, should physical traffic calming be implemented in the future, this could be installed without the need for additional ‘Humps Ahead’ signs.

It is noted that for a signage and lining enforcement approach to be successful, it is necessary to foster a significant level of buy-in to and local ownership of the project. It is also noted that it will be necessary to build a partnership with the local constabulary in order to improve compliance through localised enforcement operations.

2 PROJECT DEFINITION

2.1 Objectives

2.1.1 The principal objective is to introduce, on time and within budget, a new 20mph speed limit on appropriate roads across all of the City of Cambridge, and for this limit to be complied with by road users.

2.1.2 More detailed objectives include:

- a) To carry out research into best practice and undertake project feasibility
- b) To collect baseline traffic speed and accident data for comparison with post implementation data to assess project success
- c) To identify project team and secure internal and external staff time to form the officer/project board
- d) To engage project partners (Cambridgeshire County Council and Cambridgeshire Constabulary) and secure their input into project
- e) To identify the phasing over which the project would be progressed
- f) To undertake initial project design
- g) To undertake all necessary reporting to and consultation with members/committees/project board/officer board in order to progress the project
- h) To carry out a programme of engagement with stakeholders on the proposals and how they may be implemented
- i) To carry out consultation with stakeholders as appropriate about the proposed new limit and receive a positive response
- j) On the basis of the information gained as a result of a) to g) above, to complete project design including detailed cost estimates and bills of quantities
- k) Take the project to Environment Scrutiny Committee and obtain agreement to proceed to implementation

- l) To identify an appropriate contractor to undertake the works through the forthcoming framework contract and secure best value for the council
- m) To implement the project over the phasing identified
- n) To monitor the project outcomes and identify level of success against project KPIs
- o) To keep managers, members, staff and other interested parties informed of progress.
- p) To manage risk appropriately

2.2 Scope

2.2.1 The project scope is to implement the proposed 20mph limit across all appropriate roads within the City boundary. The feasibility of 20mph on a given road would be identified following consideration of a number of factors. As outlined in 1.2.3, the county policy on changing speed limits prevents A or B classified roads being reduced to 20mph. However the City Council would seek to investigate all roads and take into account proximity to trip generators such as schools when assessing suitability for 20mph. For this reason changes to A or B roads such as potential temporary advisory 20mph limits may be proposed if deemed to provide a positive cost/benefit following negotiation with the County. Other feasibility factors are outlined in 2.6.3 below. All roads would be considered for 20mph. However, this does not suggest they are all suitable for a 20mph limit. The suitability of each road will be investigated on an individual basis.

2.2.2 Roads that already fall within a 20mph limit or zone within the city boundary will be reviewed in light of the project to identify if there are any modifications that can be made to improve these.

2.2.3 There are a number of locations that do not fall within the City boundary but may be viewed as part of the Cambridge road network. These would also be considered for inclusion within the project scope subject to feasibility and consultation with stakeholders. Potential examples include the estate roads off Gazelle Way in Fulbourn and Fen Road.

2.2.4 There are numerous new developments taking place around the city. These will be investigated and included in the 20mph limit where it is feasible to do so.

2.3 Exclusions

2.3.1 Policy set out by the local Highway Authority (Cambridgeshire County Council) states that local bodies such as the City Council can progress the implementation of 20mph limits on roads. However this can only be applied to the non-strategic road network. For this reason the project will not include proposals for 20mph on A and B classified roads unless as set out above, a specific factor such as the presence of a school is identified.

2.3.2 The project is aimed at the introduction of a ‘signs only’ 20mph limit, without the installation of physical traffic calming measures. As such it will focus on lining, signage, public engagement/marketing and police operations to promote compliance with the limit other than:

- Where it is judged that project feasibility and best practice require physical traffic calming measures, in order to promote compliance and as such: retain project credibility, promote stakeholder buy-in, and allow for police to undertake effective enforcement
- If physical measures are required to satisfy traffic legislation

2.4 Deliverables

2.4.1 The main deliverable will be the implementation of the project on site, in accordance with the project objective.

2.4.2 Interim deliverables will include:

- Project management deliverables (Brief/PID, programme, project phasing, change controls, progress reports, risk register, stakeholder list, communications plan, consultation plan, impact assessments, finance monitoring)
- Collection of and investigation into best practice and base line traffic speed and accident data
- Phasing

- Project Appraisal Report
- Engagement/Consultation materials and web content delivered to stakeholders
- Various project communications (letter and email correspondence, press releases, website uploads, tweets)
- Works packages (layout plans, bills of quantities, sign schedules, estimates)
- Post implementation monitoring/KPIs
- Post implementation administration of Vehicle Activated (VAS) signs
- Any further contingency measures

2.5 Constraints

2.5.1 Project design is constrained by existing legislation relating to traffic design, most prominently the Traffic Sign Regulations and General Direction 2002 (TSRGD) and recent revision to it. It is also affected by that which the Highway Authority (Cambridgeshire CC) will permit on their network

2.5.2 Funding for the project is set and any changes would require taking a request through the appropriate channels

2.5.3 Revenue funding for any post implementation work such as VAS and continued publicity is not yet identified. In addition funding to cover commuted maintenance undertaken by the County will need to be negotiated

2.5.4 Success of the project relies on their being engagement with and buy-in from project partners and stakeholders

2.5.5 The length of time partners and team members have available to the project would affect its success.

2.5.6 In order to take advantage of recent changes to legislation relating to the implementation of 20mph Zones, it is necessary for the Highway Authority to have been given authority by the DfT. This authority has been granted.

2.6 Anticipated Approach & Timetable

- 2.6.1 The project tasks and staging are illustrated in the Initial Project Overview at **Appendix A**. A full programme will also be developed.
- 2.6.2 It is planned to engage with the local police and county council at an early stage to ensure they are aware of their roles and foster partnership in the project. It is also necessary to make contact with the county in order to obtain project base line data and identify Highway Authority requirements.
- 2.6.3 During project feasibility, the suitability of a given road for 20mph would be identified following consideration of a number of factors. These include, road classification, local accident record, existing speed limit, proximity to trip generators such as schools or parks, existing traffic calming, character of the road and adjacent land use, dominant transport mode, and potential impact on the wider road network. These along with local factors, including those identified through consultation would help to identify whether a 20mph limit would present a positive cost/benefit, and whether physical traffic calming may be required. It is anticipated that the majority if not all residential roads will be identified for 20mph.
- 2.6.4 In order for the project to be provided with the best chance of success it is intended that various groups/organisations whom may have something to offer the project will be involved in it at an early stage. They would be informed of project progress and their input requested as appropriate. These groups include: 20s Plenty for Us, Cambridge Cycling Campaign, Living Streets, Sustrans and other local groups such as local resident associations. These groups are stakeholders but in some circumstances may also be viewed as marketing partners.
- 2.6.5 Extensive engagement and marketing with stakeholders would be necessary in order to improve the project profile within the stakeholder community. Marketing options could include sign design competitions, stickers and potential related benefits such as play streets. This would help to foster buy-in and positive response to consultation. It would also help to improve compliance. See **Appendix C** for further information. It may be possible to engage a local marketing agency, which has proved a successful approach for 20mph taking place in Liverpool.

- 2.6.6 It is proposed that a project specific webpage/microsite is launched to provide a hub for public engagement and consultation. The web content could provide background information on why/how the project is being progressed with links to relevant information relating to 20mph. It could also help raise the project's profile and give it an identity. Project events would be posted such as drop-in sessions or relevant area committee meetings in addition to any relevant council tweets. The page/site could also provide an opportunity to post comments as part of project consultation. As a hub for public engagement, a link to the site could be quoted on all communications associated with the project as a source of further information and to post comments. Content would be authorised by senior project team members in co-ordination with City Council Web Team. For further details see **Appendix C**.
- 2.6.7 Traffic orders will have to be progressed by the county as Highway Authority. For further details see **Appendix C**.
- 2.6.8 Consultation and implementation would be phased, 4 phases have been proposed, identified roughly by area committee boundaries. The alignment of area committee boundaries is based on building boundaries, which is slightly impractical for a project based on the road network. For this reason the proposed phase boundaries have been aligned along roads, rivers and railways that are in close proximity to the area committee boundaries. A proposed Phase Boundaries Plan is illustrated at **Appendix B**. See **Appendix D** for further details on phasing.
- 2.6.9 A contractor would be identified and works undertaken through a forthcoming framework contract.
- 2.6.10 A project team would be set up to assist and oversee the project. Specific support may be required at times from: Finance, Corporate Marketing, the web team and Communications and Democratic Services
- The project will be brought to ESC to obtain permission to initiate the project with a recommendation to approve initiation of the project and initial project costs in accordance with the project documentation referenced, with implementation subject to further scrutiny, and approval of project appraisals.

