Greater Cambridge Partnership
Executive Board

4 00 pm
Thursday 10th December 2020
Virtual Meeting

During the Covid-19 pandemic GCP Joint Assembly and Executive Board meetings will be held virtually. These meetings will take place via Zoom and Microsoft Teams (for confidential or exempt items). ***Meetings will be live streamed and can be accessed from the GCP YouTube Channel - Link .***

Agenda

Membership

The Executive Board comprises the following members:

Councillor Lewis Herbert	-	Cambridge City Council
Councillor Roger Hickford	-	Cambridgeshire County Council
Councillor Neil Gough	-	South Cambridgeshire District Council
Claire Ruskin	-	Business Representative
Phil Allmendinger	-	University Representative

By Invitation

Mayor James Palmer

[Exercising discretion available to him to interpret Standing Orders and, with the agreement of the other voting members of the Board, suspend them if necessary, the Chairperson will invite Mayor Palmer to join the meeting in a non-voting capacity, recognising the Combined Authority's role as the Strategic Transport Authority]

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For more information about this meeting, please contact Nicholas Mills (Cambridgeshire County Council Democratic Services)
via e-mail at Nicholas.Mills@cambridgeshire.gov.uk

GREATER CAMBRIDGE PARTNERSHIP EXECUTIVE BOARD

Minutes of the Greater Cambridge Partnership (GCP) Executive Board
Thursday 1st October 2020
2:05 p.m. – 4:50 p.m.

Present:

Members of the GCP Executive Board:

Councillor Roger Hickford (Chairperson)	Cambridgeshire County Council
Councillor Neil Gough	South Cambridgeshire District Council
Councillor Lewis Herbert	Cambridge City Council
Phil Allmendinger	University Representative
Claire Ruskin	Business Representative

Members of the GCP Joint Assembly in attendance:

Councillor Tim Bick (Chairperson)	Cambridge City Council

Attending at the discretion of the Chairperson:

Mayor James Palmer	Cambridgeshire and Peterborough Combined Authority

Officers:

Jo Baker	Project Manager (GCP)
Peter Blake	Transport Director (GCP)
Debbie Bondi	Project Manager Smart Cambridge (GCP)
Sarah Heywood	Strategic Finance Business Partner (CCC)
Niamh Matthews	Head of Strategy and Programme (GCP)
Nick Mills	Democratic Services Officer (CCC)
Rachel Stopard	Chief Executive (GCP)
Paul Van de Bulk	Project Manager (GCP)
Grant Weller	Project Manager (GCP)
Wilma Wilkie	Governance and Relationship Manager (GCP)

1. Apologies for Absence

There were no apologies for absence.

The Chairperson welcomed Councillor Neil Gough, who had replaced Councillor Aiden Van de Weyer as the South Cambridgeshire District Council representative on the Board. The Chairperson expressed thanks to Councillor Van de Weyer.

The Chairperson also welcomed Mayor James Palmer of the Cambridgeshire and Peterborough Combined Authority (CPCA) He confirmed that he had exercised the discretion available to him to interpret Standing Orders and with the agreement of the other voting members of the Executive Board, suspend them if necessary, to invite Mayor Palmer to join the meeting in an informal non-voting capacity in recognition of the CPCA's role as the Strategic Transport Authority in the area.

In response, Mayor Palmer thanked the Chair for allowing him to attend the meeting, which he saw as an important step in improving joint working arrangements between the GCP and the Cambridgeshire and Peterborough Combined Authority (CPCA). He confirmed that the Business Board would shortly be nominating its representative to the GCP Board which would ensure close alignment between the objectives and plans of the City Deal and the Business Board. Referring to the Cambourne to Cambridge scheme, Mayor Palmer confirmed that details of the Combined Authority's alternative route would be reported to its Transport and Infrastructure Committee on 4th November 2020. This would enable details to be presented to the next GCP Executive Board in December. He emphasised that this was a situation that needed to be sorted out very quickly and he hoped the alternative route would provide a positive solution; one that was palatable, not just to the Combined Authority, the GCP and business community, but to the general public as well. He argued that joint working arrangements should exist on a political level, as well as an officer level, in order to ensure this and other schemes were properly aligned. His attendance at Board meetings would help achieve this and officers were already sharing more information than had previously been the case. He hoped that from now on arguments would take place in private and solutions made in public.

Executive Board members welcomed Mayor Palmer to the meeting and supported his call for improved joint working, noting that the 2017 Devolution Deal stated that the CPCA would work with the GCP and support it in delivering the objectives of the City Deal. Members noted the planned discussion on the Cambourne to Cambridge route and asked for this to include a demonstrable comparison of the two options so they could be properly assessed and a decision made, avoiding further delay.

2. Appointment of Vice-Chairperson

It was proposed by the Chairperson, seconded by Councillor Herbert and resolved that Councillor Gough be elected Vice-Chairperson of the GCP Executive Board for the remainder of the municipal year 2020/21.

3. Declarations of Interest

Phil Allmendinger declared a non-statutory disclosable interest in relation to the proposal for funding to be allocated to the Centre for Business Research in the 'GCP Quarterly Progress Report' (agenda item 12) due to his employment at the University of Cambridge.

4. Joint Assembly Membership

The Executive Board received a report confirming details of nominations from the University of Cambridge to fill the vacancies on the Joint Assembly following the resignation of Jo Sainsbury and Dr John Wells.

The Executive Board resolved to:

> Approve the appointment of Karen Kennedy and Lucy Scott as co-opted members of the Joint Assembly.

5. Minutes

The minutes of the previous Executive Board meeting, held on 25th June 2020, were agreed as a correct record and the Chairperson agreed to sign a copy when possible.

6. Public Questions

The Chairperson informed the Executive Board that two public questions had been accepted and that the questions would be taken at the start of the relevant agenda item, with details of the questions and a summary of the responses provided in Appendix A of the minutes.

It was noted that one question related to agenda item 8 (Greenways – Barton, Bottisham, Horningsea, Sawston and The Swaffhams) and one question related to agenda item 9 (Better Public Transport – Waterbeach to North East Cambridge).

7. Feedback from the Joint Assembly

The Executive Board received a report from the Chairperson of the GCP Joint Assembly, Councillor Tim Bick, which summarised the discussions from the Joint Assembly meeting held on 10th September 2020.

Drawing attention to the fact that the Joint Assembly had supported all the recommendations that would be presented to the Executive Board, the Chairperson of the Joint Assembly noted that particular enthusiasm had been expressed for the proposed measures related to skills and employment. He also welcomed that the wide range of points of detail, emphasis and suggestions that had been raised by the

Joint Assembly had been incorporated into the subsequent reports for the Executive Board.

8. Greenways – Barton, Bottisham, Horningsea, Sawston and The Swaffhams

A public question was invited from Lynda Warth (on behalf of the Cambridgeshire British Horse Society). The question and a summary of the response are provided at Appendix A of the minutes.

The Transport Director presented the report, which provided an update on progress made in developing the Greenways network, outcomes from recent public consultations, and an outline of scheme details and budget proposals for the Barton, Bottisham, Horningsea, Sawston and Swaffhams Greenways. It was noted that final proposals would be presented in 2021 following the completion of the detailed design process, throughout which there would be continuous engagement with local stakeholders.

It was observed that the Joint Assembly had expressed concerns about the timelines for the routes and the Transport Director confirmed that delivery times of the various schemes would be reduced whenever it was possible to do so. Such adjustments were dependent on whether it proved necessary to secure Compulsory Purchase Orders (CPOs). Land agents were being appointed to oversee such matters with the aim being to reach an agreement with land owners, given that an amicable solution would represent the most productive and efficient outcome. However, it was acknowledged that CPOs would be used if required.

The Executive Board resolved to:

(a) Note the progress made in developing the Greenways, working with local communities and stakeholders to date and the outcome of public consultations;

(b) Approve the scheme proposals and note an outline budget of £10m for the Barton Greenway;

(c) Approve the scheme proposals and note an outline budget of £5m for the Bottisham Greenway;

(d) Approve the scheme proposals and note an outline budget of £2.5m for the Horningsea Greenway;

(e) Approve the scheme proposals and note an outline budget of £9m for the Sawston Greenway;

(f) Approve the scheme proposals and note an outline budget of £4.5m for the Swaffhams Greenway;

(g) Approve £1.25m for the development of detailed scheme design in preparation for construction in 2020/21;

(h) Approve the negotiation of the land and rights required for the delivery of the scheme; and

(i) Note the commitment to ongoing dialogue with local stakeholders as part of the scheme development process.

9. Better Public Transport – Waterbeach to North East Cambridge

A public question was invited from Paul Bearpark. The question and a summary of the response are provided at Appendix A of the minutes.

The Transport Director presented the report, which provided an update on progress of the Waterbeach to North East Cambridge project, including feedback from pre-engagement with stakeholders and outline proposals for a series of integrated packages which would be the subject of consultation and further analysis, if supported by the Executive Board. Early stakeholder engagement had established widespread recognition of the need for improvements to public transport in the corridor, while the formal consultation and design stage would help establish the scheme's requirements and in turn help to develop the strategic case. He highlighted the importance of public consultations in being able to identify and understand the interactions that would occur along the whole route. Noting that the Joint Assembly had emphasised the need to consider the project in a wider context of connectivity with other schemes, he informed the Executive Board that discussions were being held with the CPCA on how it would complement planned improvements to the A10, as well as delivery of the CAM network.

While discussing the report, the Executive Board:

- Observed that the corridor represented an area in which multiple developments were ongoing at the same time, including proposals to improve the A10 and develop the CAM network, and it was therefore suggested that data should continue to be collected across the area in order to predict future traffic levels.

- Expressed concern that communities along the route would not benefit fully from the scheme if they were not factored in throughout the development and consideration of the options. One member noted that although the main report detailed various complementary opportunities that could arise as a result of the project, such opportunities had not been included in section 6.4.3 of the Options Appraisal Report, which listed key differential factors between the options. The Transport Director acknowledged the concerns, which he indicated had also been raised by the Joint Assembly, and noted that early consultations allowed for such issues to be considered early on in development of the project. Previous projects had resulted in public transport proposals, such as the development of bus and cycling maps, and he agreed that this needed to be demonstrated throughout the process. However, he noted that the process was required to follow rules set out by the Department for Transport.

- Suggested that consultations with affected residents and businesses should be intensified in areas that would suffer from a particular impact.

- Emphasised the importance of identifying the best route to cross the A14, with the A10 roundabout considered insufficient to deal with the area's growth.

- Argued that improvements to public transport should be made before other schemes that would not encourage modal shift, such as the potential dualling of the A10, although it was noted that various options were being considered for improvements to the A10. It was also acknowledged that different kinds of traffic would use the different transport routes available, which made it important to ensure that capacity was not over-provided on either of the routes to the detriment of the other.

- Welcomed the extensive contributions made by the Joint Assembly in consideration of the proposals.

The Executive Board resolved to:

(a) Note the outcome of pre-engagement activities (July/August 2020) and emerging stakeholder feedback;

(b) Approve the Options Appraisal Report as the basis to formally consult on the proposed route options for a segregated public transport route; and

(c) Note the list of shorter term interventions that have been identified for further assessment, as set out in Section 7 of Appendix 1 of the report.

10. Better Public Transport – Cambridge Eastern Access Project

The Transport Director presented the report, which provided an update on progress of the Cambridge Eastern Access project, including feedback from pre-engagement with stakeholders and outline proposals for a series of integrated packages which would be the subject of consultation and further analysis, if supported by the Executive Board. While pre-engagement had established significant consensus on the necessity to resolve congestion issues, there were differences in opinion on how this could be achieved, as demonstrated in section 5.9 of the report. It was noted that the project sought to support the delivery of the CAM network and promote sustainable public transport, cycling and walking options. A set of shorter term interventions were included in the proposals, although it was emphasised that they would be further developed if considered appropriate following public consultation.

While discussing the report, the Executive Board:

- Observed that continuation of the Mill Road bridge closure received both support and opposition, as indicated in section 5.9 of the report, and it was queried how such a conflict could be resolved. It was also argued that roads such as Mill Road and Coldham's Lane, were coexistent and were equally affected by gridlock in surrounding areas of the city. The Transport Director informed members that the

County Council would be considering the continuation of the Mill Road bridge closure, although he acknowledged that issues raised during the pre-engagement needed to be considered as part of the formal consultation stage in order to incorporate a wider context throughout the scheme's development.

- Suggested that roads in the western section of the scheme that were heavily congested during peak hours were severely constrained, hampering the potential for off-road public transport routes. The Transport Director acknowledged the limitations of Newmarket Road, although he suggested that a short term solution could improve its traffic flow and, subject to consultation, the GCP would aim to implement such measures over the following 12-24 months while simultaneously developing the overall scheme.

- Members emphasised that green spaces, such as Coldham's Common or Stourbridge Common, should not be used for such routes, while it was noted that the eastern section of the scheme benefited from a greater amount of space and therefore a wider range of options could be considered than in the urban section.

- Expressed support for the consideration of improvements to rail connectivity in the east of the city, due to the current service being unable to provide sufficient capacity.

- Confirmed that the scheme would integrate with the Local Plan, with the CAM also planning to provide an alternative travel choice that would help alleviate congestion, although it was acknowledged that the CAM network was a long-term project.

- Argued that the Newmarket Road Park and Ride site would be a more attractive option for car users if it was located closer to the A14. The Transport Director acknowledged the suggestion and confirmed that technical work to date had identified such a move as a relatively quick win, although further investigation and consultation was required.

- Observed that traffic congestion issues were returning to previous levels following a drop during the early stages of the pandemic lockdown.

The Executive Board resolved to:

(a) Note the outcome of pre-engagement activities (July/August 2020) and emerging stakeholder feedback;

(b) Approve the Options Appraisal Report as the basis to formally consult on the proposed route options for a segregated public transport route; and

(c) Agree that packages of options should be presented in two phases:

- Phase 1: improvements to the Newmarket Road corridor to address existing problems and issues relating to committed development.

- Phase 2: longer term strategy to address the requirements of the Greater Cambridge Local Plan and delivery of CAM Phase 1.

11. Covid-19 – Skills and Employment

The Head of Strategy and Programme presented a report which included proposals for a package of measures to address the medium to long term impacts that Covid-19 was likely to have on the local skills base and labour market. Attention was drawn to section 5 of the report, which set out the key issues and considerations that were identified in joint research carried out with partners and providers. Four broad themes had been developed as key areas for intervention: supporting young people into employment, support for adults who need to retrain, preventing NEETS (Not in Education, Employment or Training), and ensuring employers could find the skills and talent they needed locally. A core set of activities had been further established to support these themes, as set out in section 6.2 of the report.

Building on the work currently being carried out by Form the Future and Cambridge Regional College, it was proposed to procure a new GCP skills contract that would double the current effort through a more targeted approach. A four-year contract running to the end of the current Gateway period in 2025 would provide continuity and sustainability at an estimated cost of £2m. It was noted that in order to avoid a gap in provision when the current contract expired at the end of March 2021, the procurement process would need to commence as soon as possible.

Members were informed that recommendation (b) in the report contained an error and the proposed start date for the new contract was April 2021, not April 2020.

While discussing the report, the Executive Board:

- Welcomed the comprehensive list of proposed actions, although argued that the working group should consider refining it into a shorter list, perhaps grouping some of the actions together. The Head of Strategy and Programme clarified that the procurement process would streamline the list of activities.

- Queried how the aim for activities to target areas of deprivation, as expressed in section 6.3 of the report, would be possible given that some of the activities were not specific to such areas. The Head of Strategy and Programme informed the Executive Board that the suggestion to target areas of deprivation had been by the Joint Assembly and was based on evidence that showed such areas would suffer more from the impacts of Covid-19. She acknowledged that it was yet to be established how to target these areas specifically, although it had been included in the procurement exercise to determine how providers would address the issue and support these communities. It was suggested that placing it as the first action on the list would attribute it maximum importance.

- Suggested that £500k represented a reasonable budget for the project, although it was also pointed out that providers should provide clear plans for how they would implement and carry out the work. It was confirmed that suppliers would be required to provide a clear set of principles before being accepted, as well as

identifying key performance indicators that they would monitor throughout period of the contract.

- Welcomed a focus on supporting businesses in the proposed activities, noting that they needed assistance to overcome the impacts on training and apprenticeships.

- Expressed support for a four-year contract, which would allow relationships to be established and strengthened throughout its duration, although it was suggested that the situation could change during that period and therefore the contract should be kept under review during this time.

- Asked that a report be presented to the Board in March 2021 to provide an update on the outcome of the procurement process.

The Executive Board resolved to:

(a) Approve the scope for a new skills work package that seeks to directly address the likely impact of Covid-19 on the local skills base and labour market; and

(b) Approve the proposal to procure a new Skills contract, over four years, from April 2021, worth up to £2m.

12. GCP Quarterly Progress Report

The Head of Strategy and Programme presented a report to the Executive Board which provided an update on progress across the GCP programme and which also sought endorsement for funding for four separate proposals:

- The provision of two new careers advisors for a 12-month period through the Greater Cambridge Apprenticeship Service;
- The delivery of skills interventions led by the New Meaning Foundation;
- The progression to the scoping stage of the ongoing project to increase the capacity of the energy grid in the Greater Cambridge area; and
- The Centre for Business Research at the University of Cambridge to provide three sets of quarterly analyses of the strength of the Greater Cambridge economy in light of the current economic crisis, as set out in section 19.

Members were informed that the Skills Working Group had requested short-term opportunities to accompany the more long-term approach in tackling the impacts of Covid-19, which had led to the first proposal, which was for two additional careers advisors in the Greater Cambridge area for an initial 12-month period at an approximate cost of £75k. A further proposal had been received from the New Meaning Foundation to develop a training programme and training centre in Greater Cambridge to support people at high risk of not being able to enter the training market. Immediate training of 12 trainees would cost £76k, while £105k was requested to set up the training centre, leading to a combined total of £181k.

The constrained capacity of the local power network continued to represent a barrier to growth in the Greater Cambridge area and initial research over the past two years

had developed various scenarios which now required to progress to a more detailed stage, as proposed and laid out in section 18 of the report, with an indicative business case also attached as appendix 4 to the report. The request for approximately £100k additional funding would allow the project to move forward on locally-orientated interventions and it was acknowledged that further research was required on issues including the regulatory framework, planning implications, land acquisitions, ownership and legal considerations.

Following on from the development of a Local Economic Recovery Strategy with the CPCA and other local authorities, along with other research carried out by organisations such as Hatch Regeneris, it had been identified that there was a lack of Greater Cambridge-specific sectorial data available. A proposal had been discussed with the Centre for Business Research (CBR) to produce a quarterly analysis that would allow the GCP to deliver interventions in a more focused and targeted way. The Head of Strategy and Programme noted that the data would be shared with other partners and therefore the £36k cost of the research could potentially be shared as well.

While discussing the report, the Executive Board:

- Welcomed the proposal to collate Greater Cambridge-specific sectorial data but sought clarification on how the data would then be used, as while the GCP would be focussing on the skills and transport impacts, other partners would be looking at the impacts on businesses and how to provide support to them. The Head of Strategy and Programme explained that being as informed as possible on the state of the local economy would allow for the design of an implementation plan to be the most effective and targeted, and she undertook to provide greater detail on the impacts of the data collation after the first presentation had been received. The Chief Executive observed that the ongoing pandemic had drastically affected the nature of the business environment and if the GCP was unable to identify or understand such impacts, it would be unable to address them and provide the necessary interventions.

- Expressed concern over the viability and cost-per-job rate of the proposal submitted by the New Meaning Foundation, although it was suggested that this would be lower once the training centre had been established and a higher number of trainees were involved. The Executive Board was assured due diligence was always carried out on any company before it received funding and it was noted that the start-up funding that had been requested was to construct a physical space from which the training could be provided. The subsequent production and sale of units created by the centre would ensure that the project became self-sustaining.

- Supported the proposal to progress developing the capacity of the local power network but expressed concern that it was the responsibility of power companies to carry out such work. While noting that the market was regulated, it was clarified that before technical and specification work was carried out it would be established whether there was a framework that enabled the GCP to make a return on its investment. Although a profit could not be made on the investment, it was suggested if the initial expenditure could be recovered, higher levels of funding could be considered.