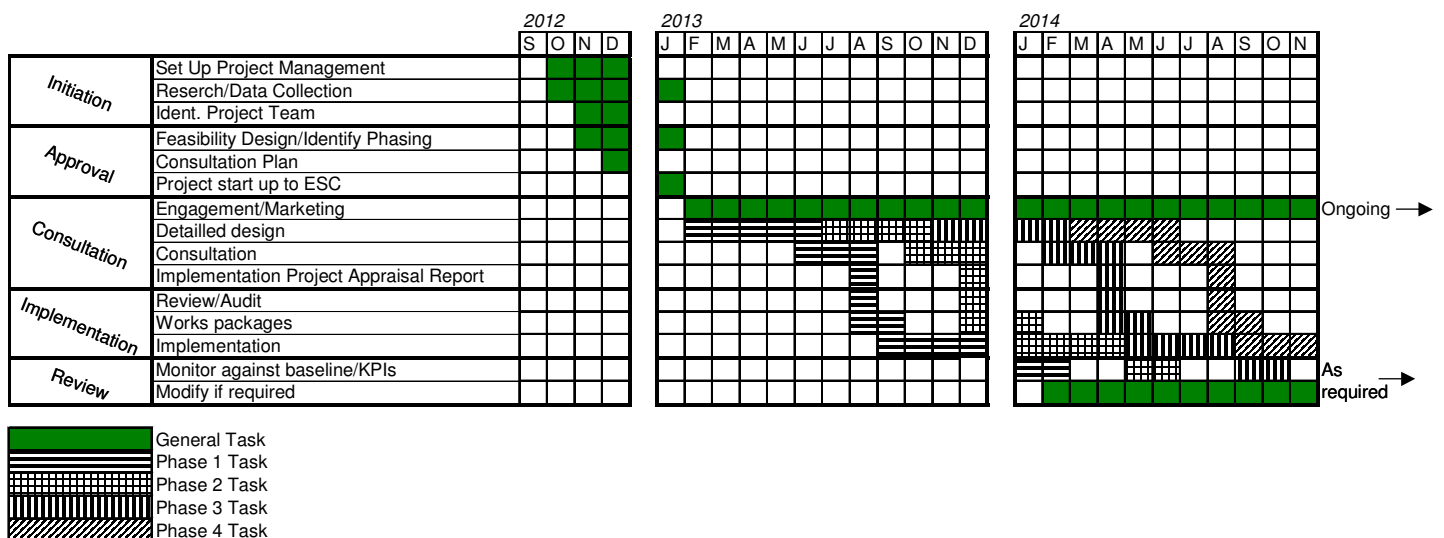
2.6.11 During engagement for each phase the project will be brought to the relevant area committee to recommend to the Councillor for Planning and Climate Change with regard progress to formal consultation. The project would similarly be brought to relevant adjacent Area Committees as necessary. The involvement adjacent Area Committees have will be identified following consultation with committee chairs.

2.6.12 Following consultation for each phase the project will be brought once again to the area committee(s) for recommendation and then a project appraisal report will be written and a draft submitted to the Asset Management Group. Following any necessary amendments, the appraisal will be submitted to the next ESC with a request to implement.

2.6.13 The design would be submitted to an independent consultant for a stage1/2 Road Safety Audit during formal consultation.

2.6.14 Proposed changes to project budget would be brought for discussion to project board through a short feasibility report submitted to all members 1 week in advance of the meeting. Project Commissioning Body would as chair, have final decision on any changes to budget or approval on project expenditure. Any changes beyond the value that can be approved by the Executive Councillor would be escalated to the appropriate committee if required.

2.6.15 Initial milestone dates (subject to revision, see project programme for up to date information):



- 2.6.16 Should circumstances allow, it would be possible to identify potential cost savings through larger scale procurement of materials such as signs etc., should other local organisations wish to implement similar 20mph projects at the same time.
- 2.6.17 It is envisaged that the project design will be based on the implementation of 20mph Zones with 20mph signs and 20mph roundels, VAS and potentially some physical traffic calming features. The palette of design materials/products would be identified through options with accompanying benefits/disbenefits brought to and agreed by project board in light of input from public engagement.
- 2.6.18 Each implementation phase would be submitted to the contractor as a works package with individual programme, design drawings, standard details, bills of quantities and sign schedule. CDM requirements would be identified following detailed design and the production of works packages.
- 2.6.19 Should post implementation monitoring identify that the project has not delivered the anticipated reduction in traffic speed in accordance with project KPIs, a hierarchy of contingency operations have been identified. It is proposed that primary contingency would involve installation of temporary VAS at locations where traffic speed has not responded to the project. Should this prove unsuccessful, elevated secondary contingency could be implemented which would include localised police enforcement operations and temporary signage. Should neither of these operations result in a satisfactory impact on traffic speed, tertiary contingency measures would be considered. These include, subject to consultation and funding, potential physical traffic calming measures or time distance enforcement cameras.

2.7 KPIs

2.7.1 It is proposed for Project KPIs to be identified as either primary or secondary level. Proposed primary KPI for the project would be to reduce traffic speed on the roads that have been included within the project. More specifically for the speed of vehicles on the majority of pre monitored roads (those with automatic traffic counters (ATCs) laid down), that have mean traffic speed above 24mph prior to implementation of the new 20mph limit, to be at 24mph mean or below as measured by post implementation ATC monitoring located at the same positions. Post implementation monitoring would take place on each phase 4 weeks after sign off on implementation.

2.7.2 Secondary KPIs would be:

- A reduction in the severity and potentially number of PIAs that occur on the roads within the project based on standard three year pre and post implementation monitoring
- An increase in the take up of active travel modes. To be monitored through existing cycle and walking monitoring
- Stakeholder satisfaction with project identified through responses posted on project website and general media responses

2.7.3 KPIs to be agreed by Project Board as first meeting

3 KEY DRIVERS FOR PROJECT

3.1.1 Nationally the drive for Total 20mph within urban centres is growing. With recent changes to the DfT's 'Setting local speed limits', which now provides for more flexibility in the introduction of 20mph zones and limits, as well as central government's localism agenda, there is considerably more scope and public/political will for local authorities to implement 20mph.

3.1.2 Cambridge City Council cites the introduction of 20mph and the benefits 20mph can provide in a number of policy documents. These are outlined in 1.2.4.

3.1.3 The introduction of 20mph provides conditions on the road network that are conducive to an increase in the take up of active and sustainable transport modes such as walking and cycling. The DfT commissioning the Transport Research Laboratory to conduct a review into cyclist safety. One of the main findings of TRL Report PPR 580 Infrastructure and cyclist safety Nov 2011 was: *“Of all interventions to increase cycle safety, the greatest benefits come from reducing motor vehicle speeds. Interventions that achieve this are also likely to result in casualty reductions for all classes of road user. This may be achieved by a variety of methods, including physical traffic calming; urban design that changes the appearance and pedestrian use of a street; and, possibly, the wider use of 20 mph speed limits.”*

3.1.4 In Bristol where similar area wide 20mph limits have been implemented, First Bus has reported that the 20 mph pilot has not adversely affected Bus Journey Times or Service Reliability following extensive monitoring.

3.1.5 Other benefits of implementing Total 20mph include:

- Road safety – At 20mph the overall severity of Personal Injury Accidents (PIAs) that occur on the road network is lower and overall number of PIAs is also likely to be reduced. This is reflected in DfT publications such as: Local Transport Note 1/07 *‘Traffic Calming’* and Draft Speed Limit Circular July 2012 *‘Setting Local Speed Limits’*
- Popularity - 71% of drivers support 20 mph speed limits on residential streets. (British Social Attitudes Survey 2011)
- Pollution, Climate Change and Air Quality - When 30 km/h (18.5 mph) zones were introduced in Germany, car drivers on average changed gear 12% less often, braked 14% less often and required 12% less fuel.
- 20 mph Limits Cost 50 Times Less Than Zones - DfT Guidelines (1/06) relaxed requirements for 20 mph limits in residential areas. It is no longer mandatory to impose physical measures such as bumps. Portsmouth’s 20 mph limit cost just £333 per street.

- Self-Enforcing – 20 mph speed limits can be community led and establishment endorsed. Strong support from communities and an increasing police focus on community policing supports 20 mph limits, which can be enforced with a "light touch".
- Economic Impact - Lowering urban and residential limits to 20 mph (excluding arterial roads) increases the average car journey time by just 40 seconds.
- Health Improvements - Reduced local emissions, improved air quality and increased likelihood of a shift to active modes of transport like walking or cycling.
- Better Quality of Life and Reduced Inequalities - Slower speeds benefit large numbers of non-car users, reducing noise and allowing better urban design standards for quality places. Those currently suffering the greatest inequalities tend to live nearer to busy roads and therefore benefit more from 20mph limits.

From 20s Plenty for Us - 'The Case for 20mph Limits' Dec 2011. Available at:

http://www.20splentyforus.org.uk/Documents/20's%20Plenty%20proF%20briefing_v4_2011.pdf

4 QUALITY ASSURANCE AND ACCEPTANCE

4.1.1 Quality assurance will be delivered through a number of mechanisms that are triggered at various points during the project programme.

In general quality assurance will be delivered through:

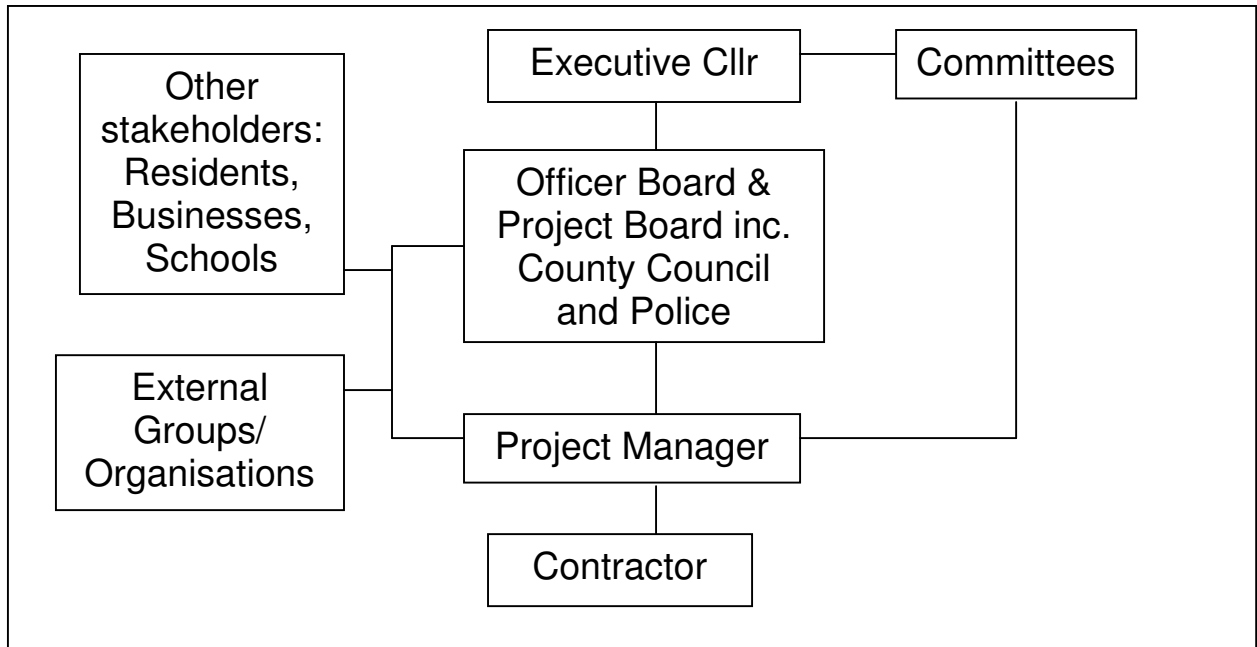
- Scrutiny from the Executive Councillor, Environment Scrutiny Committee, area committees and Asset Management Group through report submission and meetings
- Scrutiny from team members and partners during Officer and Project Board meetings

- Engagement and consultation materials to be scrutinised by Project Board and Corporate Marketing and Communications
- All site works packages submitted to contractors to include quality standards and standard details
- A quality review potentially undertaken by the internal audit team following consultation prior to implementation
- Quality of site works to be monitored through site visits and monitoring sheets completed by project manager and results fed back to contractors
- Post implementation monitoring against KPIs

5 PROPOSED PROJECT ORGANISATION

5.1 Project Structure

The project will be managed according to the following structure:



5.2 Key Roles/Responsibilities

The following are proposed to have responsibility for ensuring the project remains on course, is delivered to programme, and work is of sufficient quality.

5.2.1 Commissioning Body - Tim Ward – Executive Councillor for Planning and Climate Change

The Commissioning Body is responsible for setting the project in motion and as executive councillor also holds additional responsibility for the project.

Key tasks are:

- To ensure that the project meets its objectives and business case.
- To ensure that there are coherent project organisation and logical plans in place.
- To monitor progress at a strategic level.
- To authorise for the project to proceed/funding to be spent at project milestones (subject to the agreement of ESC)
- To formally close the project.

5.2.2 Project Manager - Ben Bishop Cambridge City Council 20mph Officer

The project manager is responsible for day-to day management of the project, and ensuring that it produces products of the required quality on time and within budget.

5.2.3 Project Champions - Simon Payne – Director of Environment/ Patsy Dell – Head of Planning

Project Champions provide a voice for the project at a more senior level within the council's structure. They provide guidance/instruction and escalate issues/refer them to members if required.

5.2.4 Officer Board

The officer board would meet on a bi-weekly basis with fixed agenda to cover issues including: progress report, resourcing, any risk/issues identified and potential requirement to escalate, change control, procurement, budget log.

Proposed Attendees:

Andrew Preston – Project Delivery & Environment Manager

Patsy Dell – Head of Planning
Project Leader – Giles Radford
County Officer - Brian Stinton or nominated officer
Ben Bishop – Cambridge 20mph Project Officer

5.2.5 Project Board

The project board would meet on a bi-monthly basis with fixed agenda to cover issues including: progress report and programme, project risks/issues log update, concerns/issues raised, change control, Budget log and AOBs.

Proposed Invitees:

Proposed City:

Simon Payne – Director of Environment
Andrew Preston – Project Delivery & Environment Manager
Patsy Dell – Head of Planning
Cllr Tim Ward – Executive Councillor for Planning and Climate Change
Cllr Gail Marchant-Daisley – Spokes for Planning and Climate Change
Ben Bishop – Cambridge 20mph Project Officer
City Business Support - TBC

Proposed County:

Cllr Tony Orgee – Cabinet Member for Community Infrastructure
John Onslow - Director of Infrastructure Management and Operations: Environment Services
Nicola Debnam – Head of Local Infrastructure and Street Management
County Officer - Brian Stinton or nominated officer

Proposed Other Stakeholder/Partner:

Representative from local 20mph Campaign 20 Sense – Hugh Kellett
Representative from Cambridgeshire Constabulary – Clive Holgate – Area Traffic Management Officer
Representative from Cambridge Cycling Campaign – Jim Chisholm

Representatives from Local Bus and Taxi Operators – Panther, Camcab, Stagecoach
Representative from local Public Health Authority – Cambridgeshire NHS

It may not be appropriate for all proposed attendees at Officer and Project Board to attend all meetings. Specific attendance would be designated by project stage.

See **Appendix F** for Project Board terms of reference.

5.2.6 Other relevant Organisations/Groups

A number of other groups may be requested for input into the project. This would range from requests for specialist knowledge in the case of organisations such as Living Streets, or Sustrans, to assistance with local engagement from residents associations or schools. These groups may be requested to attend certain project boards meetings if required.

5.3 **Governance/Decision Making**

5.3.1 As outlines in 2.6.10 to 2.6.12, major project decisions will be brought to ESC, Area Committees and the AMG. The project board will be consulted on other decisions such as specific design options or forms of engagement. Should consensus on an issue not be reached the Executive Cllr for Planning and Climate Change as chair will have a casting vote.