The Executive Board resolved to:

(a) Note progress across the GCP programme;

(b) Approve expenditure of £75k, to enable the provision of two new careers advisors for a 12-month period through the Greater Cambridge Apprenticeship Service, as set out in section 9;

(c) Approve expenditure of £181k to enable delivery of skills interventions led by the New Meaning Foundation, as set out in section 10;

(d) Approve expenditure of up to £100k, to progress to the scoping stage of the ongoing project to increase the capacity of the energy grid in the Greater Cambridge area, as set out in section 18; and

(e) Approve a proposal to allocate up to £36k to fund the Centre for Business Research at the University of Cambridge to provide three sets of quarterly analyses of the strength of the Greater Cambridge economy in light of the current economic crisis, as set out in section 19.

13. Date of Next Meeting

The Executive Board noted that the next meeting would be held at 4:00 p.m. on Thursday 10th December 2020.

Chairperson
10th December 2020

No*	Questioner	Question	Answer
1	Lynda Warth County Access & Bridleways Officer – Cambridgeshire British Horse Society	**Agenda Item 8: Greenway Schemes** Reference in the meeting documents is made to the 'cycle path' through the Wing Development - this is to be an NMU route available to pedestrians, cyclists and equestrians. The same applies to the Quy to Lode well used 'cycle path'. These are NMU routes not cycle paths. Prior to approval of the Greenways proposals today, will the GCP please confirm that 'shared use' is as defined in all the Greenway consultation documents – available to all three vulnerable road users – pedestrians, cyclists and equestrians and ensure that the routes are delivered as such? This applies to all the routes being considered at this meeting. Will the Board ensure that equestrians are not excluded from any sections unless a genuine safe alternative route is available to them (defaulting to the legally available option of the busy highway, already identified as unsafe for cyclists, does not count as 'safe')? Where Pedestrian / Cycle Only routes are to be created / improved, will the Board please require that the Safety Audit must assess the impact on the safety of equestrians created by the schemes?	The Greater Cambridge Partnership (GCP) has committed to the principle of inclusion for all non-motorised users along Greenway routes. Some specific challenges and constraints remain in providing for equestrians. The GCP have recognised these challenges and we have made a commitment that Greenways will not disadvantage existing users. Where a section of path is unable to accommodate equestrians for any reason a genuine safe alternative route will be sought. Identification of deliverable provision with safe access for horse riders has been an objective in the development and consultation stages of the Greenways project thus far and we acknowledge. We look forward to a continuing dialogue as we enter into the design phase of the project. Safety audits will assess the impact on the safety of equestrians.

2	Paul Bearpark	**Agenda Item 9: Better Public Transport - Waterbeach to North East Cambridge** I live on Cambridge Road, Waterbeach, close to 3 of the 4 route proposals through Waterbeach village. I am the founder of Waterbeach Cycling Campaign and I led the development of the transport policies for Waterbeach Neighbourhood Plan. I strongly support improved active travel and public transport provision. However, I am concerned that the narrow range of options, through Waterbeach, with 3 of the 4 options taking the same alignment through the Cambridge Rd/Glebe Rd pinchpoint, and insufficient weight given to the difficulties of delivering a route through here, will lead to difficulties delivering the entire route. These difficulties are only mentioned in Appendix E pg 142 of the board paper which states" *Space is constrained here so any transitway alignment may either require housing demolition or would encroach on allotments. Passes close to houses and may face opposition from residents*." The Project Manager has told me that no demolition is intended but it is difficult to see how a route through this pinchpoint is possible without demolition or significant impact on residents. Q1 Can the GCP provide a route through Waterbeach village that will not involve demolition of property or result in significant opposition from residents? Q2 Why are there not more route options through Waterbeach village? For example, a route along	Q1 The search area that is shown to pass through Waterbeach village is intended to outline the appropriate area to consider if (and only if) it is determined that a segregated route should also serve Waterbeach village. A key question that we will be asking during the consultation will seek to determine the level of support for passing such a route through Waterbeach village. We fully understand that passing a route through this area would bring it very close to residential property boundaries and potentially impact on the allotments. Q2 In the early stages of assessment, we have looked at both a search area that follows the line of the railway, and a search area that follows the A10 alignment. Both have similar issues in terms of lack of space and impact on existing residential property and neither offer the advantage of passing close to the centre of the village. Another option we have considered is using the existing high street, but if a segregated route is required, (to support the Combined Authority's announced requirements for the Cambridgeshire Autonomous Metro) then this would also be disruptive for other reasons.

		Waterbeach High St was rejected very early in the process. Concerns about reliability could be addressed through consideration of parking controls and modal filters at suitable points. This would have the additional benefit of making the centre of the village more attractive for walking and cycling and better serve the east of the village and new town. Q3 Will a detailed map showing houses at risk of demolition or significantly affected be available during the consultation?	Q3 We are not considering detailed route proposals at this very early stage of the project - we have not undertaken the appropriate investigations, or heard back from any formal consultation yet, which will help determine the future approach. At this stage we are assessing the very broad picture of where this route should begin and end and therefore we do not propose to include a detailed map within the consultation materials.

Agenda Item No: 4

GCP Executive Board Membership

Report to: Greater Cambridge Partnership Executive Board

Date: 10th December 2020

Lead Officer: Rachel Stopard – Chief Executive, GCP

1. Background

1.1 To consider a request from the Cambridgeshire and Peterborough Combined Authority (CPCA) Business Board concerning its representation on the Greater Cambridge Partnership (GCP) Executive Board.

2. Recommendations

2.1 The Executive Board is recommended to:

(a) Ask the Business Board to reconsider this matter and make a nomination that is consistent with the GCP Executive Board's Standing Orders and Terms of Reference (as summarised in paragraph 4.4); and

(b) Confirm that, subject to the above, it will consider whether it wishes to use the discretion available to the Chairperson and voting members (as summarised in paragraph 4.5) to allow both the Business Board nominee and the substitute member to attend the GCP Executive Board should the case be made to do so.

3. Issues for Discussion

3.1 At the meeting of the Business Board on 19th October 2020 members considered a report on nominations to the GCP Executive Board. It was agreed to:

(a) Nominate the Chair of the Business Board to be a non-voting co-opted member of the Greater Cambridge Partnership Executive Board;

(b) Note that the Chair of the Business Board will be co-opting Dr Andy Williams of AstraZeneca as a non-voting member of the Business Board; and

(c) Propose to the Greater Cambridge Partnership that it invite Dr Andy Williams to join the Greater Cambridge Partnership Executive Board as a second non-voting member from the Business Board.

An extract from the minutes of the Business Board meeting is attached at Appendix One. This provides a summary of the debate on this item.

4. Background and Options

4.1 The Greater Cambridge City Deal document was signed on 19th June 2014 on behalf of all five local partners and Government. The City Deal was underpinned by a commitment to deliver transformative economic benefits through investment in infrastructure and through a collaborative governance framework, featuring an Executive Board that brings together the partner organisations and a wider Joint Assembly.

4.2 While the City Deal document refers to ensuring close alignment of the objectives and plans of the City Deal and those of the former Greater Cambridge Greater Peterborough Local Enterprise Partnership (LEP) [now the CPCA Business Board], it also makes specific reference to local businesses in the area, as evidenced from the following extract:

'The Greater Cambridge City Deal brings together Cambridge City Council, South Cambridgeshire District Council, Cambridgeshire County Council, the University of Cambridge, and, through the Greater Cambridge, Greater Peterborough Enterprise Partnership (LEP), local businesses, colleges and research facilities in the area.'

4.3 The City Deal document contains a number of references to how it was envisaged the governance framework might operate. Once the City Deal was signed, local partners worked up detailed arrangements, through officer working groups and a Shadow Board. While the City Deal document referred to the possibility of GCP Executive Board members being the Council Leader, LEP Chair and the University Pro-Vice Chancellor, this did not feature in the agreed governance arrangements; presumably to provide flexibility for those bodies responsible for appointing/nominating GCP Executive Board members to determine who was best placed to represent them.

4.4 The GCP Executive Board was formally established by Cambridge City Council, Cambridgeshire County Council and South Cambridgeshire District Council. It is a joint committee of the three Councils, established by Cambridgeshire County Council under section 102(1) (b) of the Local Government Act 1972 and by Cambridge City Council and South Cambridgeshire District Council under section 9EB of the Local Government Act 2000. The Executive Board comprises three elected members with full voting rights (one from each of the three partner Councils) and two non-voting members co-opted by the joint committee [Executive Board]; one nominated by the Business Board and one nominated by the University of Cambridge. Standing Orders also provide for the appointment/nomination of a substitute member from each partner body. Nominations are submitted to the Executive Board for approval.

4.5 The Executive Board Standing Orders contain provision for the Chairperson to rule on the interpretation of Standing Orders and for any of the Standing Orders, as far as is lawful, to be suspended by a motion passed unanimously by those entitled to vote. The request to add a second co-opted member from the Business Board falls outside the scope of this discretion. If the Executive Board is minded to support this proposal it will be necessary to submit a report to each of the constituent Councils,

seeking their approval for this and asking them to make the necessary changes to their Constitutions.

4.6 If the Business Board was minded to nominate one co-opted member and one substitute member, in line with the approved composition of the Executive Board, there would be scope for the Chairperson and voting members to use existing discretion available to them to allow the substitute member to participate in meetings. This is similar to the informal basis on which the Mayor has been invited to participate in recent Executive Board meetings.

4.7 GCP officers have discussed the Business Board's request informally with the Executive Board and have responded to CPCA officers to confirm that what is proposed falls outside the scope of the Executive Board's Standing Orders and Terms of Reference. It has been suggested that the Business Board may want to reconsider its request. However, despite extensive attempts to find a way forward, CPCA officers have asked that the matter be presented to the Executive Board for a formal response.

4.8 The Business Board is also responsible for nominating the three Business Board representatives on the GCP Joint Assembly. Standing Orders require these nominations to be endorsed by the GCP Executive Board. The Business Board has not proposed any change to the current Joint Assembly membership.

5. Financial Implications

5.1 There are no financial implications.

List of Appendices

Appendix 1	Extract from the minutes of the meeting of the Business Board held on 19th October 2020

Background Papers

Source Documents	**Location**
Report considered by the Business Board – 19/10/2020	Business Board Report
Minutes of the Business Board – 19/10/2020	Business Board Minutes

Extract from the minutes of the meeting of the Business Board held on 19th October 2020

178 Nomination to the Greater Cambridge Partnership Executive Board

The Business Board received a report which proposed the nomination of the Chair to serve as a non-voting, co-opted member of the Greater Cambridge Partnership (GCP) Executive Board. It was noted that the GCP Executive Board would decide whether to accept any nomination from the Business Board. The report informed the Business Board that the Chair would be co-opting Dr Andy Williams, Vice President of Cambridge Programme & Strategy at AstraZeneca, as a non-voting member of the Business Board, while also proposing that the GCP invite Dr Andy Williams to join the Executive Board as a second non-voting member from the Business Board.

The Chair explained to the Board that although he had initially been reticent about taking on the role, in part because of the workload but also due to the GCP's work implicitly focussing on the Greater Cambridge area, he had come to appreciate the importance of aligning the work of the two boards and strengthening their collaboration. Acknowledging his limited scope of knowledge and experience of the Greater Cambridge area in particular, he told members that the proposal to expand the Business Board's representation on the Executive Board would allow for Dr Williams to contribute his intimate knowledge of the local area while allowing himself to provide the perspective of businesses across the wider region. He also noted that co-opting Dr Williams to the Business Board would provide an invaluable boost to the scope and understanding of the Board.

Once the Chair had left the meeting, and while discussing the report, the Business Board:

- Clarified that the current representative on the Executive Board, Claire Ruskin, had been a member of the Greater Cambridge Greater Peterborough LEP before it became the Business Board. She had recently resigned as the CEO of Cambridge Network and was now stepping down from her role on the GCP Executive Board.

- Observed that ongoing economic growth in Cambridge, although welcome, contributed to significant problems related to the surrounding housing supply and transport infrastructure, both of which had proven insufficient for the extra demand. It was suggested that considering transport and housing initiatives in the area was impractical without considering how they would affect the wider economy, and that the GCP Executive Board would therefore benefit greatly from the participation of the Business Board Chair.

- Confirmed that the Mayor was a non-voting member of the GCP Executive Board, while its three voting members were nominated by the three constituent councils.

- Noted that business representatives on the GCP Joint Assembly had requested for the Business Board's nomination to have a good understanding of the Greater Cambridge area, which had led to the proposal for an additional business representative on the Executive Board.

- Suggested that a representative of the Business Board could be invited to join the Opportunity Peterborough Board, as it was felt important to understand the work of Opportunity Peterborough as well as the GCP.

- Clarified that the Chair could co-opt up to five people to the Business Board as non- voting members.

It was resolved unanimously to:

a) Nominate the Chair of the Business Board to be a non-voting co-opted member of the Greater Cambridge Partnership Executive Board;

b) Note that the Chair of the Business Board will be co-opting Dr Andy Williams of AstraZeneca as a non-voting member of the Business Board; and

c) Propose to the Greater Cambridge Partnership that it invite Dr Andy Williams to join the Greater Cambridge Partnership Executive Board as a second non-voting member from the Business Board.

Greater Cambridge Partnership Executive Board
Public Questions Protocol

Please note that during the Covid-19 pandemic Executive Board and Joint Assembly meetings will be held virtually via Zoom. The meetings will continue to be live streamed via the GCP YouTube Channel - Link. As a result there will be some temporary changes to arrangements for handling public questions. These will be kept under review and amended if necessary. Amended wording is shown in bold text below.

At the discretion of the Chairperson, members of the public may ask questions at meetings of the Executive Board. This standard protocol is to be observed by public speakers:

- Notice of the question should be sent to the Greater Cambridge Partnership Public Questions inbox [**public.questions@greatercambridge.org.uk**] no later than 10 a.m. three working days before the meeting.

- Questions should be limited to a maximum of 300 words.

- Questions should relate to items that are on the agenda for discussion at the meeting in question. The Chairperson will have the discretion to allow questions to be asked on other issues.

- Questioners will not be permitted to raise the competence or performance of a member, officer or representative of any partner on the Executive Board, nor any matter involving exempt information (normally considered as 'confidential').

- Questioners cannot make any abusive or defamatory comments.

- The Chairperson will decide when and what time will be set aside for questions depending on the amount of business on the agenda for the meeting.

- In the event of questions considered by the Chairperson as duplicating one another, it may be necessary for a spokesperson to be nominated to put forward the question on behalf of other questioners. If a spokesperson cannot be nominated or agreed, the questioner of the first such question received will be entitled to put forward their question.

- **Where meetings are held virtually, the expectation is that questions will be read out by an officer on behalf of the questioner. This is the preferred approach in the interests of efficiency as it reduces the likelihood of technical difficulties. However, should they wish to do so, questioners will retain the right to temporarily join the virtual meeting to ask their question (see below).**

- **Details of the public questions accepted by the Chairperson will be circulated to members and published on the website along with other agenda papers in advance of the meeting.**

- **Individual questions will be read out at the relevant point in the meeting, usually at the start of the agenda item to which the question relates.**

- **The question will be answered at an appropriate point in the debate, usually as part of the introduction of the relevant item.**

- **Details of the questions asked at each meeting and a summary of the response given will be published online after the meeting and will included as an appendix to the minutes.**

- **In circumstances where the questioner has decided to ask their question virtually:**

  - Individual questioners will be permitted to speak for a maximum of **two** minutes.
  - If any clarification of what the questioner has said is required, the Chairperson will have the discretion to allow other Executive Board members to ask questions.
  - The questioner will not be permitted to participate in any subsequent discussion and will not be entitled to vote.
  - **In the event of technical difficulties the Chairperson reserves the right to determine that in the interests of efficiency, questions will be read out on behalf of the questioner.**

Please note from 1st May 2019 the e-mail address for submission of public questions is 'public.questions@greatercambridge.org.uk'

Agenda Item No: 6

Feedback from the Joint Assembly Meeting 19th November 2020

Report to: Greater Cambridge Partnership Executive Board

Date: 10th December 2020

Lead: Councillor Tim Bick, Joint Assembly Chairperson

1. Background

1.1 This report is to provide the Executive Board with a summary of the discussion at the Greater Cambridge Partnership (GCP) Joint Assembly meeting held on Thursday 19th November 2020. The Board is invited to take this information into account in its decision making.

1.2 The Joint Assembly welcomed recently appointed University representatives Karen Kennedy and Lucy Scott and Councillor Dave Baigent, who had replaced Councillor Mike Davey representing the City Council.

1.3 Eight public questions were received. There were three questions on the Quarterly Progress Report; two questions on the Greater Cambridge Partnership Future Investment Strategy; one question on Public Transport Improvements and City Access Strategy; and two questions on Haslingfield Greenway.

1.4 Five reports were considered and a summary of the Joint Assembly discussion is set out below.

2. Quarterly Progress Report

2.1 The Joint Assembly welcomed progress made with the skills programme and wanted to highlight the excellent work being done. It was noted that the target for number of students connected with employers had not only been met, but exceeded, which would hopefully help deal with the challenges ahead. Members were interested in receiving the most up to date figures as soon as they were available to confirm whether there had been a significant drop in number of apprenticeship starts in Greater Cambridge as a result of Covid-19. Information from elsewhere suggested this could be an emerging trend.

2.2 Commenting on the Smart Places programme, members raised a number of questions about digital wayfinding. It was suggested that this should take account of social distancing measures. In response to a question about Cambridge Station, it was noted that a new map on the totem display contained a specific walking route

guiding people up onto Mill Road and into the City Centre that way. This was a welcome development as encouraging people to use this route would be very beneficial for Mill Road traders. There was a discussion on how difficult it was for people to get to the Cambridge Biomedical Campus from outlying villages and problems getting around the campus itself. Concern was expressed that outpatient letters still contained reference to how to get to the site by car and did not include public transport options. While it was noted that there were plans to make the whole site better for people to get around, there were some quick win options that could be pursued to tip the balance a little bit more in favour of alternative forms of transport.

2.3 The Joint Assembly had a long debate about the Cambourne to Cambridge A428 corridor scheme which had been flagged as 'Red' [delivery projected after target date] in the Transport Delivery Overview. A technical evaluation undertaken by the CPCA's consultants had ranked the alternative route compared with that proposed following the process conducted by the GCP in conformance with required Department for Transport process, as the same or inferior on all factors and it had not received support from the CPCA's Transport and Infrastructure Committee on 4th November. It was therefore agreed to ask the GCP Executive Board to determine the next steps for this project without further delay. The Assembly felt it was essential for there to be clarity on public policy on this large and important scheme.

2.4 Members did not engage in a re-run of previous debates on this matter, recognising whilst there was a difference of views, there was an established consensus amongst the majority in the public domain, as set out in the minutes of previous Joint Assembly meetings. The main issues emerging from the debate reflect the difference of views held by members and are summarised below:

- It was suggested that there had been far too much prevarication, which did no one any favours, not those who opposed the original route, or those supporting it. People who felt they might be affected by the proposals needed some certainty about plans which impacted on the environment they were living in and their homes.
- Discussions on East West Rail were progressing and there was a need to make sure we dovetailed into these proposals.
- The history of pauses and delays was unfortunate and it was disappointing that the CPCA had failed to agree an alternative route despite having held things up for eighteen months.
- Progressing work on the Environmental Impact Assessment was important to show what the impact of the proposed route was going to be and what measures could be put in place to mitigate this.
- There was a difference of views about what the next stage in the process should be with one member suggesting the original route, which had been subject to extensive consultation, should progress and others urging a comparison of alternatives. While it was noted that there was a prescribed process to be followed, which did not include the examination of alternatives as this was fulfilled at an earlier stage of scheme development, this did not necessarily mean it could not be done.
- Some members suggested it was important that the process was fair and assessed all options, and should reassure those concerned that the next steps will not be rushed. There was a need to be clear that this was not the

end and there would be an opportunity for more consultation and further time before the final route would be decided.