5.4 **Risks/Issues**

Identified risks to be collated on the Cambridge City Council online project risk register. Copy of up to date risk report generated by the register to be covered at each Officer and Project board meeting. All board members to be requested at project start up for contributions to register. Register to be maintained throughout project. Project issues to be assigned and tracked using the city council project issues log template. Where necessary risk/issues to be progressed to change control process. See **Appendix E** for a copy of the initial project risk register.

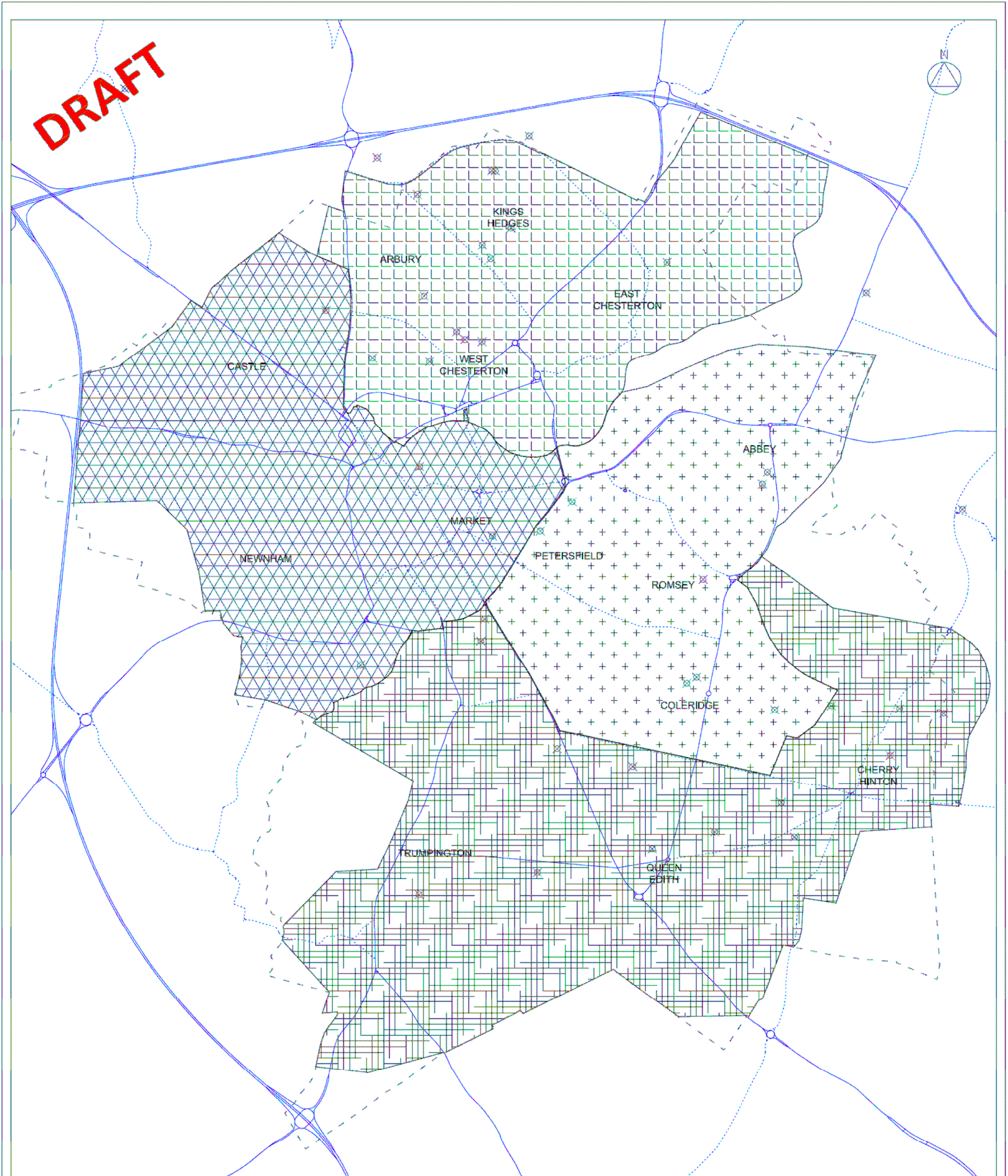
5.5 Finance/Change Control

- 5.5.1 Project finance to be monitored through a finance monitoring sheet, which will be scrutinised at Officer and Project Board meetings. Finance monitoring sheet to include all funding streams and to record both committed and invoiced/spent funds. Authority to spend capital and revenue budget to be sought via project appraisal report submitted to environment scrutiny committee. Once approval is obtained via report, all spending on capital and revenue codes to be signed off by manager/project champion/commissioning body in line with council limits.
- 5.5.2 Change control to be recorded and managed through a project change control log held by the change manager. For the purposes of this project it is proposed that the project manager adopts the role of change manager. A change control form would be filled out by the change manager for each change request. Form to include: Id number, date, name of requester, description of change, description of options if relevant, initial cost/benefit, potential impact on budget, potential impact on programme, any associated risks/issues and recommendation. Forms to be forward to project champion and commissioning body for appraisal and authorisation.

Appendix A**C2755 - Cambridge 20mph Initial Project Overview**

Stage	Task	Notes	
Initiation	Baseline data collection	Accident Stats, ATCs, ex traffic calming, ex speed limits, road classification, road use, LCs, GIS data	
	Initial set up of project management tools	Finance monitoring, Risk and issues register, Communications Plan, Change Control Log, set up files (hard and soft)	
	Identify key stakeholders/team members	Project Board, Project Team, Project Champion, Commissioning Body	
	Research	Identify best practice through experience from other authorities, DfT guidelines and recommendations	
	Initial contact with stakeholders	Initial meetings with members of commissioning board, project board, and team members (County, Police, relevant Councillor, relevant City section heads, 20s Plenty), produce project contacts list. Highlight that success of project relies on stakeholder buy-in.	
	Identify Phasing		
	Initial project plan	Programme Project including phasing of consultation/implementation, Identify relevant committee meetings and report deadlines for decision making, Schedule project and officer board meetings, enter project onto forward plan	
	Produce impact assessments	Equalities, environmental	
	Produce initial brief		
Approval	Identify design principles	Design based on baseline data, best practice, identify potential associated improvements	
	Initial cost estimate	Based on feasibility design	
	Produce engagement/consultation plan	Large scale engagement operation, formal consultations to be phased by area committee. Potential use of online consultation through City corporate marketing and comms. Useful to tap into 20s Plenty and Camb Cycle Campaign events and media	
	Identify project KPIs	Measure speed and accident reduction, programme slippage	
	Project Programme	Refine programme, committees for decision making, phasing by committee area, include details of how project management tools and progress will be monitored and updated	
	Submit project brief to ESC	Seek permission to progress project	
Repeated per phase	Detailed Design and Consultation Phase 1,2,3,4	Engagement	Follow engagement plan - on-line (website), drop-ins, events, exhibitions. Set out consultation methods as part of engagement process. Require police buy-in
		Process feedback	Amend design as required
		Produce detailed design	Include if possible a local identity for the scheme in the design, set up works packages that can be implemented/brought on line independently
		Produce detailed cost estimate	Use framework contract for works, include commuted maintenance costs to county
		Undertake formal consultation	Phased by area, take project to area committee prior to formal consultation
		Process consultation responses	Feed responses into report and amend design as appropriate
		Submit project appraisal report for implementation	Submit draft to AMG then final to ESC for permission to progress to implementation
	Quantity Review	Poss. undertaken by internal audit team	
	Implementation Phase 1,2,3,4	Tender/Use Framework	Appoint contractor
		Finalise works packages	By area, separate quants. and cost est. for each, include quality standards and standard details
		Submit to appointed contractor	Inc. standard docs re: council contracts. Undertake implementation initiation meeting. Ensure contact details are provided
		Monitor implementation	Site visits and meetings, site monitoring sheet 2 x a week -standard format
		Snagging	Snag works packages as they are completed - standard format
		Sign-off	Standard format
	Review Phase 1,2,3,4	Monitor performance/success	Measure performance against KPIs - accident stats, speed surveys. Local residents attitudes towards scheme, record lessons learned
		Contingency if required	Implement contingency measures if required
		Monitor maintenance operations by county	

Appendix B



KEY

- Proposed Phase Boundary
- - - City Boundary
- Classified Unnumbered (C Class) Road
- A or B Classified Road
- Road within an existing 20mph Limit or Zone
- [Green Grid Pattern] Proposed Phase 1
- [Blue Grid Pattern] Proposed Phase 2
- [Red Grid Pattern] Proposed Phase 3
- [Purple Grid Pattern] Proposed Phase 4
- ⊗ Location of existing School/College

<p>ENVIRONMENT DEPARTMENT PROJECT DELIVERY & ENVIRONMENT</p> <p>Simon Payne Director of Environment CAMBRIDGE CITY COUNCIL PO BOX 700, Cambridge, CB1 0JH Tel: 01223 - 457200 or 457201</p>	<table border="1"> <thead> <tr> <th>Rev</th> <th>Date</th> <th>By</th> <th>CHK</th> <th>App</th> <th>Details</th> </tr> </thead> <tbody> <tr> <td> </td> <td> </td> <td> </td> <td> </td> <td> </td> <td> </td> </tr> </tbody> </table>	Rev	Date	By	CHK	App	Details							<p>Scale: NTS</p> <p>By: BB</p> <p>Date: 05/11/2012</p> <p><small>*This map is reproduced from Ordnance Survey material with the permission of Ordnance Survey on behalf of the Controller of Her Majesty's Stationary Office © Crown copyright. Unauthorised reproduction infringes Crown copyright and may lead to prosecutions or civil proceedings. Cambridge City Council (Licence no. 100019730) 2011.</small></p>	<p>Project: Cambridge 20mph Project</p> <p>Drawing: Draft Project Phasing Plan</p> <p>Job Ref / DWG.No: C2755_004</p> <p>Revision: -</p>	<p>Notes:</p>
	Rev	Date	By	CHK	App	Details										
<p>DO NOT SCALE Figured dimensions must be taken in preference to scaled dimensions.</p>																

Appendix C

Cambridge 20mph Project Briefing Note Project Engagement/Consultation/Marketing Plan

Summary

This note outlines the proposed manner in which engagement, consultation, and marketing could be undertaken over the course of the project.

Notes:

- It is intended for consultation and implementation of the project to be divided into 4 phases roughly based on Cambridge Area Committee boundaries. Please see Phase Boundaries and Phase Identification Report for more details.
- It is proposed that the project be taken to the Environment Scrutiny Committee (ESC) at an early stage in order to obtain approval for authority to initiate the project.
- It is intended that all project engagement/consultation/marketing activities are authorised by the Executive Cllr for Planning and Climate Change. As necessary, options would be brought before the Project Board. Similarly, wherever necessary the County Council as the Highway Authority and Cambridgeshire Constabulary would be consulted to ensure proposals are feasible.
- It is recognised that the success of the project (in terms of compliance with the proposed new 20mph speed limit), relies heavily on its ability to engage effectively with stakeholders

1.0 Pre-Consultation Engagement

1.1 Project Web Content

It is proposed that the first engagement operation would be to set up a project specific website or alternatively project specific pages on the city council website. Web content would act as a central hub for all project communications. All engagement/consultation materials would include the website's address as a first point of call for further information. The website would be regularly updated and would include information covering: why the city council is proposing 'Total 20', how the council proposes to implement

the project, responses/explanations addressing the objections that generally get raised with this type of proposal, and details on how to comment/get involved including dates of events such as drop in sessions. It may also be possible to include an option to leave a comment/ask a question on the project, which could be adapted to later form part of formal consultation.

It is proposed that as with all communications associated with the project the website would be branded with the project logo and slogan. This is covered in more detail in section 4.0 below.

1.2 Initial Distribution of Information

Produce and distribute a short letter/leaflet outlining the project to a list of core stakeholder/marketing partner groups. A list of potential groups is provided at **Annex A**. The leaflet would include information on the intended timeline for the project, how engagement will take place, some background covering the why and how, include the link to the website for further information or potentially to post a comment, and ask if the group in question would like to be involved/help with the project. Also include details of a proposed project launch seminar/exhibition.

At the same time a press release could be submitted to announce the distribution of information, launch of the project website and details of the proposed seminar.

1.3 Seminar/Exhibition

A proposed ½ day seminar to take place at one of the council offices, or possibly the Guildhall. Representatives of core stakeholder/marketing partner groups to be invited. Provide an explanation as to why and how. Possibly ask a representative of 20s Plenty For Us to present. Outline the proposed way forward in more detail including the proposed process for formal consultation. Hold a Q & A session. Launch design competition for the proposed 20mph Zone entry signs which could engage local school children and their parents. Unveil project exhibition/information boards

and provide details of where these will be located for others to view.

The seminar would also provide an opportunity to potentially distribute some marketing material such as; stickers, window stickers or bike seat covers. Post seminar, details of the seminar outcomes, sign competition, and exhibition could be submitted in a press release.

1.4 Exhibition Boards

A set or sets of exhibition boards could be designed and located at appropriate sites for the public to view throughout the engagement and consultation process. Boards would provide information on the why and how, project timeline, proposed streets included, also provide details of the website and any forthcoming engagement events. At each exhibition location a drop box and comment sheets would be left for stakeholders to leave their views. Comments to be collected on a weekly basis and logged on a spreadsheet. It is proposed that one exhibition is set up at a central location such as the central library or customer service centre at Mandela House, for the duration of the project. Further sets of boards and comment drop boxes could be provided in at least one venue located within a phase area during the period over which that phase is being progressed. For instance whilst the north phase is progressed, a temporary exhibition could be located at the Arbury Community Centre until the consultation on that phase closed.

Board content would be designed for clarity, and text printed at a suitable large size to aid visually impaired stakeholders.

1.5 Role of Area Committees

During pre-consultation engagement for each phase, it is proposed for the current phase to be brought to the relevant Area Committee. It is proposed that the Area Committee provides recommendation to the Councillor for Planning and Climate Change with regard progression to formal consultation. Adjacent Area Committees would also be made aware of the consultation taking place in the area next door. The involvement that neighbouring committees have would

be identified following consultation with Committee Chairs. The relevant area committee(s) would be revisited following consultation to provide recommendation to the Councillor from Planning and Climate Change with regard implementation.

1.6 Sign Design Competition

It is proposed to hold a sign design competition amongst local school children to come up with a design to be used on the supplementary plate section of signs mounted at entry points to the proposed 20mph limit areas. This is subject to agreement as to whether 20mph Zone entry signs to TSRGD dia. 674 are adopted for use in the design or not. If they were, then schools within each phase would be contacted and asked to participate. It is proposed that a separate design is used for each phase area. Designs would be submitted in advance of the close of formal consultation for each respective phase. Should the project meet with a positive response at consultation, the Executive Councillor for Planning and Climate Change would choose the winning design and it would be incorporated into the zone entry signs.

Holding competitions of this type provides an opportunity to engage with schools and families who are likely to be one of the main target markets for the proposals.

1.7 Additional Optional Engagement Activities

The profile, public awareness and local ownership of the project would be further enhanced through additional optional engagement/marketing activities. These could take place before, during and/or after formal consultation. These activities would be subject to available funding and the co-operation of various partner/stakeholder organisations. Potential additional activities and related stakeholder organisations are listed at **Annex B**.

2.0 Formal Consultation

2.1 Letter Drop with Paper and Web-Based Questionnaire

For each phase, it is proposed for formal consultation to take the form of a letter drop to all residents/businesses directly effected by the proposals, enclosing succinct information on the project and a short questionnaire with free post return envelope. Letters would include details of how to gain more information on the project such as at exhibitions, drop-in sessions and web content. The option to respond via a web-based questionnaire could be provided. Through sending a small format letter and encouraging on-line responses the potential postage costs could be minimised.

As with all communications material, content for the consultation letter would be passed to the Executive Councillor for Planning and Climate Change along with any other stakeholders should the Executive Cllr see fit for approval, prior to manufacture and distribution. The proposed consultation letter distribution area for each phase would be provided to the Executive Councillor for approval prior to distribution.

It is proposed that the letter includes a short phrase in a number of relevant languages in the case that a translation may be required. An option to request by telephone, the document in a larger text format would also be included.