- It was important to acknowledge there were a wide range of opinions and some very real concerns and complexities associated with this project. The Executive Board shouldn't just ignore this simply because the CPCA didn't get it quite right in terms of what they were bringing forward. It was for the Executive Board to propose a way forward out of this impasse and that needed to focus on the process to address these concerns and also move us on from complete stasis.
- It was suggested that the Executive Board should be mindful of the consistent and effective opposition to the current route, which hadn't gone away. It would not be productive for the Executive Board to progress this project simply looking at the original route, ignoring the opposition and what happened with the Mayor.
- In response to the suggestion outlined above, it was pointed out that extensive work had already gone into considering options and it was unlikely that further work would result in a more suitable alternative. It would be unfair to start talking about the possibility of there being other options raising people's hopes and expectations.

2.5 Commenting on other transport matters, concern was raised about diversions in place as a result of the Histon Road scheme and the fact that the overhead gantries on the A14 advised motorists to come off at the Histon Road junction to get to Cambridge and other roadside signage was poor. This was causing major issues on the road network in the North of the City. Recalling earlier conversations about the potential impact of the Histon Road scheme on students travelling to Hills Road and Long Road colleges, one member hoped that work could be completed before moving on to a post Covid situation to minimise the impact on students who had already suffered as a result of Covid. In response to a question about the County Council's review of residents' parking schemes it was noted this was due to commence in the early part of 2021 and that GCP officers expected to be involved in that review, with the provisional outcome being reported to the Joint Assembly and Executive Board.

2.6 With reference to Transport issues generally the potential implications of the Heathrow third runway decision earlier in the year were noted. While this was particularly relevant to carbon heavy major road schemes if would nevertheless impact on the GCP schemes.

3. GCP Future Investment Strategy

3.1 The Joint Assembly had a wide ranging debate about the Future Investment Strategy, focussing in particular on the additional areas for potential investment. While there was general support for further investment in cycling schemes and zero emission buses, there was widespread concern about plans to fund this by reducing planned expenditure on improving public transport services. The proposed reduction was around two thirds of the £75m budget, which was a significant reduction. There was clearly a case for seizing the chance to secure some short term gains during Covid, many of which had longer term benefits too. But this shouldn't mean writing off the ability to make an equally fundamental change for public transport. Members agreed to support the proposals in the report, but also ask the Executive Board to identify how the £50m reduction in provision for

improved public transport can be made good if and when we get to a position where this is needed for longer term improvements.

3.2 With reference to cycling generally it was key to understand why people didn't cycle so steps could be taken to address these concerns. It was acknowledged that the GCP had a role in supporting the County Council's work on encouraging/getting people used to cycling. Commenting on plans to fill gaps in the cycling network, it was suggested that gaps had been left by some GCP schemes and when planning future schemes it was important to make sure this did not happen. An example was Arbury Road where the cycle lanes petered out as at the narrow part of the road. Mitcham's Corner was another area where this could be an issue. When considering schemes it was essential to make sure we didn't create a situation where people come to a juddering halt because they don't know where to go, or feel the onward route is dangerous.

3.3 It was suggested that plans to introduce a limited number of electric buses could have a lesser impact on air quality in a shorter timeframe than working with Stagecoach and other operators to achieve 'Euro 6' emission standards.

3.4 Commenting on the GCP's role in support of sustainable growth in the area and reducing congestion, one member questioned whether enough was being done to improve or increase the interchange opportunities for people to access the excellent network that was being developed. It was really important to make it easy for people to swap and continue their journey either cycling, walking, or by bus into the City centre or around it. This was critical given the significant level of planned growth in and around Greater Cambridge.

3.5 It was noted that the Greater Cambridge area faced a range of challenges as it grows, including issues with utility provision (particularly energy and water capacity issues) and that this would be kept under review. Water issues were a major issue in the area and were regularly highlighted as a potential constraint. It was noted that it may not be possible for the GCP to lead on this, but there was a role for it in making sure that this continues to be highlighted and that action is taken by the appropriate body. There was a clear need for urgent action to address what was becoming an increasingly urgent issue.

4. Public Transport Improvements and City Access Strategy

4.1 The Joint Assembly was disappointed at the lack of progress with the City Access Strategy. While members welcomed the content of the report and its detail on evidence and the pros and cons of potential interventions, it was noted that there were no specific recommendations. The Joint Assembly was supportive of the intentions, but there was concern that a lot of time was being spent considering short term measures, some of which were brilliant, while fighting shy of getting to the big decisions. Members recalled the feedback from the Citizens' Assembly urging decision makers to be 'bold' and with that in mind it was agreed to ask the Executive Board to take decisive action to progress this Strategy.

4.2 It was suggested that the GCP had a role to play in shaping the way communities emerged from the pandemic and the public seemed receptive to change. It was important to recognise there was a narrowing window of opportunity to do this. If we failed to capitalise on the public mood there was a risk we would end up having

to be very reactive to trends that set in again. It was suggested that it may be appropriate to prepare a set of medium term 'post-Covid' measures. Things could move forward very quickly with advances in vaccines and it was important to be ready to respond to changing circumstances. Noting that currently the number of people using cars and other vehicles was almost up to pre-Covid levels, while the use of cycling and walking was only at 50% of what it was, a key element of this medium term strategy should be working with the bus operators to get people back on the buses.

5. Greater Cambridge Citizens' Assembly: One-Year on Report

5.1 The Joint Assembly endorsed the draft Citizens' Assembly One-Year on report and commended it to the Executive Board for approval. Members did not discuss the detail in the report as much of this had been covered in the discussion on other items on the agenda.

6. Greenways: Haslingfield

6.1 The Joint Assembly supported the Haslingfield Greenways proposals and thanked officers for their work on this and the other Greenway schemes. It was noted that the Haslingfield route, particularly the section from Grantchester into Newnham had changed significantly from the initial consultation and officers had worked hard to find solutions to issues raised as part of this process. The response to questions from the equestrian community was welcomed.

6.2 Commenting on the detail of the scheme, it was suggested that there were remaining issues about what happens when the Greenway joined Barton Road and what happened on Barton Road as it comes into Cambridge. Specific questions were asked of the scheme including the design of the footbridge over the M11 Bridge and safety considerations about the crossing on Grantchester Road.

Background Papers

Source Documents	**Location**
None	N/A

Agenda Item No. 7

Quarterly Progress Report

Report to: Greater Cambridge Partnership Executive Board

Date: 10th December 2020

Lead Officer: Niamh Matthews – Head of Strategy & Programme, GCP

1. Background

1.1 The Quarterly Progress Report updates the Executive Board on progress across the Greater Cambridge Partnership (GCP) programme.

2. Recommendations

2.1. The Executive Board is recommended to note progress across the GCP programme.

3. Joint Assembly Feedback

3.1. On Skills, members noted the success of the current provision in connecting young people with employers. It was also noted that the data on apprenticeship starts until September was positive, although members asked for an update including figures from September onwards as soon as possible to understand any impact of Covid-19 on local start rates. Updated data is contained within this paper, at section 8.

3.2. On Smart, there was a detailed discussion on the need to improve wayfinding provision, particularly in relation to: social distancing requirements; the opportunity to redirect footfall from the station via Mill Road; difficulties navigating the Cambridge Biomedical Campus (CBC). Officers noted various actions on these points (particularly that footfall from the station is now being redirected via Mill Road) and will continue to work with partners to improve wayfinding across the area.

3.3 On Transport, the Assembly held an in-depth discussion on the Cambourne to Cambridge project. The feedback from this discussion is reflected in item 8 of this meeting agenda. Members also asked specific questions in relation to a range of other transport projects. In particular, members urged that the GCP should continue to consider the net-zero implications of all schemes (alongside the impacts of Covid-19 and other relevant factors).

4. 2020/21 Programme Finance Overview

4.1 The table below gives an overview of the 2020/21 budget and spend as of 31st October 2020:

Funding Type	**2020/21 Budget (£000)	Expenditure to Oct 20 (£000)	Forecast Outturn (£000)	Forecast Variance (£000)	Status*		
					Previous	Current	Change
Infrastructure Programme Operations Budget	38,832	16,144	39,129	+297	A	A	↔

* *Please note: RAG explanations are at the end of this report.*

** *2020/21 Budget includes unspent budget allocations from the 2019/20 financial year, in addition to the allocations agreed at the February 2020 Executive Board.*

Key: R = Red, A = Amber, G = Green – see end of paper for RAG explanations.

5. Impact of Covid-19 on the GCP Programme

5.1 As discussed by the Executive Board in June and October 2020, it is difficult to predict the full impact that Covid-19 will have on the delivery of the GCP programme, as significant uncertainties remain e.g. around the impact that any further social distancing measures may have on scheme delivery.

5.2 However, the table below identifies new emerging impacts (e.g. delays, and anticipated changes) on the programme and provides references to further discussion throughout this paper, where applicable

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Workstream	Project	Impacts	Paragraph Reference
Housing	N/A	N/A	N\A
Skills	Greater Cambridge Apprenticeship Service	Risks around job market stability, student disengagement in career planning activities, collecting destination information for 2020 school leavers.	8.6
		Limited apprenticeship opportunities in some sectors.	8.6
Smart	T-CABS (C-CAV3 Autonomous Vehicle Project)	Lockdown 2 means mapping activity is put on hold until 03/12.	12.1
	Mill Road Bridge Closure: Ongoing Data Analysis	Analysis of data made more difficult by the impacts of the pandemic.	12.4
Transport	Waterbeach to Cambridge	Consultation underway in line with	14.5

		Government restrictions.	
	Eastern Access	Consultation underway in line with Government restrictions.	14.6
	Histon Road	Work continues. Potential delays if measures tightened.	14.9
Economy and Environment	Greater Cambridge implementation of the Local Economic Recovery Strategy (LERS)	Officers working with local partners to align delivery of local action to the pillars of the LERS.	15

Housing and Strategic Planning

"Accelerating housing delivery and homes for all"

Indicator	Target	Timing	Progress/ Forecast	Status		
				Previous	Current	Change
Housing Development Agency (HDA) – new homes completed	250	2016 - 2018	301	Scheme Complete		
Delivering 1,000 additional affordable homes**	1,000	2011-2031	840 (approx.)	A	A	↔

** *Based on housing commitments as included in the Greater Cambridge Housing Trajectory (April 2020) and new sites permitted or with a resolution to grant planning permission at 30 September 2020 on rural exception sites, on sites not allocated for development in the Local Plans and outside of a defined settlement boundary.*

Key: R = Red, A = Amber, G = Green – see end of paper for RAG explanations.

6. Housing Development Agency (HDA) Completions

6.1 The indicator for "Housing Development Agency (HDA) – new homes completed" has now been marked as complete. This reflects that the new homes directly funded by the Greater Cambridge Partnership have all been completed. 301 homes were completed across 14 schemes throughout Greater Cambridge.

6.2 Both Cambridge City Council and South Cambridgeshire District Council are continuing to deliver more new homes in Greater Cambridge over the next five years. This delivery is funded by various sources, including £70m funding via the Cambridgeshire and Peterborough Devolution Deal for the City Council programme. The GCP will continue to work with partners to explore additional opportunities to unlock further affordable housing.

7. Delivering 1,000 Additional Affordable Homes

7.1 The methodology, agreed by the Executive Board for monitoring the 1,000 additional homes, means that only once housing delivery exceeds the level needed to meet the Cambridge and South Cambridgeshire Local Plan requirements (33,500 homes between 2011 and 2031) can any affordable homes on eligible sites be counted towards the 1,000 additional new homes.

7.2 The Greater Cambridge housing trajectory published in April 2020 shows that it is anticipated that there will be a surplus, in terms of delivery over and above that required to meet the housing requirements in the Local Plans, in 2021-2022. Until 2021-2022, affordable homes that are being completed on eligible sites are

contributing towards delivering the Greater Cambridge housing requirement of 33,500 dwellings.

7.3 Eligible homes are "*all affordable homes constructed on rural exception sites and on sites not allocated for development in the Local Plans and outside of a defined settlement boundary*".

7.4 The table above shows that on the basis of known sites of 10 or more dwellings with planning permission or planning applications with a resolution to grant planning permission by South Cambridgeshire District Council's Planning Committee, approximately 840 eligible affordable homes are anticipated to be delivered between 2021 and 2031 towards the target of 1,000 by 2031. In practice this means that we already expect to be able to deliver 84% of the target on the basis of currently known sites.

7.5 Anticipated delivery from the known sites has been calculated based on the affordable dwellings being delivered proportionally throughout the build out of each site, with the anticipated build out for each site being taken from the Greater Cambridge Housing Trajectory (April 2020) or from the Councils' typical assumptions for build out of sites (if not a site included in the housing trajectory). When actual delivery on these known sites is recorded, more or less affordable dwellings could be delivered depending on the actual build out timetable of the affordable dwellings within the overall build out for the site and also depending on the actual delivery of the known sites compared to when a surplus against the housing requirements in the Local Plans is achieved.

7.6 Although anticipated delivery is below the target of 1,000 affordable dwellings by 2031, the latest housing trajectory shows that 37,970 dwellings are anticipated in Greater Cambridge between 2011 and 2031, which is 4,470 dwellings more than the housing requirement of 33,500 dwellings. There are still a further 11 years until 2031 during which affordable homes on other eligible sites will continue to come forward as part of the additional supply, providing additional affordable homes that will count towards this target. Historically there is good evidence of rural exception sites being delivered (around 40 dwellings per year) and therefore we can be confident that the target will be achieved.

Skills

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

Indicator	Target (to March 2021)	Progress (23/11/20)	Status		
			Previous	Current	Change
Number of people starting an apprenticeship as a result of an Apprenticeship Service intervention.	420	373	G	G	↔
Number of new employers agreeing to support an apprenticeship scheme.	320	374	G - Met		↔
Number of schools supporting new, enhanced apprenticeship activity.	18	25	G - Met		↔
Number of students connected with employers.	7,500	10,078	G - Met		↔

Progress data from the start of the contract in March 2019, up to 23rd November 2020.

Key: R = Red, A = Amber, G = Green – see end of paper for RAG explanations.

8. Update on the GCP Apprenticeship Service

8.1 The GCP Apprenticeship Service, delivered over two years, has now been operating for seven quarters.

8.2 Monitoring data for the four service KPIs is outlined in the table above. Data is reported as of November 2020 (with data outstanding from one training provider for Q7 i.e. September 2020). It shows that:

- Three targets for the whole contract have been met within the first 20 months of delivery.
- The service has delivered 89% of its target for people starting an apprenticeship as a result of its interventions.
- The number of apprenticeship starts recorded in September 2020 is over 40% lower than the number recorded in September 2019 (not including starts from the training provider which has not yet reported for September 2020). Officers will verbally present any subsequent update on this number at the Executive Board meeting.

8.3 Form the Future's (FtF's) careers advice team has been actively monitoring the availability of apprenticeship jobs in order to accurately inform young people and their parents about the labour market in light of Covid-19. Since the resumption of the school year in September, FtF has held six events facilitating an additional 723 student-employer engagements and the service continues to offer one-to-one services to candidates.

8.4 FtF continue to adapt service delivery in light of the pandemic. This includes operating virtual meetings with employers; 139 meetings were held with potential

apprentice employers over August, September and October 2020. In addition to these meetings, FtF has been providing support to small employers with registering to claim additional incentive payments for apprenticeships (in light of the Government response to Covid-19), with 81 employers having received this support to date.

8.5 The Service is currently working with 25 schools who have agreed to support enhanced apprenticeship activity. Schools have welcomed the blended approach taken by the Service, including online live delivery, resources to be used in lesson planning and other independent working resources. FtF has also recently created a website to provide post-16 options for students and parents and held an apprenticeships event in November, supported by 12 different apprenticeship employers including Amazon, Aveva, the NHS and WSP.

8.6 FtF has observed that the profile of opportunities available has been affected by Covid-19, citing that some industries (e.g. catering and hospitality and Early Years) appear to be reluctant to take on the usual number of apprentices for this time of year. In addition to this specific insight, previous risks around re-engaging students who are at risk of disengaging in careers guidance activities and the general instability in the labour market remain significant.

9 Additional Careers Advisors

9.1 In the September/October 2020 meeting cycle, the Executive Board agreed an extension to the GCP Apprenticeship Service which will see an additional two careers advisors being recruited as part of the GCP Apprenticeship Service. Evidence for this additional support was presented as part of a RAND Europe report [1] (part funded by the GCP) which outlines a lack of good quality careers advice locally. In light of the evidence in the report and the likelihood that these issues will be exacerbated by the impact of Covid-19, the GCP Skills Working Group were particularly keen that the Joint Assembly and Executive Board were presented with this option for decision.

9.2 FtF has now recruited to both the additional careers advisor posts. The Career Advisors will be working to support those in the greatest need, through 1-2-1 provision of careers guidance as well as a series of group training sessions covering various topics such as producing a CV, interviewing and using social media to assist in job searching.

10 Investment in Skills Project led by the New Meaning Foundation

10.1 At the October 2020 Executive Board, the Board agreed to fund a proposal submitted by the New Meaning Foundation, which would support the following:

A. Immediate training of 12 people – £76k funding request from the GCP to support the immediate training, in Waterbeach, of 12 trainees in basic construction skills with the potential to gain qualifications in English, Maths, ICT and Employability up to level 2. The New Meaning foundation started the

[1] https://www.rand.org/pubs/research_reports/RR4491.html

trainee programme in late November and already have enough orders/work to provide 12 months of work to the 12 trainees. This could be increased if there is further demand. As presented to the Executive Board in October, skills and training of this nature is not currently available within Greater Cambridge.

B. A dedicated training centre – Start-up funding of £105k to set up a dedicated training scheme and construction centre in Greater Cambridge. The Centre will support those with special needs and who would otherwise not be considered work ready. The purpose is to ensure the training model remains sustainable and can continue to be rolled out following the completion of training by the initial 12 trainees. Beyond the initial phase of operation, the centre will have the capacity for up to 24 trainees per annum. After start-up costs are met, the training centre will be sustainably funded through the production and sale of the Modern Methods of Construction units the Centre is designed to construct. There are also a number of other local projects currently underway that will help to sustain the viability of the Centre.

10.2 Following the approval from the Executive Board, officers have been working with the New Meaning Foundation to progress a formal grant agreement which has now been signed. As indicated in point A above, the trainees have now started on the programme in Waterbeach.

11. Future Skills Contract

11.1 The GCP's current contract with FtF and Cambridge Regional College is due to end at the end of March 2021. In the September/October 2020 GCP meeting cycle, the Executive Board agreed to go out to procurement for a new contract, to begin in April 2021, with a wider and revised scope than the existing contract. As reported, the wider scope for this new work was drawn up as a response to the currently known impacts of Covid-19. It was agreed that the value of the contract will be up to £2m and the period of the contract be four years. This effectively doubles both the time and investment that the GCP offers in its current work on skills.

11.2 Following this approval, officers have been working to progress a procurement process which launched on the 11th November and closes on the 14th December. Should the response from the market be adequate, the new work will be operational by April 2021. Given the current contract comes to an end in March 2021, this will avoid a gap in GCP skills provision.

11.3 Officers will report back to the Joint Assembly and Executive Board on progress with the procurement during the next meeting cycle.

Smart Places

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

12. Smart Programme Overview

Project	Target Completion Date	Forecast Completion Date	Status		
			Previous	Current	Change
T-CABS (CCAV3 Autonomous Vehicle Project)	Dec 2020	Mar 2021	A	A	↔
Digital Wayfinding – Procurement and Installation	Jun 2021	Jun 2021	G	G	↔
ICP Development – Building on the Benefits	Mar 2021	Mar 2021	G	G	↔
Mill Road Bridge Closure: Ongoing Data Analysis	Oct 2020	Dec 2020	G	A	↓
Data Visualisation – Phase 2	Mar 2021	Mar 2021	G	A	↓
Digital Twins Phase One	Complete				
New Communities Phase One *(Extended)*	Jun 2020	Mar 2021	G	G	↔
Smart Signals – Phase One	Mar 2021	Mar 2021		G	-
Strategic Sensing Network – Phase One	Mar 2021	Mar 2021		G	-

Progress reported up to 23rd November 2020

Key: R = Red, A = Amber, G = Green – see end of paper for RAG explanations.