2.2 Drop-in sessions

It is proposed for two drop-in sessions to take place during consultation of each phase. These could be located at local centres within each phase area. One drop-in to take place on a week day evening between 5pm and 9pm, the other on a Saturday from 10am to 3pm. It is proposed that these take place at the venue where the phase exhibition has been located. Council officers to be present to respond to questions or issues raised. It may be possible to request certain stakeholder groups such as the Cambridge Cycling Campaign or Sustrans to be represented. Comments drop box to be provided at drop-ins.

2.3 Authority to Implement

Following closure of consultation for each phase, it is proposed that the project is brought before the relevant area committee(s) such that they can make recommendation to the Executive Councillor for Planning and Climate Change. The project would then be taken to ESC for appraisal. A draft appraisal would be brought to the Asset Management Group prior to ESC.

2.4 Traffic Orders

Following close of formal consultation and the project having been taken to the ESC for appraisal traffic orders would be advertised. Any objections to traffic orders would be addressed by the Traffic Management Area Joint Committee or its replacement decision making mechanism prior to making the orders.

2.5 Feedback on Outcome of Consultation

It is proposed that the outcome of consultation for each phase is provided to stakeholders on the project website and via the submission of a press release.

3.0 Potential Post Consultation Engagement Operations

3.1 Optional Temporary Signage

During the period after consultation has closed and prior to implementation it may be possible to install cheap correx signs, signs on bus shelters or potentially street furniture mounted banners indicating that “Total 20mph coming to this street on” including a link to the project web content. This would help to maintain local interest in the project and may improve compliance following implementation. See **Annex B** for more detail.

3.2 Post Implementation Feedback

Following implementation it is proposed to undertake automatic traffic counts in order to quantify the success of the scheme in terms of speed reduction. The information gathered could be distributed to stakeholders via the project

website and through submission of a press release. It may be possible to include messages congratulating local residents on success in order to encourage continued compliance.

3.3 Potential Contingency and Engagement

Should it be necessary to undertake contingency measures as set out in briefing note No. 4 'Potential Contingency Measures', engagement would continue to play an important role. The location of vehicle activated signs (VAS), due to form part of contingency planning, could be finalised in co-ordination with local residents. The impact VAS had on traffic speed would be fed back to residents. In addition local residents could be involved with the messaging and location of temporary correx signage, which also forms an optional contingency measure.

4.0 Marketing

4.1 Project Identity

In order to maximise potential public support and as such improve the likelihood of success, it is proposed for the project to have a specific identity that can be recognised by stakeholders. A specific identity would help to raise the project's profile and thereby encourage stakeholders to engage with proposals. It would also help to encourage local ownership of the scheme. All of which are likely to improve the level of potential post implementation compliance.

The specific identity of the project would be subject to consultation with the Executive Councillor for Planning and Climate Change and potentially the project board. However, it is intended that a logo is designed for the project along with a slogan such as "Cambridge Total 20". Both of which could be used on all communication materials. The slogan could be incorporated into further tag lines such as "Making Cambridge a Total 20 City". The use of a local PR firm to develop the logo/slogan could be considered subject to Executive Cllr authorisation and funding constraints.

4.2 Target Groups

It is likely there are certain groups of stakeholders who are more likely to be receptive to the project proposals. It is useful to recognise this and build on it. Potential target markets include: Young people, Families with school/college age children, Cyclists, Walkers, advanced drivers, certain businesses such as local cycle couriers or larger organisation such as the Royal Mail or Zip Cars for whom adherence to the proposals may form part of a positive PR campaign. The project engagement plan aims to connect with a number of these target audiences through initial distribution of information to those listed in Annex A. In addition the sign design competition outlined in 1.6 would help to foster stronger links with local families and young people.

Annex A

Proposed Core Stakeholder/Marketing Groups
20s Plenty for Us
Anglia Ruskin University
Brake
Cambridge City Rugby and Football Clubs
Cambridge Cycling Campaign
Cambridge Evening News/Town Crier
Cambridge Travel for Work Partnership
Cambridge University
Cambridgeshire Constabulary
Cambridgeshire County Council
City Council Comms Team
Clear Channel (Bus Shelters)
Community Centres
Living Streets
Local Bus operators (Stagecoach and Whippet)
Local Businesses (Ridgeons, Science Park)
Local Church/Mosque/Synagogue/Temple
Local Couriers (Outspoken Delivery, City Sprint)
Local Cycle Shops
Local Driving Instructors
Local Event/Carnival organising committees
Local Motorbike Clubs/Training
Local National Businesses (Supermarkets, John Lewis, Royal Mail)
Local Radio stations (105, Star, CamFM)
Local Taxi operators (Camtax, Panther, Camcab, A1 Cabco)
Local Walking Groups (Cambridge Rambling Group)
NHS Cambridgeshire (inc. Communications Team)
Nurseries/Schools/Colleges
Outspoken Delivery Cycle Couriers
Residents Groups
Road Peace
Sustrans - Local Bike It Officers
Zip Cars

Annex B

Optional Engagement Activity	Stakeholder(s) Involved	Notes
Banners on Lamp Columns	Balfour Beattie (Own LCs), Cambs County Council	Banners could read during engagement/consultation "Would you like your road to become 20mph? Visit www.... For more information" or "Total 20 for Cambridge, Have your say, visit www....". Banners could also be installed post implementation with reminders to reinforce the new limit until it has bedded in. Banners could be purchased once and relocated from one phase to the next as required. Banners would need to be designed to function within wind loading parameters required for the lamp columns. Poss use perforated banner material and spring loaded mounts
Adverts/Signs on Buses and Bus Shelters	Bus Operators (Stage Coach), Bus Shelter Operators (Clear Channel)	Similar messaging potential to the banners above. Messaging on shelters could be localised to specific phase. Buses potentially provide messaging to a wider area
Presence at various local events (e.g. Arbury Carnival or Mill Road Winter Fair)	Local event organising committees	Opportunity to distribute information and engagement materials such as stickers. Possibly attend in partnership with other groups such as Cambridge Cycling Campaign
Temporary Correx Signs	Local resident groups, Cambs City Council	It may be possible to manufacture some small correx signs with messaging similar to banners above. It may also be possible to engage local residents to come up with their own slogans similar to "we like 20mph on our street", or "Total 20 coming to this street soon". This process is likely to help to promote local ownership of the project and improve compliance. Signs could be provided to a representative of a local resident group and they could suggest locations for the signs to be installed. Potentially on existing street furniture using temporary zip ties, subject to signage safety audit
Distribution of 'Road Closure Kits'	Local resident groups, Cambs City Council, emergency services	In order to promote further support and local ownership it may be possible to identify sections of road which could be temporarily closed, for instance on a Sunday, and used as 'play streets'. Identification of roads would be undertaken in co-ordination with local residents groups and all other relevant stakeholders such as the Highway Authority and emergency services. Closure dates and extents and advertising would be agreed. A 'road closure kit' along with appropriate training could be provided to a designated representative of the local residents association. Kit would include cones/barriers and appropriate signage to temporarily close the agreed section of road. Providing opportunities for play streets would reinforce the concept that the project would help to promote healthier lifestyles and provide a less intimidating road network

Appendix D

Cambridge 20mph Project Briefing Note Project Phase Identification and Phase Prioritisation Report

Summary

This note outlines the reasons behind the alignment of the project phase boundaries, and also analyses factors to inform the order in which the phases should be progressed on the basis of a cost/benefit analysis.

Note: Analysis is based on the data that is currently available.

1.0 Identification

1.1 The Cambridge 20mph Project is proposed to cover all appropriate roads within the Cambridge City Boundary. An area of roughly 40km². Due to the scale of work that would be involved in consulting and implementing a new speed limit on all appropriate roads across this entire area in one instance, it is proposed to phase the works into smaller more practical areas or phases. It is currently proposed for there to be four phases, which divide the City's road network roughly into quarters.

1.2 The phase boundaries have been identified in line with the existing Cambridge City area committee boundaries. Each area committee is formed of three or four wards and are identified as North, East, South and West Central. The wards within each area committee are as follows:

- North: Arbury, West Chesterton, East Chesterton and Kings Hedges
- East: Petersfield, Abbey, Romsey and Coleridge
- South: Trumpington, Queen Edith, Cherry Hinton
- West Central: Castle, Newnham and Market

14 wards in all.