12.1 T-CABS (C-CAV3 Autonomous Vehicle Project)

This quarter has seen significant progress towards the start of the trial. Approval of the revised route at West Cambridge has been granted by the relevant University committees and storage facilities for the vehicles have been identified and secured. The first shuttle was brought to the site in October 2020.

The Model Site Specific Safety Case (MSSSC) which looked at the regulatory frameworks and legislation around autonomous vehicle trials and the risk assessments of the trial sites, has been completed by our consultants at WSP. The Risk Management Group has been provided with copies of these documents as well as a short presentation highlighting the findings. The MSSSC has also provided the basis against which the vehicle and operating domain safety cases provided by RDM have been reviewed. This meeting took place remotely in early October, with experts from WSP attending to provide the project team with confirmation that the safety case documents were of a satisfactory standard. The safety cases have been signed off, meaning that the first stage of the trials has approval to start.

The first stage is to map the route. This will be carried out under manual driver control and was started on 3rd November. RDM Group have made the decision that the engineers required to carry out this task should not travel from their home locations in Coventry to attend site during this lockdown period and therefore the mapping work will not now be completed until after lockdown. When the mapping has been completed, the vehicle will begin travelling along the route in autonomous mode. A two person safety team will be on-board at all times, with the ability to immediately take manual control of the vehicle if required. Stakeholders at the site have been made aware of the trials starting and further information will continue to be made available to them as the trials are re-planned as a result of the lockdown.

12.2 **Digital Wayfinding – Procurement and Installation**

A number of quick win solutions have been identified and are their feasibility is being investigated, with implementation planned by December 2020. Potential quick wins include updated signage on the wayfinding totem and a new map identifying walking routes to the city centre via either Station Road or Mill Road (note: since the preparation of this report the revised map showing walking routes to the city centre has been completed). Discussions are ongoing regarding Section 106 funding and once completed a clearer timeline for delivery will be available.

Engagement with Cambridge Biomedical Campus regarding wayfinding remains a topic of work as the delivery of their services begins to stabilise. Work will be re-established as and when it is appropriate via the Travel and Transport Group.

12.3 **ICP Development – Building on the Benefits**

The team continue to review and undertake a range of activities to build on the benefits of the ICP Development, including:

- Exploring the possibility of Smart Panels being available via the desktop.
- Extension of APIs to accommodate future datasets.
- Investigation of the energy panel.
- Improving quality of bus data and journey time predictions.
- Continuing the support and maintenance of Smart Panels and the Pocket Panel.

In addition, an interactive tool was developed during the last quarter. Final testing is currently being completed after which it will be published at smartcambridge.org. The tool provides a map from which users can select a zone within the city and identify the average speed at which vehicles within that zone are travelling. It is then possible to identify the average speed being achieved between two specific sensors within that zone. As the tool makes use of real-time data from our Bluetooth sensors, it is possible to view speed information for the current day, or to select a date in the past and view historic information.

12.4 **Mill Road Bridge Closure: Ongoing Data Analysis**

Work on the final report to close out this project has been initiated, however as previously highlighted the considerable change in travel patterns as a result of the

pandemic means the extraction of comparisons and analysis are not as straight forward as originally anticipated. The team will continue to work on the report, but have agreed with the communications teams (GCP and Cambridgeshire County Council) that publication will be delayed until the end of December 2020. This is to ensure the engagement and consultation regarding the Mill Road through route closure, which started 9th November, is not interrupted.

12.5 **Data Visualisation – Phase 2**

As reported last quarter, the GeoSpock platform has been upgraded, with a number of interfaces being more readily available. In order to achieve the best value from this, training in PowerBI has been arranged for officers (including colleagues in the Cambridgeshire County Council Business Intelligence team) to ensure they are able to analyse, visualise and share insights from our data more effectively. This took place in October. Further training on the use of the new features in the GeoSpock platform was then completed during November.

As a result of the completion of the training courses, the work packages for the remainder of the year will be revisited and updated as appropriate.

12.6 **Digital Twins – Phase 1**

The report summarising the findings from our study and secondment with the Centre for Smart Infrastructure and Construction (CSIC) has now been published on our website[2]. This report focuses on different groups of stakeholders and what value and uses they perceive for a digital twin. The study also investigated the feelings of stakeholder groups towards data collection, sharing and analysis. The importance of understanding these topics increases with the recognition that data capture is critical to understanding the impact of schemes and movements around the city.

The secondment with CSIC has now completed and the outcomes of this work will continue to be used to provide input to strategy and implementation decisions across the GCP partners. This is already in progress, as we are currently working with colleagues in the Greater Cambridge Shared Planning Service (GCSPS) looking at the use of digital twins to support the NE Cambridge development.

12.7 **New Communities – Phase 1 (Extended)**

In addition to work with Urban and Civic and discussions with partners in the GCSPS regarding a digital twin for North East Cambridge (see section 12.6), we have also engaged with the Northstowe development, exploring how smart technology can help to deliver, monitor or enhance the coming stages of the development. Discussions covered both residential solutions and those that could be of particular benefit to the Enterprise Zone planned for the town. Areas of focus have included connectivity of the area, both digitally (through solutions such as fibre

[2] https://www.connectingcambridgeshire.co.uk/wp-content/uploads/2020/10/CBC-City-Digital-Twin-Experiment.pdf

provision and 5G) and physically (by investigating the potential that micro-mobility solutions could offer to residents, improving their first/last mile travel choices and providing a feasible alternative to the private car).

12.8 **Smart Signals – Phase 1: Procurement and Installation**

Smart officers are leading a project to trial an innovative traffic signal control method utilising the latest sensor technology, to optimise traffic signal timings. The intelligent sensors are capable of classifying and counting multiple types of road users, using an algorithm to process this information and feed it in to the traffic signal controller to improve responses to changing traffic flows.

Amongst other objectives, the trial will look to understand the ability of such a solution to prioritise and reduce delays for various sustainable modes of transport at individual or multiple junctions, and how traffic flow through junctions can be improved.

The project will produce a final report detailing a number of results, including: the performance of this solution against traditional methods; the benefits of deploying the solution; guidance on the appropriate use of the technology.

This report will also allow the GCP to better understand the coordination and flow of the wider network and potentially to prioritise sustainable modes (such as public transport and cycling), reducing delays and leading to a better service, encouraging modal shift.

Phase one of the work is in progress; the procurement process has been completed and a kick-off meeting has been held with the successful bidder (Vivacity Labs). This project focuses on installation of the trial solution at four junctions in Cambridge (the Robin Hood junction at Cherry Hinton Road/Queen Edith's Way, and junctions at Hills Road/Brooklands Avenue, Hills Road/Cherry Hinton Road and Cherry Hinton Road/Clifton Road) by the end of March 2021.

12.9 **Strategic Sensing Network – Phase 1: Scoping and Procurement**

Smart are leading on the procurement of a strategic sensing network that would provide classified vehicle counts, cycle counts and pedestrian counts to support the wider GCP programme. To ensure maximum value from the network, we are engaged with Cambridgeshire County Council and the Cambridgeshire and Peterborough Combined Authority (CPCA) to ensure the network meets their data requirements and to develop a co-funding model. Work is also ongoing looking at the data infrastructure and tools needed to ensure that officers can access and use the data.

Transport

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

13. Transport Delivery Overview

13.1 The table below gives an overview of progress for ongoing projects. For an overview of completed projects, including their relation to ongoing projects, please refer to Appendix 1.

Project		Current Delivery Stage	Target Completion Date	Forecast Completion Date	Status		
					Previous	Current	Change
Cambridge Southeast Transport Study (formerly A1307)		Construction / Design	2024	2024	G	G	⟷
Cambourne to Cambridge / A428 Corridor		Paused	2024	2024	R	R	⟷
Waterbeach to Cambridge		Early Design	2027	2027	G	G	⟷
Eastern Access		Early Design	2027	2027	G	G	⟷
Milton Road		Design (Reprofiled)	2023	2023	G	G	⟷
City Centre Access Project		Design	2020	2021 (Design only)	A	A	⟷
Chisholm Trail Cycle Links	Phase 1	Construction	2020	2021	A	A	⟷
	Phase 2	Construction	2022	2022	G	G	⟷
Cross-City Cycle Improvements	Fulbourn / Cherry Hinton Eastern Access	Construction / Complete	2019	2020	A	A	⟷
	Links to East Cambridge and NCN11/ Fen Ditton	Construction / Complete	2019	2020	A	A	⟷
Histon Road Bus Priority		Construction	2022	2021	G	G	⟷
West of Cambridge Package		Design	2021	2022	A	A	⟷
Residents Parking Implementation		Implementation / Paused	2021	2021	R	R	⟷
Waterbeach Greenway		Project Initiation	2024	2024	G	G	⟷
Fulbourn Greenway		Project Initiation	2024	2024	G	G	⟷
Comberton Greenway		Project Initiation	2025	2025	G	G	⟷
Melbourn Greenway		Project Initiation	2025	2025	G	G	⟷
St Ives Greenway		Project Initiation	2023	2023	G	G	⟷

Continued Overleaf

Barton Greenway	Project Initiation	2025	2025		G	-
Bottisham Greenway	Project Initiation	2025	2025		G	-
Horningsea Greenway	Project Initiation	2025	2025		G	-
Sawston Greenway	Project Initiation	2025	2025		G	-
Swaffhams Greenway	Project Initiation	2025	2025		G	-
Madingley Road (Cycling)	Design	2022	2022	G	G	⟷

Key: R = Red, A = Amber, G = Green – see end of paper for RAG explanations.

13.2 Whilst the forecast completion dates captured above include the likely impacts of Covid-19 to the extent which they are currently known, it should be noted that considerable uncertainty remains e.g. over the length and extent of social distancing measures over the rest of 2020 and early 2021, and the impact of those on construction works.

14. 2020/21 Transport Finance Overview

14.1 The table overleaf contains a summary of the expenditure to October 2020 against the budget for the year.

Project	Total Budget (£000)	2020-21 Budget (£000)	2020-21 Forecast Outturn Oct 20 (£000)	2020-21 Forecast Variance Oct 20 (£000)	2020-21 Budget Status		
					Previous	Current	Change
Cambridge Southeast Transport (formerly A1307)	147,935	12,945	12,945	0	A	G	↑
Cambourne to Cambridge / A428 corridor	157,000	4,500	1,600	-2,900	G	G	↔
Waterbeach to Cambridge	52,600	236	236	0	G	G	↔
Eastern Access	50,500	532	532	0	G	G	↔
West of Cambridge Package	42,000	1,817	5,465	+3,648	A	A	↔
Milton Road Bus, Cycle and Pedestrian Priority	23,040	116	300	+184	A	A	↔
Histon Road Bus, Cycle and Pedestrian Priority	10,000	7,209	7,209	0	G	G	↔
City Centre Access Project	9,888	2,290	1,600	-690	G	G	↔
Travel Hubs	700	100	75	-25	G	G	↔
Residents Parking Implementation	1,191	350	150	-200	G	G	↔
Chisholm Trail	14,269	3,710	3,710	0	G	G	↔
Greenways Quick Wins	3,079	0	0	0	G	G	↔
Developing 12 Cycling Greenways*	68,611	743	743	0	G	G	↔
Cross-City Cycle Improvements	11,266	306	306	0	G	G	↔
Madingley Road (Cycling)	170	170	450	+280	G	A	↓
Cambridge South Station	1,750	749	749	0	G	G	↔
Programme Management and Scheme Development	3,350	343	343	0	G	G	↔
Total	**597,349**	**36,116**	**36,413**	**+297**	A	A	↔

* *Figure for "Total Budget" includes 10 Greenways, up to and including those agreed on 1st October 2020, as outlined in 12.15. However, the profile of spend for those Greenways agreed in October 2020 is currently being developed. Therefore, all other columns only include data for the 5 Greenways agreed prior to October 2020.*

Key: R = Red, A = Amber, G = Green – see end of paper for RAG explanations.

14.2 The explanation for any variances is set out in the following paragraphs.

14.3 **Cambridge South East Transport Study (A1307)**

The current overall planned spend for 2020/21 for Cambridge South East is on budget at £12.945m.

14.4 **Cambourne to Cambridge (A428)**

An updated report on this scheme can be seen at item 8 of this agenda.

14.5 **Waterbeach to Cambridge**

The Strategic Outline Business Case for Waterbeach to Cambridge will be considered by the GCP Executive Board in June 2021. Current work involves identifying and evaluating options. Pre-consultation engagement has now been completed and consultation is underway. The spend profile is currently on target.

14.6 **Eastern Access**

The Strategic Outline Business Case for Eastern Access is currently due to be completed by the end of March 2021, with a view to consideration by the GCP Executive Board in June 2021. Current work involves identifying and evaluating options. Pre-consultation engagement has now been completed and consultation is underway. Further planning work is ongoing and once this has been completed, the spend profile will be updated.

14.7 **West of Cambridge Package**

As previously reported, this spend, relating to land purchase, was expected to occur in 2019/20; however, the exchange of funds was in fact completed in June 2020.

The scheme submitted a planning application in June. A decision is expected in early 2021. Workload associated with the project will increase as it progresses towards procurement of detailed design and construction.

14.8 **Milton Road Bus, Cycle and Pedestrian Priority**

To manage network capacity, construction of Milton Road has been delayed to coincide with the completion of the Histon Road works. The scheme remains in Detailed Design stage. As certain preparatory works (coring surveys and Ground Penetrating Radar surveys) have been brought forward, the outturn spend for this financial year is expected to be higher than originally forecast.

14.9 **Histon Road Bus, Cycle and Pedestrian Priority**

The scheme on Histon Road is under construction and is due to be completed in Summer 2021. The project remains on schedule to meet this timeline and therefore on target to spend against the budget profile for this year.

14.10 **City Centre Access Project**

This year's City Centre Access budget is being revised to take account of the experimental traffic management measures that are to be delivered by GCP in response to the Covid-19 pandemic. These will be funded from within this year's budget allocation.

14.11 **Travel Hubs**

Initial work on designing better bus access to Whittlesford Station has been paused until the initial findings from the strategic review of the A505 (Royston to Granta Park) study are available later in the year. Consequently, expenditure this year is expected to be concentrated in the second half of the financial year.

14.12 **Residents' Parking Implementation**

As the implementation of further Residents' Parking Schemes has currently been suspended, the focus this year is on the implementation of schemes approved prior to this suspension and reviewing previously installed schemes.

As a result of the suspension, an underspend of £200k is forecast this year.

14.13 **Chisholm Trail**

GCP officers are working with County Council officers to finalise apportionment costs associated with both Phase One of the project and the Abbey Chesterton Bridge.

14.14 **Greenways Quick Wins**

The programme of works for Greenways Quick Wins is substantially complete, with some minor works (at Rampton and Stourbridge Common/Riverside) due for completion as soon as possible within current government guidelines.

14.15 **Developing 12 Cycling Greenways**

The development work for the 12 Cycling Greenways is substantially complete. All consultations have been completed and no further spend is expected in the development phase.

The status of the 12 Cycling Greenways that have been developed through this work is as follows:

Status	**Greenway**	**Agreed Budget (Overall)**
Agreed February 2020	Waterbeach	£8m
	Fulbourn	£6m
Agreed June 2020	Comberton	£9m
	Melbourn	£6.5m
	St Ives	£7.5m
Agreed October 2020	Sawston	£9m
	Barton	£10m
	Swaffhams	£4.5m
	Bottisham	£5m
	Horningsea	£2.5m
On Agenda – December 2020	Haslingfield	
Progressed Through CSETS	Linton	

14.16 **Cross-City Cycle Improvements**

The 2020/21 budget for this project is £306k, for completion of works in Fen Ditton and on Fulbourn Road. The expenditure is anticipated to be on target.

14.17 **Madingley Road (Cycling)**

The 2020/21 budget for this project is £170k. Due to pre-design work on this scheme progressing quicker than originally expected, the outturn spend for this financial year is expected to be higher than originally forecast.

In June 2020, the Executive Board approved Option 2 through to final design. A detailed design process is ongoing to inform the future cost profile and overall project budget. A final scheme proposal will be presented to the Executive Board in 2021 for consideration.

14.18 **Cambridge South Station**

The 2020/21 budget for Cambridge South Station is £749k. The Department for Transport will draw down this contribution to the development phase within their project timescales.

14.19 **Programme Management and Scheme Development**

The 2020/21 budget for this project is £343k and the expenditure is anticipated to be on target.

Economy and Environment

15. Greater Cambridge Implementation of the Local Economic Recovery Strategy (LERS)

15.1 As discussed in the previous report to the Executive Board, the GCP has been working closely with partners to understand and address the economic impact of Covid-19. This includes significant work in partnership with the CPCA, including on the development of the LERS, the first draft of which was approved by the CPCA in September 2020. Officers have been working with local partners since to identify the elements of the LERS which can be addressed by local action and implement actions to address emerging challenges.

15.2 Firstly, in October 2020, the Executive Board allocated funding to the Centre for Business Research at the University of Cambridge to provide three sets of quarterly sectoral analyses across 2020 and 2021. These analyses will use employment and turnover data to give an in-depth insight into the strength of Greater Cambridge's unique local sectors. This approach will allow the GCP to effectively understand, represent and address the challenges posed to specific sectors within the local economy across the next 12 months, at a depth that far exceeds national-level projections. These insights will be fundamental to enable local partners to successfully deliver the 'pillars of delivery' in the LERS in Greater Cambridge.

15.3 The first data capture and analysis was completed at the end of November and is currently being finalised. This will provide a clear baseline of the growth trajectory of sectors in Greater Cambridge using available company data up to June 2020 (where available), aiding our understanding of the resilience of different sectors in the local economy. We may also begin to evidence some early indications of sectoral impacts. The November analysis will lay the groundwork for further data draws in February 2021 and June 2021 which will provide a more accurate review of the impact of Covid-19 specifically on the company employment and turnover data. These two data draws will be in addition to the February 2021 release of the annual Cambridge Cluster update. Officers have been able to secure funding from Cambridge Ahead to support the delivery of the February and June 2021 data draws, amounting to £4k, or around 15% of the total cost of the work.

15.4 More immediately, officers have engaged with colleagues at the Greater Cambridge local authorities to map local actions to respond to Covid-19 to the five 'pillars of delivery' in the LERS. The mapping exercise will be reviewed on a monthly basis and the resultant local implementation plan will be discussed at the next meeting of the Economy and Environment Working Group, as well as in other local member groups.

15.5 In particular, the GCP can have a significant impact on delivering the mission of the LERS against the "accelerating upskilling and retraining" pillar (including through the procurement of the new package of Skills interventions agreed by the Executive Board in October 2020) and the "accelerating a greener and more sustainable

economy” pillar (including through the delivery of the GCP programme and realisation of mode shift and environmental objectives).

15.6 Officers understand that the LERS will be subject to further review by the CPCA in January 2021, in particular to more clearly outline the evidence base associated with the objectives contained within the first version. Officers will continue to engage with colleagues across Cambridgeshire and Peterborough to support the development and delivery of the LERS.

16. Citizens' Assembly

16.1 The contributions of individual projects to the GCP's response to the Citizens' Assembly are contained in reports relating specifically to those items.

16.2 No new proposals are contained in this Quarterly Progress Report. However, the GCP continues to actively contribute to the Greater Cambridge approach to implementing the Covid-19 Local Economic Recovery Strategy (LERS) for Cambridgeshire and Peterborough. The LERS contains five 'pillars of delivery', including pillars which relate to a "greener and more sustainable economy". As identified in 13.5, the delivery of the GCP transport programme and its objectives around sustainable transport will support the delivery of this pillar, which in turn aligns with environmental aspects of the Citizens' Assembly's vision for transport in the area.

17. Financial Implications

17.1 This report includes an overview of the in-year financial forecasts against budgets.

17.2 At a strategic level the GCP has agreed to over-programme. Planned over-programming in this way is in place to provide future flexibility in programme delivery. The current over-commitment is £108m (and will increase to £128m if the Executive Board approves the Future Investment Strategy, Haslingfield Greenway and City Centre Access reports). This also assumes that GCP will be successful in passing the second Gateway Review and will receive the third tranche of funding (£200m).

17.3 The over-commitment (as detailed above) presented to the Joint Assembly did not account for a previously agreed budget increase of £7.2m to the Cambridge South East Transport Study (agreed by the Executive Board in June 2020). Following an additional budget reconciliation exercise, this has now been corrected. Relevant papers for this Executive Board meeting have been updated accordingly.

Have the resource implications been cleared by Finance? Yes
Name of Financial Officer: Sarah Heywood

List of Appendices

Appendix 1	GCP Completed Transport Projects
Appendix 2	Executive Board Forward Plan

Background Papers

Source Documents	**Location**
None	

Appendix 1: GCP Completed Transport Projects

Project		Completed	Output	Related Ongoing Projects	Outcomes, Monitoring and Evaluation
Ely to Cambridge Transport Study		2018	Report, discussed and endorsed by GCP Executive Board in February 2018.	Waterbeach to Cambridge	
A10 Cycle Route (Shepreth to Melbourn)		2017	New cycle path, providing a complete Cambridge to Melbourn cycle route.	Melbourn Greenway	
Cross-City Cycle Improvements	Hills Road / Addenbrookes Corridor	2017	Range of improvements to cycle environment including new cycle lanes.	Cross-City Cycling	
	Arbury Road Corridor	2019	Range of improvements to cycle environment including new cycleway.	Cross-City Cycling	Impact evaluated by SQW in 2019 as part of GCP Gateway Review.
	Links to Cambridge North Station and Science Park	2019	Range of improvements to cycle environment including new cycle lanes.	Cross-City Cycling	Impact evaluated by SQW in 2019 as part of GCP Gateway Review.
Greenways Quick Wins		2020	Range of cycle improvements across Greater Cambridge e.g. resurfacing work, e.g. path widening etc.		

Greenways Development	2020	Development work for 12 individual Greenway cycle routes across South Cambridgeshire.	All Greenways routes	
Cambridge South Station Baseline Study (Cambridgeshire Rail Corridor Study)	2019	Report forecasting growth across local rail network and identifying required improvements to support growth.	Cambridge South Station	
Travel Audit – South Station and Biomedical Campus	2019	Two reports: Part 1 focused on evidencing transport supply and demand; Part 2 considering interventions to address challenges.	Cambourne to Cambridge; CSETS; Chisholm Trail; City Access; Greenways (Linton, Sawston, Melbourn)	

Appendix 2: Executive Board Forward Plan of Key Decisions

Notice is hereby given of:

- Decisions that that will be taken by the GCP Executive Board, including key decisions as identified in the table below.
- Confidential or exempt executive decisions that will be taken in a meeting from which the public will be excluded (for whole or part).

A 'key decision' is one that is likely to:

a) Result in the incurring of expenditure which is, or the making of savings which are, significant having regard to the budget for the service or function to which the decision relates; and/or

b) Be significant in terms of its effects on communities living or working in the Greater Cambridge area.

Executive Board: 10th December 2020	**Reports for each item to be published 30th November 2020**	**Report Author**	**Key Decision**	**Alignment with Combined Authority**
GCP Quarterly Progress Report	To monitor progress across the GCP work streams, including financial monitoring information.	Niamh Matthews	No	N/A
Better Public Transport: Cambourne to Cambridge	To provide an update on the CPCA's alternative route proposals and agree next steps.	Peter Blake	Yes	CA Local Transport Plan
Public Transport Improvements and City Access Strategy	To provide an update on the city access project, and to consider options for long-term packages of measures in the post-covid context.	Isobel Wade	Yes	CA LTP Passenger Transport / Interchange Strategy
Future Investment Strategy	To consider a revised Future Investment Strategy.	Isobel Wade	Yes	CA LTP Passenger Transport / Interchange Strategy
Citizens' Assembly	To consider a report on the GCP's response, one-year-on from receiving the Citizens' Assembly report.	Isobel Wade	No	CA LTP Passenger Transport / Interchange Strategy

Greenways Schemes: Haslingfield	To consider plans for the next phase of Greenway Schemes.	Peter Blake	Yes	CA LTP Passenger Transport / Interchange Strategy
Executive Board: 18th March 2021	**Reports for each item to be published 8th March 2021**	**Report Author**	**Key Decision**	**Alignment with Combined Authority**
Whittlesford Station Transport Infrastructure Strategy	To receive an update on further stakeholder engagement, early outcomes from the A505 multi-modal study and discussions on future bus services, and consider initial design work and costings for improved bus access infrastructure.	Peter Blake	Yes	CA LTP Passenger Transport / Interchange Strategy
GCP Quarterly Progress Report	To monitor progress across the GCP work streams, including financial monitoring information and a recommendation to appoint a new provider to deliver additional work on skills and training in Greater Cambridge.	Niamh Matthews	No	N/A
Executive Board: 1st July 2021	**Reports for each item to be published 21st June 2021**	**Report Author**	**Key Decision**	**Alignment with Combined Authority**
GCP Quarterly Progress Report	To monitor progress across the GCP work streams, including financial monitoring information.	Niamh Matthews	No	N/A
Cambridge South West Travel Hub	To consider the full business case and request permission to progress to the construction phase.	Peter Blake	Yes	CA LTP Passenger Transport / Interchange Strategy

Cambridge South East Transport Scheme	To endorse the Environmental Impact Assessment and proposed planning and consents process for the scheme and agree to submit the relevant applications.	Peter Blake	Yes	CA LTP Passenger Transport / Interchange Strategy
Better Public Transport: Waterbeach to North East Cambridge Project	To note consultation feedback, consider and approve a Strategic Outline Business Case and agree to commence the Outline Business Case process.	Peter Blake	Yes	CA LTP Passenger Transport / Interchange Strategy
Better Public Transport: Eastern Access Project	To note consultation feedback, consider and approve a Strategic Outline Business Case and agree to commence the Outline Business Case process.	Peter Blake	Yes	CA LTP Passenger Transport / Interchange Strategy
Executive Board: 30th September 2021	**Reports for each item to be published 20th September 2021**	**Report Author**	**Key Decision**	**Alignment with Combined Authority**
GCP Quarterly Progress Report	To monitor progress across the GCP work streams, including financial monitoring information.	Niamh Matthews	No	N/A

Corresponding Meeting Dates

Executive Board meeting	Reports for each item published	Joint Assembly meeting	Reports for each item published
10th December 2020	30th November 2020	19th November 2020	9th November 2020
18th March 2021	8th March 2021	24th February 2021	12th February 2021
1st July 2021	21st June 2021	3rd June 2021	21st May 2021
30th September 2021	20th September 2021	9th September 2021	27th August 2021

Agenda Item No. 8

Cambourne to Cambridge Better Public Transport Project

Report to: Greater Cambridge Partnership Executive Board

Date: 10th December 2020

Lead Officer: Peter Blake –Transport Director, Greater Cambridge Partnership

1. Background

1.1 The A428/A1303 Cambourne to Cambridge (C2C) corridor is one of the key radial routes into Cambridge and suffers considerably from congestion during peak periods, particularly on the approach to the city and at the junction with the M11.

1.2 The route has seen significant increases in traffic over the last decade and large development sites along this corridor, including West Cambridge, Bourn Airfield and Cambourne West, mean that pressure on already congested roads and the limited public transport service is set to rise.

1.3 Current conditions on the corridor include: long delays on the eastbound A1303 particularly on the Madingley Road from the Madingley Mulch Roundabout to the M11 junction in the morning peak period, and increasing levels of congestion westbound in the evening peak period; as well as significant journey time variability, particularly eastbound in the morning peak and westbound in the evening peak periods.

1.4 The paper reviews the technical work, environmental assessment, and public consultation undertaken to date contributing to the production of the Outline Business Case (OBC) – see Appendix 1. Work on the detailed design of the scheme will continue in the next phase of development and will continue to involve local stakeholders.

1.5 The proposal has been reviewed following the publication of the Cambridgeshire and Peterborough Combined Authority's (CPCA) CAM sub-strategy, and further interventions by CPCA relating to a potential northern alignment. The GCP is satisfied that it is compliant with the CAM sub-strategy, specifically GCP and CPCA officers have collaborated to ensure alignment between C2C and the CAM. The CPCA has concluded that "*there are no current technical and design compatibility issues of material concern that would prevent or constrain the delivery of the full Integrated CAM scheme*".

CPCA Alternative Northern Alignment;

1.6 The planned GCP Executive Board decision on the OBC and preferred route in February 2020 was delayed as a result of the CPCA raising concerns about the scheme, and planning to bring forward an alternative route.

1.7 The CPCA Transport and Infrastructure (T&I) Committee on 4 November considered the alternative route corridor developed by CPCA officers. The report is attached in Appendix 6. The CPCA's route ran north of the A1303/A428 and had been subject to technical appraisal by the CPCA consultants. A further recommendation was proposed at the meeting that sought the T&I Committee's approval to request GCP to replace its recommended preferred route with the new CPCA alignment.

1.8 CPCA officers at the T&I Committee confirmed that this new CPCA northern alternative was more expensive and performs less favourably than the GCP recommended preferred route. It was also confirmed that the alternative had been subject to a limited technical appraisal and agreed the appraisal would be published, which has not yet happened. In contrast, the GCP proposal had been subject to a full and transparent Department for Transport (DfT) compliant appraisal process. The GCP has readily and regularly considered, documented and published deliberation of alternative routes, including northern alignments and proposals from stakeholders.

1.9 The T&I Committee did not support the recommendations and the CPCA has no mandate to progress further with the proposals. The GCP's Cambourne to Cambridge proposals are therefore now being brought back to the Executive Board.

1.10 It is however also important to note that the CPCA recommendation to replace the GCP's preferred route with its own proposals is entirely outwith of the DfT's prescribed process for developing major transport schemes and would be the subject of challenge when trying to progress any scheme.

1.11 Further, the CPCA scheme performed poorly against the GCP's preferred route. Any decision to adopt a more expensive and less advantageous solution would be challenged when applying for consent to construct the scheme.

Independent Audit;

1.12 The Cambourne to Cambridge scheme has been in development for a number of years and the subject of considerable discussion between local agencies including the GCP and CPCA. The scheme has been developed in accordance with the DfT's Transport Analysis Guidance (TAG). However, given the nature of the scheme and the number of years that has elapsed since it was selected as the preferred route, it is appropriate to validate the key assumptions and constraints and to determine whether they remain appropriate. These key assumptions and constraints underpin the analysis that have led to the elimination of alternative options. It is therefore proposed to undertake an independent audit, in order to review assumptions and constraints and to provide input and advice to the Board on this point. The audit would be started immediately and report to the Board in June 2021. The

independent party will consider the extensive evidence submitted to date, and provide the opportunity for representative groups to submit further written comment on the assumptions and constraints.

Covid-19 Pandemic

1.13 The implications of the global pandemic remain unknown. The impact of this on the GCP programme has been discussed previously, but whilst there has clearly been a short-term impact on the use of public transport, the now more pressing need to get the economy moving again suggests that the case for schemes such as Cambourne to Cambridge will be stronger as a result of Covid-19. New DfT Guidance on GDP growth is anticipated, and this matter will remain under review. Scheme economics will be revisited at Full Business Case stage.

2.0 Recommendations

2.1 The Executive Board is requested to:

(a) Note the outcome of Phase 2 public consultation;

(b) Note the conclusions of the Outline Business Case presenting a preferred high quality public transport, walking and cycling route;

(c) Note the conclusions of the Outline Business Case in relation to a travel hub location;

(d) Agree to undertake an Independent Audit Review of the Cambourne to Cambridge scheme to validate the key assumptions and constraints and to determine whether they remain appropriate;

(e) Report the findings of this Independent Audit Review to the June Board; and

(f) Request that officers initiate the process of an Environmental Impact Assessment (EIA), however recognising the potential impact of the Independent Audit Review and the need to conclude the Independent Audit Review in advance of any public consultation on the EIA.

3. Joint Assembly Feedback

3.1 Details of feedback from the Joint Assembly are set out in the reports from the Joint Assembly Chairperson for the meetings of 30th January and 4th June 2020. These contain details of matters discussed at both of these Joint Assembly meetings where the scheme was discussed. The first meeting considered the OBC as a whole. The second followed the publication of the draft LTP Sub-Strategy.

3.2 The first Joint Assembly meeting (January 2020) heard public questions and concerns followed by the GCP Officer responses to these questions. The members had comprehensive discussions on the sections of the route corridor coupled with the concerns raised by the public. The key elements of discussion were:

Environmental Issues - discussion of environmental impact and mitigation raised the need to clearly demonstrate appropriate consideration of environmental implications, in particular regarding removal of trees and Green Belt impact. Attention was drawn to mitigation against the impact of removal of trees at St Neots Road and the current unacceptable level of noise from the existing A428. Officers noted that the next stage of the process is the full Environmental Impact Assessment.

Assessing Alternatives - in relation to the recommended route alignment, there was some acknowledgement of an off-road alignment as best meeting the scheme's objectives. The transparency of, and approach to, 'optioneering' was challenged with regard to the exploration and discounting of on-road alternatives. Officers noted that the Business Case and website contained extensive information regarding the sifting and assessment process.

Adams Road - during a more detailed discussion of Adams Road alignment, significant public concern was noted, with particular focus on the need to consider cyclists and cycling safety along with forecast growth of cycling from the West Cambridge site. Members requested further detail on the proposed layout with regard to the integration of buses into a shared space with cyclists. Removal of on-street parking was noted as a significant safety enhancement and attention drawn to the common sharing of road space on busier Cambridge streets.

Other members concluded that Cambourne Village College will benefit from this scheme and Cambourne needs a better transport service.

3.3 The second Joint Assembly meeting (June 2020) focused on the LTP Sub-Strategy. The views of Joint Assembly members on the proposed scheme were mixed, although there was general support for the proposed change in route, replacing the Adams Route option with the Rifle Range route. Members hoped that the planned improvements to Adams Road, including removing parking, would be implemented despite it no longer being part of the proposed route.

3.4 A number of members expressed support for the proposals, recognising there was a major and unavoidable strategic need for this scheme. Other members held an opposing view and were of the opinion that the scheme should not continue until further information on a number of factors was available. This included uncertainty about detail of the East West Rail (EWR) and Cambourne Station proposals; uncertainty about the longer term impact of Covid-19 on public transport; concerns about the process and potential legal challenge; and a lack of detail about how it was planned to address environmental concerns.

3.5 The importance of City Access to resolve bus transit through the City Centre, and of assessing the impact on patronage of Covid-19 were both noted.

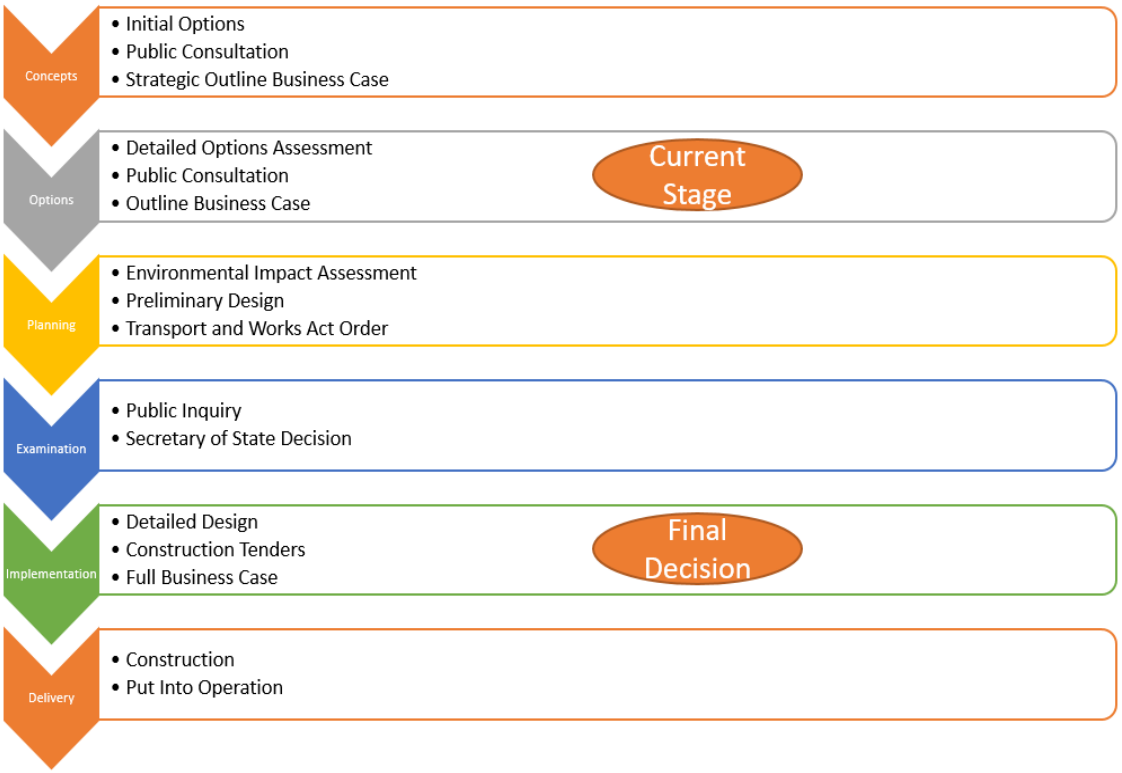
3.6 Whilst the scheme was not formally presented at the Joint Assembly preceding the December 2020 Executive Board meeting it was debated in the context of the Quarterly Progress Report for GCP, and the Assembly agreed that further delay should be avoided and the scheme should be considered by the Executive Board.

4. Issues for Discussion

4.1 The C2C corridor has been identified by the GCP's Executive Board as a priority project for development in the first five years of the GCP's transport programme.

4.2 Figure 1 below outlines the current stage in the development process:

Figure 1 Scheme Development



4.3 The project is made up of three key elements: a public transport link between Cambourne and Cambridge, a new Park and Ride facility off the A428/A1303 to supplement the existing Madingley Road Park and Ride, and new cycling and walking facilities.

4.4 Project development was conducted in two phases, Phase 1 running from (and including) Madingley Mulch roundabout into the city and Phase 2 continuing the route west of Madingley Mulch roundabout on to Cambourne, with proposals for a new Park and Ride facility along the A428 being developed in parallel. The OBC is for a single scheme and both phases are expected to be constructed concurrently, with an opening date in 2024.

4.5 Since the C2C project's inception in 2014, work has progressed toward delivering the OBC. The OBC uses the five cases required by the HM Treasury Green Book for major investments – Strategic Case, Economic Case, Commercial Case, Financial Case and Management Case. See Appendix 1.

4.6 A Non-Technical Summary Report (see Appendix 2) presents an overview of the project, approach to option development and assessment and scheme delivery.

4.7 The OBC concludes that there is a strong strategic case to undertake a major transport infrastructure project from C2C based on current and projected transport demand along the corridor, and in line with GCP objectives to promote sustainable economic growth and reduce congestion.

4.8 Route options have been identified and evaluated including those that use the existing highway (on-road), new alignments (off-road) to the north or south of the existing corridor, and hybrids which use both existing and new alignments. Options have progressed through a series of assessment and refinements, including three public consultations. Options Appraisal Report (OAR 1) and OAR 2 set out the options development process leading to a recommended alignment for Phase 1. OAR 3 (Appendix C to OBC) develops this further by assessing refinements to the Phase 1 proposals, and setting out the options development process for both Phase 2 and the assessment of alternative Park and Ride proposals. These reports include details of route assessment, modelling and analysis. The various OARs are important documents that sit alongside the OBC.

4.9 This report to the Executive Board provides a summary of work carried out on development of the OBC since presentation of the Interim Report in December 2018. The Executive Board is asked to consider the report following the amendments since publication of the CPCA's LTP CAM sub-strategy.