1.3 Existing ward boundaries and therefore area committee boundaries run along building lines and cut across sections of road between junctions. As such these boundaries are not

ideal for the phasing of a project based on the road network. For this reason, the boundaries have been amended to fit more practically with potential implementation. To this end, in certain locations the boundaries have been relocated from building lines to run along the nearest practical road. Particular attention has been made to the strategic A and B road network, along which the new limit would not be implemented, and as such the network provides useful boundaries. Similarly where the boundary runs across a road between junctions, it has been relocated to a junction. Other practical boundary features include watercourses and railway lines. The phase boundaries identified allow for entry/exit points to be positioned at practical locations for signage/gate features. The phase boundaries have also been identified in order to avoid, wherever possible, the need to amend works that have been implemented as part of a previous phase when building a subsequent phase. This could occur where a road forming the boundary of a previous phase, is included within a subsequent phase.

- 1.4 The proposed phase boundaries are illustrated at **Project Brief Appendix B**. As the phases are still a close approximation to the area committee boundaries, it would still be possible to include area committees within the project engagement/consultation plan. Please note the phase boundaries currently include some sections of the road network that sit outside any of the Cambridge City wards, and as such are officially outside the city boundary. These roads, including Fen Road, the estate roads off Gazelle Way, and some roads off the north end of Arbury Road have been included as they could be deemed to form part of the Cambridge City Road network. However, the inclusion of these roads is yet to be finalised and will be subject to consultation with relevant stakeholders.

2.0 Prioritisation

- 2.1 Subsequent to agreement of the phase boundaries, it is necessary to identify how the phases should be ordered within the project. This can be achieved through a cost/benefit analysis with a view to providing maximum benefit for the time/funding invested.

- 2.2 In order to analyse the cost benefits for each phase, firstly the benefits of the project have been identified. These include:
- Facilitating/encouraging modal shift towards more active and sustainable transport modes with associated health benefits, reduction in air borne and noise pollution, and reduced levels of transport poverty
 - Reduction in personal injury accidents (PIAs)
- 2.3 Then the ways in which these benefits affect the different phase areas has been identified, with a view to maximising the potential positive impact.

Modal Shift

Travel to Work data was collected as part of the 2001 census. This data has been analysed to indicate which transport modes are used to get to work on a ward-by-ward basis in Cambridge. For the purposes of this report, the data was further analysed to identify the proportion of transport for work that was undertaken through active modes for each ward. The results are set out in the table below.

Table 1 – Transport for work using active modes

Rank - Proportion of transport for work using active modes	2003 ST ward	S129:10 (ALL PEOPLE : Bicycle)	S129:11 (ALL PEOPLE : On foot)	Sum of Active Travel Modes	Total number of census responses per ward	Portion of total responses using active modes
14	12UBFZ Newnham	1,880	421	1,501	9,000	16.68
13	12UBFY Market	3,960	2,202	6,162	37,004	16.65
12	12UBGA Petersfield	797	444	1,241	8,002	15.51
11	12UBFS Castle	1,175	571	1,746	12,196	14.32
10	12UBGB Queen Edith's	1,447	786	2,235	19,164	11.66
9	12UBGD Trumpington	1,672	692	2,364	20,432	11.57
8	12UBGE West Chesterton	426	259	685	5,972	11.47
7	12UBFU Coleridge	471	197	668	6,176	10.82
6	12UBFO Abbey	703	336	1,039	9,966	10.39
5	12UBGC Romsey	434	256	690	6,916	9.98
4	12UBFT Cherry Hinton	256	163	419	4,284	9.76
3	12UBFR Arbury	177	129	306	3,135	9.75
2	12UBFW East Chesterton	666	320	986	10,956	9.00
1	12UBFX King's Hedges	216	150	366	4,146	8.83
		13,480	6,928	20,408	157,394	

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The table indicates that in terms of transport for work, active modes are least well represented in the Kings Hedges, East Chesterton, Arbury and Cherry Hinton Wards. Three of these fall within the northern phase and as such, this factor suggests maximum benefit from potential modal shift towards active modes may be gained within this phase area.

Health

With regard potential health benefits, data from the Cambridge ward profiles atlas available at:

<http://atlas.cambridgeshire.gov.uk/Profiles/WardProfiles/atlas.html>,

has been analysed. Health issues are linked to deprivation.

The '*Strategy to tackle Health Inequalities in Cambridgeshire 2009-2011*' states "there are marked geographical and socio-environmental health inequalities in Cambridgeshire. These are closely linked with the index of multiple deprivation". The Cambridge Ward atlas includes the index of multiple deprivation. Cambridge wards are listed below in order of level of deprivation from lowest to highest:

- Newnham
- Castle
- Queen Edith's
- Market
- West Chesterton
- Coleridge
- Cherry Hinton
- Romsey
- Trumpington
- Petersfield
- Arbury
- East Chesterton
- Abbey
- Kings Hedges

East Chesterton, Abbey and Kings Hedges are the most deprived wards in the city. In addition the ward atlas indicates that Kings Hedges and East Chesterton have the highest mortality figures across the city. As such the health benefits of the project may well be best realised within the northern phase area.

Personal Injury Accidents

Traffic accident data has yet to be provided by the county council. Once this has been provided it will be analysed and the results added to this report.

- 2.4 Following analysis of the benefits, it is also useful to analyse the phase areas in terms of the number of people who could potentially benefit.

Population Density

The ward profiles atlas indicates that population density across the wards is as follows from high to low:

- Petersfield
- Arbury
- Romsey
- West Chesterton
- Kings Hedges
- Market
- Coleridge
- East Chesterton
- Cherry Hinton
- Abbey
- Castle
- Queen Edith's
- Newnham
- Trumpington

The population density can be taken as a rough indicator of the population per mile of road brought into 20mph working. In terms of cost benefit, population density is useful as a high density indicates that a larger number of people would be likely to benefit from the project for a similar level of time/funding spent. All of the wards in the northern phase are located within the top eight most densely populated wards. As such this is on average the most densely populated phase. The second most densely populated phase is the eastern phase.

Schools/Colleges

It is useful to look at the density of schools within the phase areas as journeys to and from school are likely to benefit from the project in real terms and provide benefits to the

project in terms of marketing/engagement. Not only does the density of schools provide an indication of overall potential benefit to pupils/parents/staff with a less intimidating road environment and a potential reduction in PIAs, but also may provide opportunities for engagement and potentially improve compliance, with the wider community influenced by the school and issues that are of benefit to the school. The table below provides the density of schools within each phase area.

Table 2 – Density of schools per phase area

Phase Area	Area (Km square)	No. of Schools	Schools per square km
North	7.9	13	1.65
East	7.2	8	1.11
South	13.2	14	1.06
West and Central	8.1	4	0.49

As the table above illustrates the north area has the highest density of schools, followed by the eastern phase.

- 2.5 Consideration has also been given to likely compliance with the project following implementation. It is judged that if the first phase implemented achieves reasonable compliance and success, this would promote compliance for the following phases. Probable levels of compliance are hard to estimate without details of the existing traffic speed, however, the estate type roads, which dominate in the northern area, may well be more conducive to compliance than for instance, the straighter suburban roads which characterise the southern phase area.

In addition as mentioned above schools may form a key opportunity for marketing and engagement. Schools could act as conduits for demonstrating the benefits of and reasons for the proposed limit to the wider community. Compliance with the limit is likely to be significantly effected by the level of understanding road users have for the reasons behind it. The northern phase does not currently have any existing 20mph limits or zones located within it. Without 20mph limits already in place, post implementation speed monitoring is likely to register a reduction in speed over a wider number of roads. It would also serve to provide the benefits of 20mph to an area that has as yet has not benefited from any.

3.0 Conclusion / Recommendations

- 3.1 Following the analysis above it is recommended that the identified phase boundaries be adopted.
- 3.2 Although it has not been possible to analyse accident statistics as part of this report as yet, the factors taken into account to date suggest that in terms of cost/benefit, the phases should be progressed in the following order:

- North
- East
- South
- West Central

Analysis has indicated that prioritisation of the northern phase for a 20mph limit is likely to result in the greatest improvements in terms of benefits identified in 2.2, per the amount of time and funding invested. This report also suggests that potential success of the project within the northern phase is likely to promote success and compliance in subsequently implemented phases.