4.10 The full OBC considers a single scheme between Cambourne and Cambridge, including Phase 1, Phase 2, and the proposed new Park and Ride, in order to seek approval to progress towards applying for planning consent and powers for construction of the works.

4.11 In addition to the development of recommendations for Phase 2 and the location of the Park and Ride site, a number of refinements to the Phase 1 alignment, recommended in October 2018, have been proposed in response to stakeholder engagement. These are as follows:

- Revised alignment past Coton to increase distance to nearest properties and to minimise visual impact;
- Revised alignment through West Cambridge to meet business requirements of University;
- Selection of Adams Road rather than Rifle Range at eastern end of scheme to reflect further Green Belt review amongst other issues; and
- Subsequent further review of Adams Road/Rifle Range and Cambourne sections of scheme to reflect draft CAM Sub-Strategy to Local Transport Plan, published in April 2020, leading to recommendation that alignment should revert to Rifle Range.

4.12 Further mitigation would be agreed with local communities to address issues identified during the EIA stage.

5. Strategic Case

5.1 The National Infrastructure Commission's (NIC) report on the Cambridge – Milton Keynes – Oxford Growth Corridor concluded that improvements in east-west transport connectivity along the corridor are necessary to underpin the area's long term economic success, and alleviate the area's "chronic undersupply of homes [which] could jeopardise growth, limit access to labour

and put prosperity at risk". It estimates that infrastructure investment could support the delivery of up to 1 million new homes in a broad corridor between Oxford and Cambridge. This level of development will inevitably place additional pressure on the A428/A1303 and surrounding routes. Calling for City-scale transport infrastructure to enable growth, the NIC focuses on:

"maximising the opportunities associated with the development of EWR and the Oxford-Cambridge Expressway – integrating mass rapid transit with these schemes to enable effective first/last mile connectivity, in a way that enhances the value of these strategic infrastructure projects".

5.2 The NIC has identified the Cambridge – Milton Keynes – Oxford arc as a national priority stating that its world-class research, innovation and technology can help the UK prosper in a changing global economy.

5.3 Through City Deal investment in transport and infrastructure, the GCP seeks to bring forward schemes to connect people to places of employment and allow communities to grow sustainably in the coming years, by creating better and greener transport networks, reducing congestion and making better use of limited road space by prioritising sustainable transport.

5.4 The GCP delivery programme is based on the policy framework established by the local planning and transport authorities. These include the adopted Local Plans for Cambridge City and South Cambridgeshire (2018) and emergent transport policy being established by the CPCA, in particular the compatibility of the project with the proposed Cambridgeshire Area Metro (CAM) - a mass rapid transit scheme. Local Plan policies for the strategic developments of sites along the C2C corridor require High Quality Public Transport (HQPT) to link new homes to employment and services in and around Cambridge.

5.5 The Transport Strategy for Cambridge and South Cambridgeshire (TSCSC) was prepared in parallel with the development of the Local Plans and was agreed in March 2014. The strategy provides a plan to manage the rising population and increasing demand on the travel network by shifting people from cars to other means of travel including public transport, walking and cycling. Policy within the TSCSC requires a range of infrastructure interventions on the St Neots and C2C corridor as a key part of the integrated land use and transport strategy responding to levels of planned growth.

5.6 The Transport Modelling Report 2015 supporting the Cambridge and South Cambridgeshire Local Plans and TCSC concluded:

- Sustainable transport measures, in particular HQPT facilities, are necessary to support delivery of the plan;
- Such public transport routes need to be able to bypass queues and congestion to offer reliable and swift journeys; and
- The Transport Strategy will help to make the City and key destinations more accessible and should reduce the amount of car growth.

5.7 The CPCA was established in March 2017 and is led by an elected Mayor and Board comprising of the constituent local authorities. The key ambitions for the CPCA include:

- Doubling the size of the local economy;
- Accelerating house building rates to meet local and UK need; and
- Delivering outstanding and much needed connectivity in terms of transport and digital links.

5.8 The CPCA is responsible for transport infrastructure improvement and the Local Transport Plan. The CPCA also established the Cambridgeshire and Peterborough Independent Economic Review (CPIER). The review provides a robust and independent assessment of the Cambridgeshire and Peterborough economy and the potential for growth. One of the key conclusions of the CPIER was "A package of transport and other infrastructure projects to alleviate the growing pains of Greater Cambridge should be considered the single most important infrastructure priority facing the Combined Authority in the short to medium term".

5.9 The CPCA published a first draft Cambridgeshire and Peterborough Local Transport Plan (CPLTP) in June 2019. Following consultation, a final version was adopted in January 2020. The CPLTP replaces the Interim Local Transport Plan which was produced in June 2017 and is based upon the pre-existing Cambridgeshire Local Transport Plan (LTP3) and the Peterborough Local Transport Plan (LTP4).

5.10 The goals of the CPLTP are to deliver a transport system that delivers economic growth and opportunities, provides an accessible transport system and protects and enhances the environment to tackle climate change together. There are ten objectives which have been formed to underpin the delivery of the goals relating back to the economy, environment and society.

5.11 In April 2020 the CPCA published a draft Sub-Strategy to the Local Transport Plan specifically dealing with CAM issues. The C2C proposals have been assessed against the policies in the Sub-Strategy and it is concluded that the scheme is compliant, although further review of the eastern end of the scheme has been undertaken and a review of the western end will be required once there is clarity with regards to proposals for EWR and a station in the Cambourne area.

5.12 The route along the A1303/A428 from Cambridge City centre towards Cambourne, St Neots and Bedford has been highlighted as a strategic project to help make travel by foot, bicycle and public transport more attractive than private car journeys, alleviating congestion and supporting the region's growth.

5.13 With a house price to earnings ratio of around 13:1 in Cambridge, reflecting shortfalls in supply, demand for housing in locations like Cambourne and St Neots continues to grow. Along the C2C corridor, around 11,500 additional homes are planned in Cambourne West, Bourn Airfield, and North West Cambridge. Development is estimated to support 13,400 additional jobs, leading to increasing pressure on the already heavily congested A1303 approaching M11 junction 13 and the city centre. A further source of pressure on the C2C corridor will come from 3,800 new homes which are planned for the St Neots East site.

5.14 As such, to meet this growing demand, the vision of the C2C Project as defined in the business case is:

"To connect existing and new communities along the A428/A1303 to places of employment, study and key services to enable the sustainable growth for Greater Cambridge. We will deliver this through improved, faster and more reliable HQPT services, together with high quality cycling and walking facilities serving a new Park and Ride site to the west of Cambridge."

6. Part of the Wider Network

6.1 The project is part of the GCP's Transport Programme, investing devolved City Deal funding in a comprehensive package of measures to tackle congestion through the creation of a world class transport system.

CPCA - CAM

6.2 In October 2018, an independent review of alignment between the C2C scheme and the CPCA plans for a CAM, undertaken by consultants Arup and commissioned by the CPCA, concluded the following key findings:

- The process undertaken to date to determine the route is robust and identified the optimal solution for the corridor.
- The route should be reclassified as a CAM route.
- The vehicles operating along the route should comply with the principles of the CAM being a rubber-tyred, electrically powered vehicle.
- The route must continue to be designed to align with the overarching CAM network, providing high quality public transport on dedicated routes.
- The route is connected into a tunnelled CAM network thereby providing a high frequency, pollution free public transport option into and across Cambridge centre and the entire CAM network.

6.3 To align with the CAM, the scheme developed by GCP will need to deliver:

- A HQPT system using rapid transit technology on dedicated routes.
- High frequency, reliable services delivering maximum connectivity.
- Continued modal shift away from car usage to public transport.
- Capacity provided for growth, supporting transit-oriented development.
- State of the art environmental technology, with easily accessible, environmentally friendly, low emission vehicles such as electric/hybrids or similar.
- A fully integrated solution, including ticketing and linkages with the wider public transport network to maximise travel opportunities.

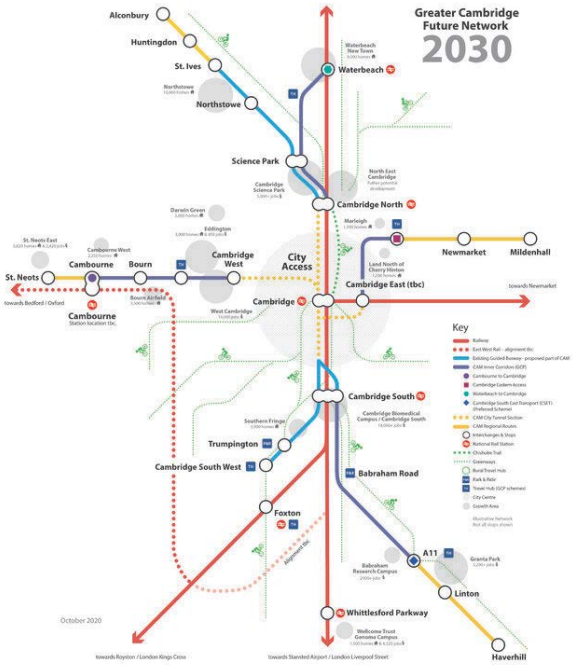
6.4 At a CPCA meeting on 31st October 2018 the CPCA Board agreed to support the recommendations of the "Arup Report" and agreed that the C2C scheme should be progressed by the GCP as an essential first phase of developing proposals for the CAM. GCP has continued to work closely with CPCA to ensure alignment of the developing proposals.

6.5 The CAM project proposes an expansive metro network that seamlessly connects Cambridge City Centre, key rail stations (Cambridge, Cambridge North and the future Cambridge South), major City fringe employment sites and key ‘satellite’ growth areas, both within Cambridge and the wider region.

6.6 CAM will operate entirely segregated from traffic beneath Central Cambridge through underground tunnels, ensuring fast and reliable services are unaffected by traffic congestion. Services will be provided by electric, low-floor ‘trackless metro’ vehicles.

6.7 The vision for the CAM network includes regional connections to St Neots, Haverhill, Alconbury and Mildenhall, serving locations with significant planned or potential growth. These regional connections will only be viable if they directly connect into new segregated infrastructure serving the City Centre.

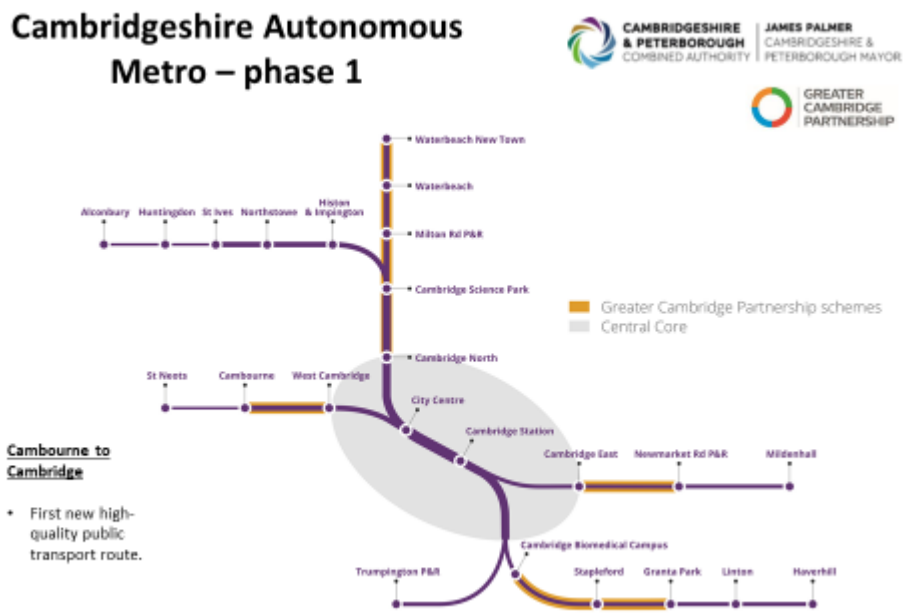
Figure 1 – Cambridge Future Network



6.8 As set out in Figure 1, as part of the Cambridge future network, GCP’s arterial routes, including C2C, will provide a step change offering a viable public transport alternative for quicker and more reliable journeys to key destinations in and around Cambridge, as well as safe and segregated cycling and pedestrian routes.

6.9 The GCP routes will form the first phase of the Combined Authority’s CAM project. Figure 2 outlines the wider CAM network and the GCP schemes as the first phase of delivery.

Figure 2 – CAM Network (CPCA)



City Access

6.10 In the City Centre, GCP's City Access project is proposing measures to reduce reliance on car travel and free up the city centre's congested road space, to run better public transport services.

6.11 The objectives of the City Access scheme complement the C2C project by seeking to improve conditions for sustainable transport within the City Centre, thereby benefitting users of the C2C scheme either through improved journey times for public transport or better connectivity to pedestrians and cyclists. City Access will also complement C2C by providing an alternative to car journeys for trips from new developments served by the scheme.

Comberton Greenway

6.12 GCP is developing a network of Greenways to increase levels of cycling and walking and to benefit users, including horse-riders and those with disabilities, through identifying and improving local travel routes. Greenways are generally defined as attractive linear corridors away from traffic and suitable for cycling and walking and can be important wildlife corridors.

6.13 The Comberton Greenway will complement the C2C project as it develops improved pedestrian and cyclist routes with a segregated path continuing beyond the proposed bus route.

Madingley Road Cycling Improvements

6.14 As part of the phase 1 public consultation for the C2C scheme, consultees suggested that there should be better walking and cycling provision along the Madingley Road section of the route within the public highway.

6.15 The subsequent occupation of the Eddington site as well as potential expansion of the West Cambridge site strengthens the case for complementary cycling improvements along Madingley Road, building on those already secured via the planning process.

6.16 As such, in the context of adherence to policy and as a response to the public consultation, GCP initiated the development of a separate cycling project to improve cycling provision on Madingley Road. The scheme supports C2C objectives by providing better connectivity to pedestrians and cyclists travelling into the city and making cycling a more viable and attractive alternative to car use for communities to the west.

East West Rail

6.17 Since adoption of the South Cambridgeshire Local Plan, and as part of the Cambridge-Milton Keynes-Oxford Arc project, further development work has been undertaken on the concept of EWR to re-establish a rail link between Cambridge and Oxford, and to improve rail services between East Anglia and central and southern England, including enhanced rail connections with national mainline services. Work has progressed on the western section between Oxford, Aylesbury and Bedford.

6.18 Five options for the EWR route between Bedford and Cambridge were consulted on in early 2019, with a final preferred option for the corridor announced in 2020.

6.19 The preferred corridor is for a northern alignment between Bedford and Cambridge which includes proposals for a new rail station to serve Cambourne. This would offer another attractive mode of travel from C2C to the City Centre. The EWR scheme could therefore be considered complementary to C2C as it would offer good connections for those in Cambourne travelling to destinations easily accessible from the Cambridge stations. The current preferred corridor indicates a station to the south of Cambourne although it has been reported that EWR is still considering an option to the north. The Cambourne to Cambridge scheme has been designed to cater for both options.

6.20 However, any new rail station would not offer the same level of local service access to areas along the A428/A1303. Neither would it serve other housing and employment locations along the corridor such as Bourne Airfield and West Cambridge. The C2C route would also support ‘last mile’ journeys for commuters from surrounding villages using public transport, cycling or walking and via a Travel Hub to enable access to EWR from Bourn Airfield and the surrounding area.

6.21 EWR focuses substantially on longer term growth beyond the Local Plan period and not the immediate and worsening issues of congestion and lack of connectivity for expanding communities west of Cambridge. Once a preferred alignment has been agreed for EWR and clarity established with regards to the location of a Cambourne station there will be a programme to ensure

integration between EWR, C2C and the wider CAM network can be maximised.

6.22 The business case will also need to be reviewed to include a sensitivity test to assess the impact of EWR Rail once there is clarity with regards to the proposals. It is unlikely that EWR will have an impact of the core business case for C2C given that it is unlikely that any EWR proposals will have achieved consent during the C2C assessment period.

Oxford – Cambridge Expressway - Black Cat to Caxton Gibbet

6.23 The A428 Black Cat to Caxton Gibbet scheme aims to cut congestion and increase capacity and journey time reliability between Milton Keynes and Cambridge, creating a 10 mile dual carriageway with new junctions, roads and bridges to improve reliability, decrease delays and significantly improve journey times. The project forms part of the proposed Oxford to Cambridge Expressway to create a high-quality east-west link between Oxford and Cambridge, via Milton Keynes and Bedford.

6.24 Even with delivery of the Black Cat to Caxton Gibbet section of A428 improvements, a HQPT Route is necessary linking C2C and supporting delivery of the Local plan. The C2C scheme is planned for completion in 2024 in order to connect growing communities and tackle the immediate issue of worsening congestion along the A1303.

7. Technical Work – Key Findings

Transport Constraints

7.1 Existing car mode share and car ownership within the A428/A1303 corridor is high, and future growth is expected to generate additional demand for car use in this area.

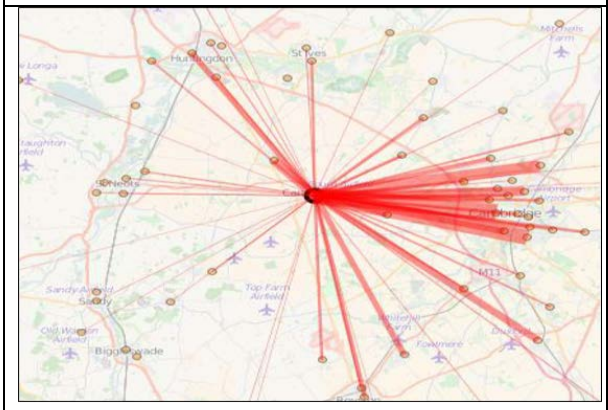
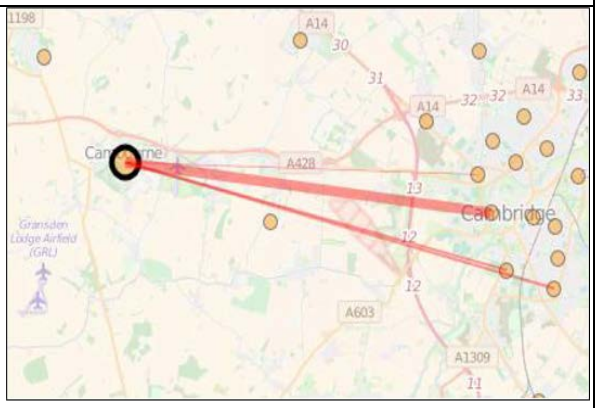
7.2 Trafficmaster data shows that AM peak hour traffic speeds are 75% slower than night time average speeds on the route between the Madingley Mulch Roundabout and M11 Junction.

7.3 Considering planned growth, between 2011 and 2031, car trips along the A428/A1303 corridor eastbound are forecast to increase by 14% in the AM Peak hour, 82% in the Inter-peak period and, 37% in the PM Peak period. Without intervention this could lead to a further deterioration in traffic speeds and reliability of journey times.

7.4 Travel to work data for key origins along the C2C corridor also illustrate the high level of car use along the route, with the car mode share for residents of Cambourne being particularly high (65%). This suggests that, by providing an attractive and viable alternative to the car such as C2C, there is scope for a further modal shift to more sustainable options.

7.5 Travel to work data has also been used to identify trends in travel patterns along the corridor, including key origins/destinations and mode choice (see Figure 3). C2C presents a key opportunity for growth areas to be better connected to key employment centres and encourage future sustainable travel rather than continued reliance on the car.

Figure 3 – Travel to Work destinations from Cambourne (ONS 2011)

By car	By bus
	

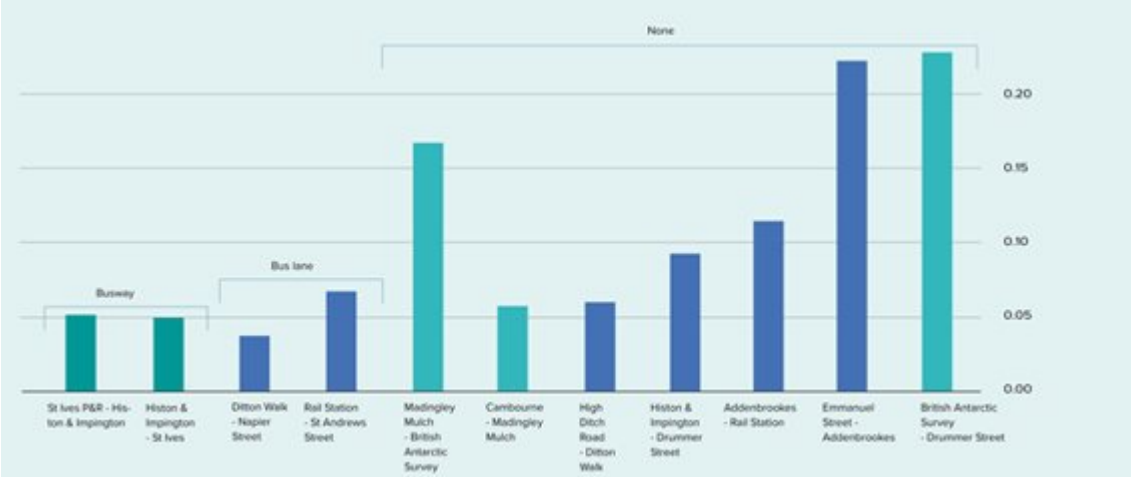
7.6 Residents of Cambourne and surrounding villages currently have limited options to use public transport due to the low level of service and current unreliability. Only the Madingley Road Park and Ride attains a 'turn up and go' frequency of one bus every 10 minutes.

7.7 In the absence of substantial bus priority in the corridor, congestion and delays mean journeys of around 10 miles can take over an hour during peak times. Buses therefore offer no competitive advantage over private cars in terms of journey times and reliability.

7.8 Figure 4 illustrates the reliability challenges along this corridor and how it compares to other corridors where bus priority is provided, and for the existing Cambridgeshire Guided Busway alignment. Using a Reliability Ratio, this shows that the existing Cambridgeshire Guided Busway performs better than the non-busway corridors, meaning that the infrastructure is delivering journey times that are more consistent.

7.9 Two sections of the C2C route, from Madingley Mulch to Drummer Street, are among the three worst performing sections from this example of reliability performance along key radial corridors in Cambridge.

Figure 4: Reliability comparison of non-segregated routes vs segregated routes



7.10 The existing cycling network between Cambourne and Cambridge has sections of segregated links of uneven quality but is discontinuous and does not in total provide a high quality segregated route which would cater for the potential increased modal share of cyclists along the corridor.

7.11 Therefore, HQPT, plus the provision of additional cycling and walking facilities, has a key role in providing an attractive and competitive alternative to car use, which would alleviate congestion, poor journey time reliability and delay. Crucially, such interventions will help to accommodate future growth planned to the west of Cambridge, improve access to housing and employment sites alike, and improve quality of life in the local communities.

Planning Constraints

7.12 A substantial level of housing and employment development is planned, or is already under development, along the C2C corridor include Cambourne West, Bourn Airfield, West Cambridge and North West Cambridge (Eddington).

7.13 Based on current plans, both those within the current Local Plan or well established through planning applications or known to be emerging, there are around 11,700 additional houses planned and around 13,400 additional jobs along the C2C corridor. Around 50% of all housing planned (c. 6,000 houses) would be directly linked to Cambridge City centre and other key employment locations via the C2C project.

7.14 The jobs, assuming an average GVA per worker figure of £61,800 per worker[1], would generate approximately £827.5m of GVA per annum.

7.15 Crucially, two significant new planned developments (Cambourne West and Bourn Airfield) are, in housing terms, judged to be fully dependent upon the C2C project given the clear policy position within the adopted Local Plan and as supported by Section 106 commitments and ongoing negotiations. The Bourn Airfield New Village Supplementary Planning Document (SPD) was adopted by South Cambridgeshire Council on 2 October 2019. The adopted SPD can be viewed here. Whilst some housing development may come forward incrementally before the scheme is fully implemented, policy is clear that the scheme is needed to facilitate sustainable development along the corridor.

7.16 The C2C project has been recognised in the Local Plans and local transport strategy as a key project to help address these infrastructure constraints on growth by linking Cambridge to growth areas to the west. The provision of a HQPT service supporting journeys to key employment sites presents a viable alternative to car use/purchase for residents in new developments.

8. Developing the Business Case

8.1 Development of the C2C project commenced in 2014 with initial public consultation on high-level options undertaken in 2015. The established method of progressing major transport projects such as C2C is via a 'business case' which assesses the overall case for public investment by measuring the public benefits and costs of different options.

[1] East of England Forecasting Model (EEFM 2017, accessible at https://cambridgeshireinsight.org.uk/eefm/

8.2 A C2C Local Liaison Forum (LLF) was formed and convened to regularly review and contribute to progress as part of the scheme development process.

8.3 Following presentation of the initial stage of the business case, the Strategic Outline Business Case (SOBC), the GCP Executive Board agreed in principle in October 2016 that a segregated route for C2C best meets the strategic objectives of the City Deal and the City Deal Agreement, given the wider economic benefits, and a commitment was made to undertake further work.

8.4 Throughout the course of the scheme's development there have been significant efforts to review and assess alternative routes as proposed by stakeholders, including the LLF. Updates were provided to the GCP Executive Board in July 2017 on the development of an LLF-conceived on-road option (Option 6) and further review of Park and Ride sites along the corridor and, in October 2017, the GCP Executive Board agreed that public consultation be undertaken as part of the further development of the business case.

8.5 A second public consultation on options for a Phase 1 route running between Madingley Mulch Roundabout and the city, together with an accompanying Park and Ride site, was undertaken between 13th November 2017 and 29th January 2018.

8.6 As part of the options assessment, alternative versions of an on-road and off-road route for Phase 1 were developed and compared. Option Appraisal Report 1 presented an assessment and analysis of option development to date, up to this point.

8.7 Further technical and environmental assessment, modelling, stakeholder input and consultation results contributed to Option Appraisal Report 2, informing recommendations presented to members at the December 2018 GCP Executive Board. Board members noted assessment and recommendation presenting the off-road Phase 1 route as the best performing against the project's objectives, and approved continuing work to further develop an end-to-end route on this basis. As part of this, ongoing ecological surveys have been undertaken. Baseline air quality surveys have also been undertaken at locations agreed with the local environmental health officers, and noise surveys are due to commence in January 2020. Three Technical Notes on the air quality conditions in Adams Road, Coton and Hardwick have been produced. Further ecological surveys are also planned if a preferred scheme decision is made.

8.8 A third consultation on options for a Phase 2 route running from Madingley Mulch roundabout and on to Cambourne was undertaken in February and March 2019.

8.9 Consultation findings, OARs and supporting reports are available on the C2C webpages.

8.10 To provide assurance of robust evaluation of route options, two technical notes were published in May 2019 in response to stakeholder requests to:

- Explore 'quick-win' options along Madingley Hill. Viable projects to avoid land take and significant environmental impact and minimising input from, or impact on, third parties, restricting options to a short section of public transport lane, extension of cycling improvements and review of signal timings.
- Provide further clarification on why a northern alignment via Girton was previously discounted. GCP has written to and met with Highways England to put the case for work to upgrade to Girton Interchange and enable movement between west and south. Papers are available on the LLF C2C section on the GCP website.

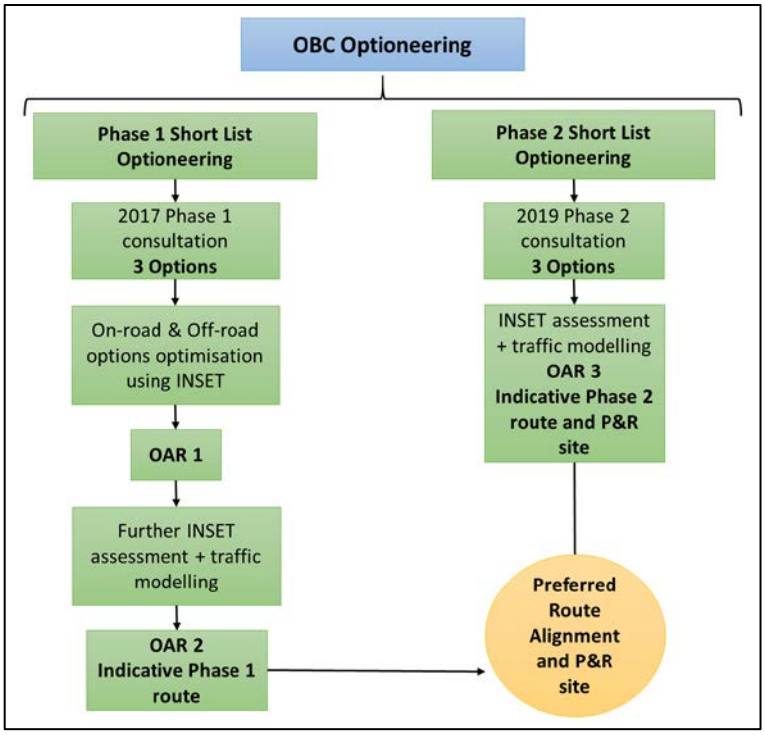
8.11 Further work has also been undertaken to review and consider a hybrid (on and off-road) option proposed by a Technical Sub-Group of the LLF. This, however, was not pursued further because its focus was on a solution which would be on-road for the most congested and most environmentally sensitive section of the corridor, constrained by limited road space, along Madingley Road past the Sites of Special Scientific Interest (SSSI) and the American Cemetery.

8.12 Ongoing assessment, modelling, stakeholder input and consultation results, presented in OAR Part 3, has contributed to the completion of the OBC presenting the recommended, end-to-end route and Park and Ride site.

9. Basis of Selecting and Refining an Option

9.1 Figure 5 illustrates the optioneering process carried out in identifying a preferred option.

Figure 5: C2C OBC Optioneering Process

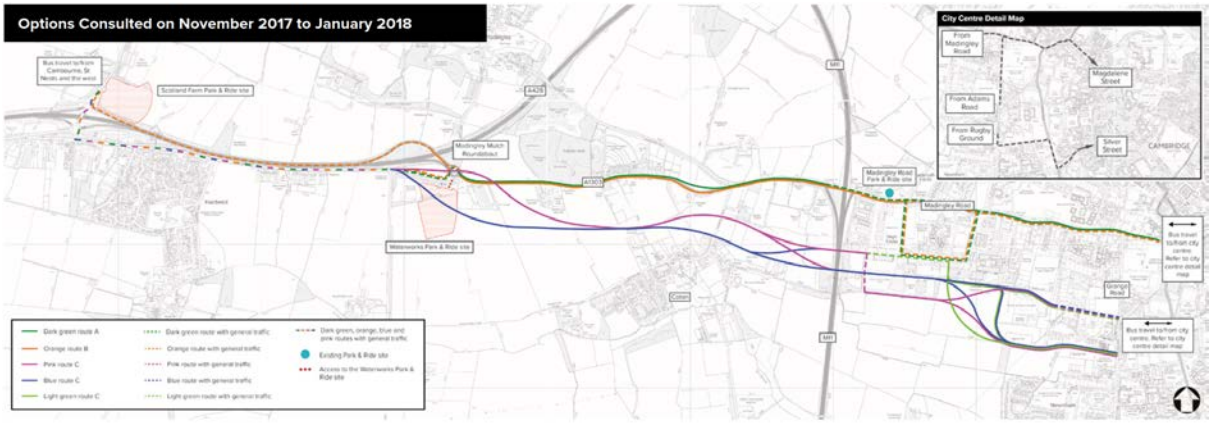


9.2 Option development and appraisal for the Phase 1 route alignment, Grange Road to Madingley Mulch roundabout, was undertaken in two stages.

9.3 The first stage involved consultation on three options. The definition of the three options consulted on in 2017 was as follows and as shown in Figure 6:

- Option A: An on-road option which includes the introduction of an inbound bus lane on Madingley Road between Madingley Mulch roundabout and Lady Margaret Road;
- Option B: An on-road tidal bus lane on Madingley Road running between Madingley Mulch roundabout and the new entrance to Eddington (High Cross); and
- Option C: An off-road public transport route running between Madingley Mulch roundabout and Grange Road, Cambridge.

Figure 6: Phase 1 Options



Source: Consultation leaflet, 2017-2018, (© Crown Copyright. All Rights Reserved. OS License Number 100023205.2018)

9.4 The options were also assessed against each other to generate an 'optimised' on-road option that reflected Option A and some of the Option B suggested improvements to outbound traffic, and a single specific off-road route alignment from Option C, in order to refine the number of variations within each option down.

9.5 Stage 2 of the options assessment process for the Phase 1 route alignment involved the assessment of these 'optimised' options, with the incorporation of each of the proposed Park and Ride sites, against both a Do Minimum scenario and an Illustrative Comparator.

9.6 The definitions of the options as part of Stage 2 were as follows:

- Do Minimum – Committed Schemes.
- Low Cost a – Recommended optimised on-road Phase 1 + Park and Ride at Waterworks.
- Low Cost b – Recommended optimised on-road Phase 1 + Park and Ride at Scotland Farm.
- Do Something 1a – Recommended off-road Phase 1 Madingley Mulch Roundabout to Grange Road + Park and Ride at Waterworks.
- Do Something 1b – Recommended off-road Phase 1 Madingley Mulch Roundabout to Grange Road + Park and Ride at Scotland Farm.
- Illustrative Comparator – Recommended off-road Phase 1 and Phase 2 Cambourne to Grange Road Park and Ride at Waterworks for comparative purposes.

9.7 The options were evaluated, using INSET multi-criteria analysis, against a series of assessment criteria grouped by the following themes:

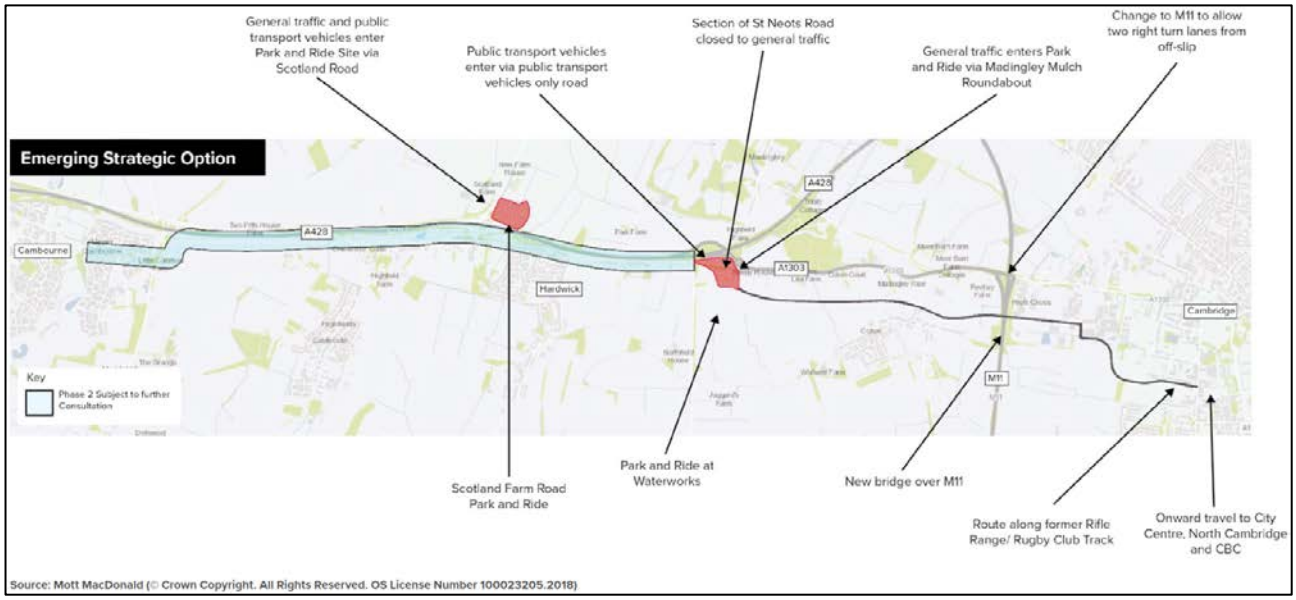
- Policy fit.
- Contribution to economic growth.
- Contribution to improved transport network.
- Contribution to quality of life.
- Scheme deliverability.
- Stakeholder support.

9.8 The results of the optioneering for Phase 1 are shown in Table 1. They show that, for Phase 1, the off-road solution with a Park and Ride site at Waterworks was the best performing, whilst the Illustrative Comparator demonstrated the merit of implementing the full scheme in order to deliver the maximum benefits and meet the scheme objectives.

Table 1: Phase 1 INSET Assessment Results

Option	INSET Scoring Summary Ranks
Do Minimum	Ranked 6th
Low Cost a	Ranked 5th
Low Cost b	Ranked 4th
Do Something 1a	Ranked 2nd
Do Something 1b	Ranked 3rd
Illustrative Comparator	Ranked 1st

Figure 7: Emerging Strategic Option – Phase 1 Route Alignment

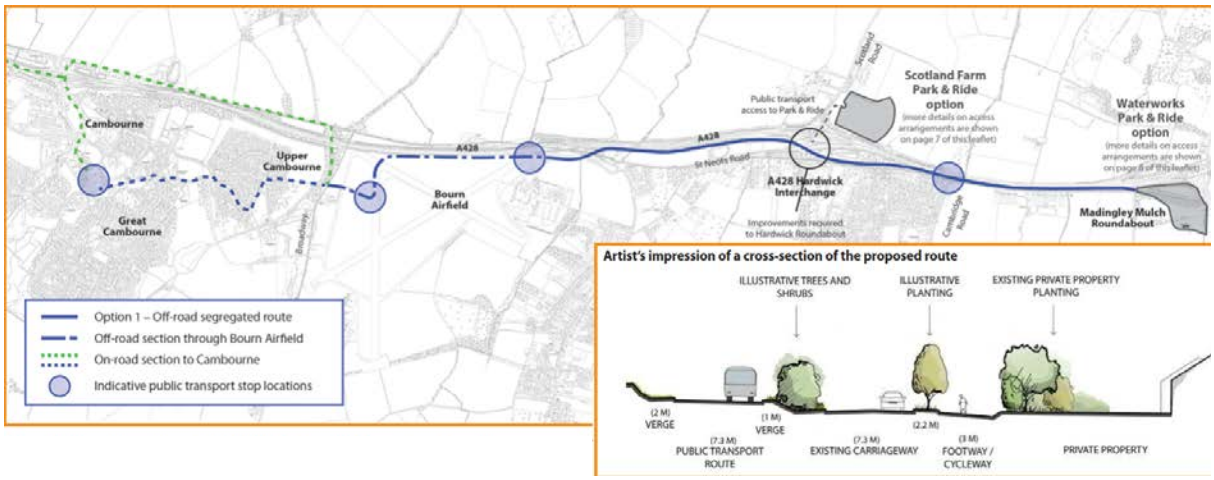


9.9 Phase 2 route alignment options, from Madingley Mulch roundabout to Cambourne, included three options, with each option including the Phase 1 preferred route alignment. The definition of the three options (each with a variation for the two Park and Ride sites) for Phase 2 is as follows and shown in Figures 8, 9 and 10:

- **Option 1 a and b:** Off-road segregated route. A new public transport route adjacent to the A428 and St Neots Road. The route would be entirely off-road with minimal interaction with general traffic, except at junctions.