Appendix E

Cambridge 20 mph Project (Project 20mph)

Risk Ref	Risk Title	Cause	Gross Risk Priority	Existing Controls	Risk Score	Action Required
370	Loss of funding resulting in project being dropped	Change in political priorities Funding required for alternative project	5 5 25	Details of project management to be set out clearly during project initiation. As such budget holders will have sufficient information to make an informed decision	5 2 10	
	<p>Head of Service: Toni Ainley</p> <p>Risk Owner: Ben Bishop</p> <p>Last Updated: 25/10/2012</p>					
371	Loss of staff resource and associated experience/expertise from project team	Various	5 5 25	Effective recruitment and appraisal procedure to be maintained	4 2 8	
	<p>Head of Service: Toni Ainley</p> <p>Risk Owner: Andy Preston</p> <p>Last Updated: 25/10/2012</p>					

Projects

372	Procurement Issues	Insufficient materials/resources available to implement project within programmed timeframe	5	5	Draft bill of quantities to be drawn up and updated at regular intervals as design proposals become more defined. Bill to be used to inform proposals	4	2
	Head of Service: Toni Ainley		25			8	
	Risk Owner: Ben Bishop						
	Last Updated: 25/10/2012						
373	Insufficient Funding	Project design value is more than budget Budget not monitored effectively Budget not taken into account when progressing project	5	5	Actual and committed project spend to be monitored and recorded as part of project financial monitoring. Project cost estimates to be produced and updated regularly as designs are refined. Design to be produced in line with projected available funding for implementation	4	2
	Head of Service: Toni Ainley		25			8	
	Risk Owner: Ben Bishop						
	Last Updated: 25/10/2012						
374	Inability to appoint appropriate contractor	No appropriate contractors available, failure to follow appropriate contractor procurement processes	5	5	A new term contract is currently being sought. Once in place it will be possible to procure relevant contractor services through this contract.	5	2
	Head of Service: Toni Ainley		25			10	
	Risk Owner: Ben Bishop						
	Last Updated: 25/10/2012						

Projects

375	Negative response to project engagement/consultation	Lack of appropriate engagement, Insufficient project information provided to stakeholders, Information not provided in an accessible format, Information not provided at an appropriate time	5	5	Appropriate engagement operations to provide relevant proposals information to be undertaken prior to consultation. Engagement and consultation to be designed such that it is accessible to all stakeholders. Engagement to be conducted at an early stage in project programme	4	3
	Head of Service: Toni Ainley		25			12	
	Risk Owner: Ben Bishop						
	Last Updated: 25/10/2012						
376	Poor weather conditions	Extreme cold or wet weather conditions	5	5	Project programme to include contingency time to allow for potential delays to site works	4	2
	Head of Service: Toni Ainley		25			8	
	Risk Owner: Ben Bishop						
	Last Updated: 25/10/2012						
377	Changes to legislation	Changes to DfT legislation and guidance with regard to 20mph	5	5	Project proposals to be designed in line with current legislation and guidelines, Any diversion from standards to be brought to project board by project manager	4	2
	Head of Service: Toni Ainley		25			8	
	Risk Owner: Ben Bishop						
	Last Updated: 25/10/2012						

Projects

378	Project overrun	Various including consultation responses resulting in programme slippage	5	5	Project Programme to be developed and monitored. Progress against programme and any slippage to be covered at project board and officer board meetings	5	1
	Head of Service: Toni Ainley		25			5	
	Risk Owner: Ben Bishop						
	Last Updated: 25/10/2012						
379	Injury due to vehicular conflict	Officer injured by vehicle whilst working on site	5	5	Recommendations in Council's corporate lone working risk assessment to be adhered to	4	1
	Head of Service: Toni Ainley		25			4	
	Risk Owner: Ben Bishop						
	Last Updated: 25/10/2012						
380	Crime/Aggression	Officer is victim of crime or aggression whilst working on site	5	5	Recommendations in the Council's corporate lone working risk assessment to be adhered to	3	2
	Head of Service: Toni Ainley		25			6	
	Risk Owner: Ben Bishop						
	Last Updated: 25/10/2012						

Projects

381	Lack of co-operation from project partners	County Council or Police are not approached correctly or engaged with the project properly	5	5	Police and County Council to be represented on Project Board and engaged in project from an early stage. Partner input and expectations to be taken into account during project design. Regular communication with partners to be maintained as set out in communications plan	5	2
	Head of Service: Toni Ainley		25			10	
	Risk Owner: Ben Bishop						
	Last Updated: 25/10/2012						
382	Perceived Project Failure	Project is ineffective, Stakeholders do not buy-in to scheme, negative press	5	5	Project to be undertaken in line with current best practice, process of engagement to promote stakeholder buy-in to project aims, post implementation traffic speed monitoring to be undertaken to measure project impact against pre-implementation traffic speed and quantify project success	4	2
	Head of Service: Toni Ainley		25			8	
	Risk Owner: Ben Bishop						
	Last Updated: 25/10/2012						

Appendix F

Cambridge 20mph Project Board Terms of reference

Purpose / role:

The project board has been identified to provide steer on various project related issues throughout the life of the project. Board members have been chosen to represent major stakeholder groups associated with the project. The board has been identified at project inception in order to ensure the requirements/preferences of stakeholders are taken into account throughout project development and progress. It is intended that in so doing, the project board will help to ensure success of the project.

Membership:

Board members have been chosen to represent the views of all major stakeholder groups affected by the project.

Proposed Cambridge City Council invitees:

- Cllr Tim Ward – Executive Councillor for Planning and Climate Change
- Simon Payne – Director of Environment
- Andrew Preston – Project Delivery & Environment Manager
- Patsy Dell – Head of Planning
- Cllr Gail Marchant-Daisley – Spokes for Planning and Climate Change
- Ben Bishop – Cambridge 20mph Project Officer
- City Business Support - TBC

Proposed Cambridgeshire County Council invitees:

- Cllr Tony Orgee – Cabinet Member for Community Infrastructure
- John Onslow - Director of Infrastructure Management and Operations: Environment Services
- Nicola Debnam – Head of Local Infrastructure and Street Management
- County Officer - Brian Stinton or nominated officer

Proposed Other Stakeholder/Partner invitees:

- Representative from local 20mph Campaign 20 Sense – Hugh Kellett
- Representative from Cambridgeshire Constabulary – Clive Holgate – Area Traffic Management Officer
- Representative from Cambridge Cycling Campaign – Jim Chisholm
- Representatives from Local Bus and Taxi Operators – Panther, Camcab, Stagecoach
- Representative from local Public Health Authority – Cambridgeshire NHS

It may not be necessary for all proposed invitees at Project Board to attend all meetings. Specific attendance would be designated by project stage.

Accountability:

The board is accountable to the Cambridge City Council Environment Scrutiny Committee. Activities/decisions of the board will be outlined in appraisal reports submitted to the committee prior to implementation of each project phase.

Review:

Terms of reference to be reviewed once a year in December

Working methods / ways of working:

Meetings to be organised by Project Manager. Meetings to be held bi-monthly - on the third Wednesday of every other month (subject to invitees availability) at the Guildhall and chaired by Executive Councillor for Planning and Climate Change. Agenda and any associated reports/resources to be distributed to all invitees 1 week prior to meeting via email. Should any resource be too large for email, it will be distributed via a file transfer protocol (FTP) site.

For every meeting the agenda will include: progress report and programme, project risks/issues, change control, and finance log, to be presented by project manager and AOBs.

Previous meeting minutes to be covered as relevant agenda item is covered at subsequent meeting.

Specific issues to be covered and where appropriate agreed at each meeting in relation to project stage. Details of specific issues to be distributed with agenda prior to each meeting and covered during progress report and programme section of agenda. For example proposed project KPIs to be presented at first board meeting.

Last item on agenda to ask all attendees if they have any other business.

Minutes of each meeting to be taken by Cambridge City Council Business Support and distributed to all invitees 1 week after meeting.

Outside speakers may be invited to present at certain meetings such as: 20s Plenty for Us or, specific equipment suppliers as appropriate.

Subject to consent, email addresses of all invitees to be distributed to all board members to facilitate communications.

Definition of terms

Project Phase – due to its size project has been divided into four phases, which would be consulted and implemented separately. For more details see Project Phase Identification and Phase Prioritisation Report.