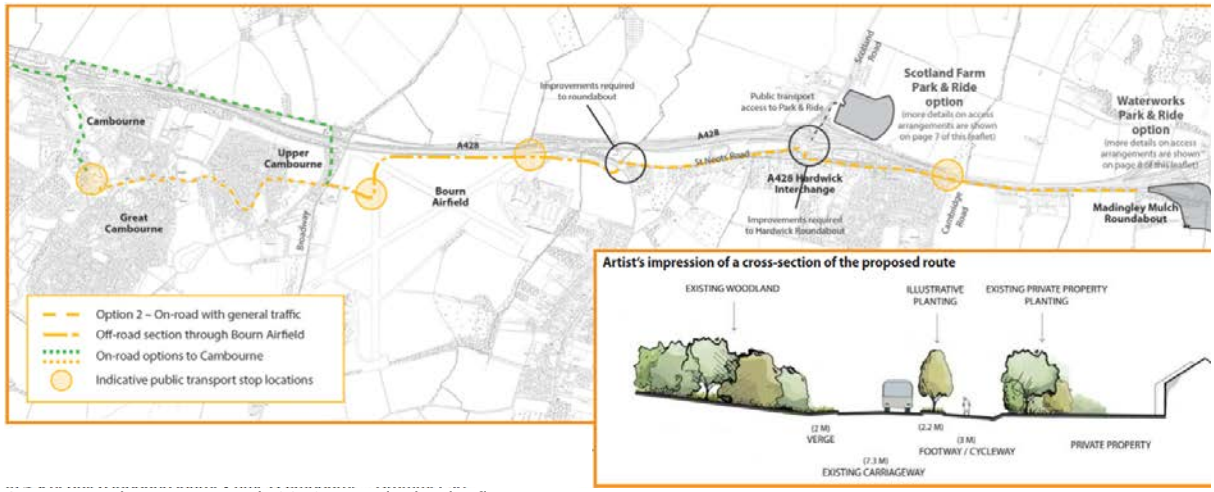
- **Option 2 a and b**: On-road with junction improvements. Public transport vehicles would run on-road along St Neots Road with general traffic east of the Bourn roundabout. There would be basic junction improvements.
- **Option 3 a and b:** On-road with public transport priority lanes. Public transport vehicles would run on-road along St Neots Road in priority lanes running in both directions.

Figure 8: Phase 2 – Option 1: Off-Road Segregated Route



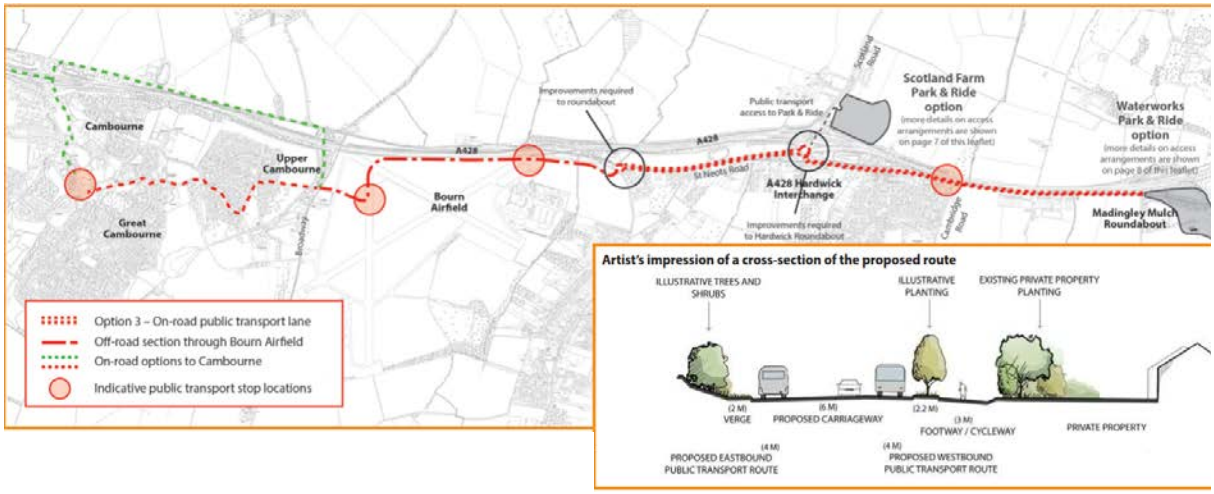
Source: February to March 2019 consultation leaflet

Figure 9: Phase 2 - Option 2: On-Road Junction Improvements



Source: February to March 2019 consultation leaflet

Figure 10: Phase 2 – Option 3: On-road with Public Transport Priority Lanes



Source: February to March 2019 consultation leaflet

9.10 These options were all assessed against the same criteria as the Phase 1 options. The results of the optioneering for Phase 2 are shown in Table 2. They illustrated that for Phase 2 the off-road solution with a Park and Ride site at Scotland Farm was the best performing.

Table 2: Phase 2 INSET assessment results

Option	INSET Scoring Summary Ranks
Option 1a	Ranked 2nd
Option 1b	Ranked 1st
Option 2a	Ranked 6th
Option 2b	Ranked 5th
Option 3a	Ranked 4th
Option 3b	Ranked 3rd

The Phase 1 and Phase 2 options assessment, based on the INSET assessment, concluded that the-off road option is the only solution that presents the potential of a segregated route for mass rapid transit that is close to population centres, and with potential capacity to meet the development pressures along the corridor.

Benefit to Cost Ratios/Wider Economic Impacts (WEI)

9.11 In addition to the INSET assessment of the options, an initial assessment of the value for money (VfM) of the different options was carried out using traffic modelling outputs and appraisal of the economic performance of the schemes. This resulted in a series of initial Benefit to Cost Ratios (BCRs) for each option to provide a comparison of the VfM. The adjusted BCRs for the options from Phase 2, which each included the off-road alignment from Phase 1, are presented in Table 3 below.

Table 3: Adjusted Benefit Cost Ratios

	Option 1a	Option 1b	Option 2a	Option 2b	Option 3a	Option 3b
Benefit Cost Ratio	0.31	0.33	0.36	0.34	0.32	0.35

Source: Mott MacDonald

9.12 Whilst Option 2a – On road with Scotland Farm Park and Ride, is the best performing option with regards to this initial VfM assessment, the close similarity between each option does not provide a conclusive indication of which is best performing. Therefore, the results from the INSET assessment must still be taken into account which indicate an off-road solution as the best performing.

9.13 Additionally, due to the strategic case and need for the scheme to support future housing developments and economic growth, the consideration of the wider economic impacts of the options must be taken into account.

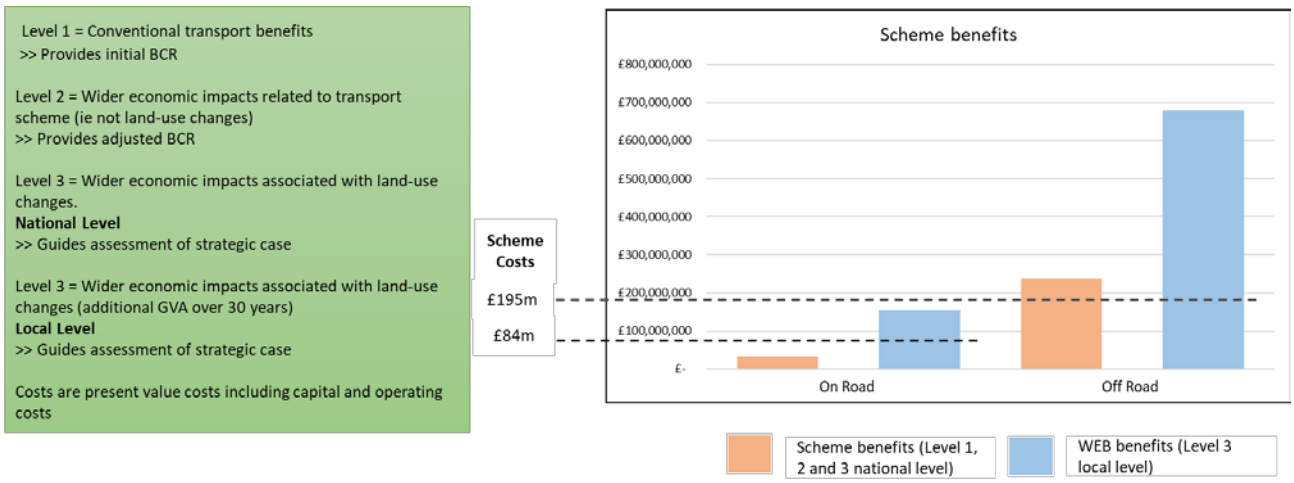
9.14 Therefore, the on and off-road options were assessed for their impact on wider (non-transport) economic growth, expressed as Gross Value Added (GVA). GVA measures the total value of goods and services. This assessment found that a new segregated off-road alignment for public transport would bring significant wider economic benefits.

9.15 Figure 11 summarises the findings from the Value for Money assessment of the off road vs on road options for both Phase 1 and 2, and includes the relative benefits of the on and off-road options against the current scheme costs to demonstrate how the off-road option has a greater value for money in delivering wider economic impacts.

9.16 When considering the level of GVA benefit, the on-road option would have a local benefits BCR of 1.86, whilst the off road option would have a local benefits BCR of 3.48.

9.17 The conclusion of the options assessment, therefore, is that, taking into account all elements of assessment – INSET, initial VfM assessment and WEI assessment, an off-road route is the best performing solution that provides for delivery of the long-term transport objectives of both the GCP and the Combined Authority and is best aligned with the emerging CAM concept. For further detail on the assessment detail, refer to OAR 2 and 3.

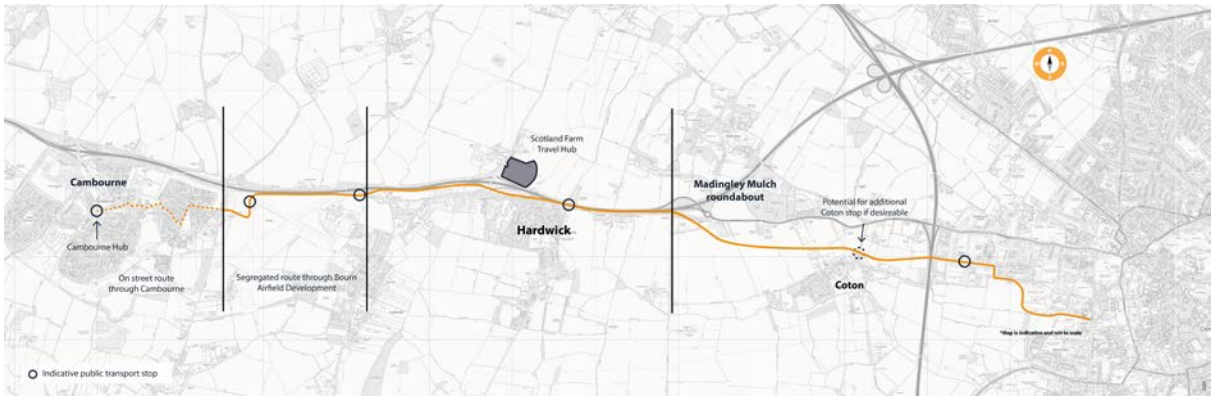
Figure 11: On-Road vs Off-Road Wider Economic Impacts



10. The Preferred Option

10.1 The preferred option for the C2C project is the off-road alignment for Phase 1 and Phase 2 with Scotland Farm as the preferred Park and Ride site – see Figure 12.

Figure 12 – Preferred Option



10.2 At the end of Phase 1 appraisal, the Waterworks site was the highest scoring Park and Ride option, but at this stage, the assessment did not fully consider Phase 2 alignments. At the end of Phase 2 appraisal, Scotland Farm has emerged as the preferred site, reflecting both technical appraisal and strong public opinion.

10.3 See section 9 for route alignment and scheme proposal.

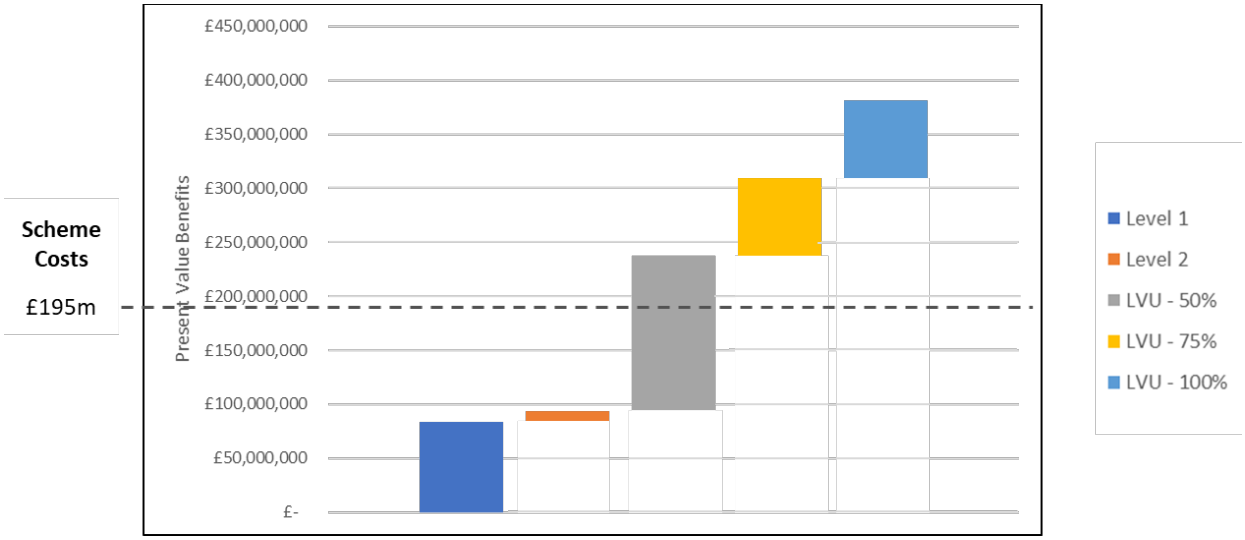
Preferred Option Value for Money

10.4 The Value for Money of the C2C project takes into consideration all appraisal and assessment work undertaken to date to arrive at the emerging scheme that is shown to present the best VfM. This takes into account the monetised impacts vs the project costs presented as a BCR, as well as the findings from any qualitative and non-monetised assessments.

10.5 The role the C2C scheme plays in unlocking and supporting future housing and economic growth is a key element of the strategic rationale for the scheme. Therefore, in establishing the final VfM position of the C2C project, the role of Wider Economic Impacts (which are not part of a standard BCR) should be considered central to examining the case for investing in the scheme.

10.6 Whilst the scheme has an initial BCR of 0.43, and adjusted BCR of 0.48, when taking into account the additional wider economic impacts and, in particular, the land value uplift (LVU) brought about by the scheme (£458m in Land Value Uplift - see table 4), the total BCR is 1.22 when considered at a national level. This is assuming only 50% of the calculated LVU is actually achieved. If the full value is realised, then the total BCR would rise to 1.95. This additional benefit brought about by the scheme is illustrated in Figure 13.

Figure 13: C2C Benefits Build Up



10.7 Considering the C2C scheme's wider economic impacts at a local level (i.e. the benefits accruing to Greater Cambridge) further increases the VfM.

10.8 The C2C project would help to connect growing communities, whilst enabling them to evolve and access the increasing number of jobs and opportunities in the city and on its periphery. Accounting for these Greater Cambridge level benefits, the strategic economic benefits of the scheme are as follows:

- £102.8m direct GVA per annum
- £676.1m in total GVA over 30 years
- A total 'local BCR' of 3.48

Other Key Benefits

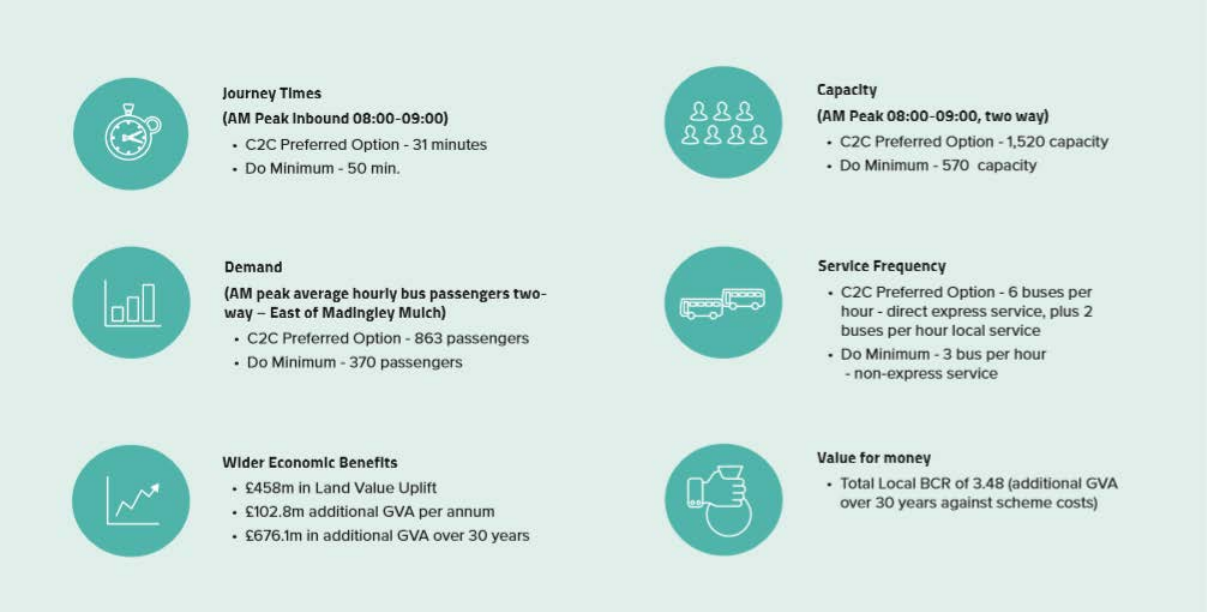
10.9 In summary, the C2C project will offer the following benefits shown in Table 4 and Figure 14 (all benefits shown for forecast year 2036):

Table 4: C2C preferred option benefits vs Do Minimum (DM)

Benefit	C2C preferred option	DM
Journey times (Cambourne to Drummer Street) (inbound)	• **30 mins -** AM Peak (08:00-09:00) • **26 mins** - Inter Peak (10:00-16:00) • **30 mins** - PM Peak (17:00-18:00)	• **53 mins** - AM Peak (08:00-09:00) • **28 mins** - Inter Peak (10:00-16:00) • **38 mins** - PM Peak (17:00-18:00)
Demand (peak average hourly bus passengers two-way – East of Madingley Mulch)	• **863** passengers - AM Peak • **233** passengers - Inter Peak • **320** passengers - PM Peak	• **370** passengers - AM Peak • **248** passengers - Inter Peak • **231** passengers - PM Peak
Service Frequency	• **6 buses per hour -** (10 min interval) direct express service between Cambourne High Street and central Cambridge, via the new Park and Ride site. • Local service running in parallel **2 buses per hour** (30 min interval).	• **3 buses per hour -** (20 min interval) non-express service between Cambourne High Street and central Cambridge. •
Bus passenger Capacity	• **1,520** capacity	• **570** capacity

Benefit	C2C preferred option	DM
(AM Peak 08:00-09:00, two way)	• Demand with the scheme is forecast to increase by 233% by 2036, with capacity increasing by 267%, therefore catering for the additional demand.	
Journey time reliability	• C2C estimate at delivering £536,000 (2010 prices) in additional benefit from reliability improvements. • Using Reliability Ratios, the existing Cambridgeshire Guided Busway sections perform better (0.06) than the non-busway sections of the A428 (0.15), meaning that the infrastructure is delivering journey times that are more consistent.	
Wider economic impacts	• **£102.8m** direct GVA per annum • **£676.1m** in total GVA over 30 years • **£458m** (2019 prices) in Land Value Uplift	• None
Environmental	• Reduction in levels of private vehicle use will lead to: • Improved air quality in the Cambridge City Centre AQMA. • Design principles to support an increase in biodiversity • Leisure and Amenity enhancements with delivery of walking and cycling route • Social benefit with an overall reduction in private car use.	• Higher levels of traffic compared to current levels, resulting in greater levels of congestion, resulting in: • Poorer air quality in the Cambridge City Centre AQMA. • Worsening of the setting of the SSSI and American Cemetery.

Figure 14



Journey Reliability

10.10 A key aspect of the C2C scheme is its ability to deliver reliable journey times for those using it. Results of the appraisal of the preferred off-road option show that it has the potential to deliver £536,000 in additional benefits over a 60-year period.

10.11 In addition to the economic appraisal of the reliability benefits of the C2C preferred option, a quantitative assessment of the benefits of delivering a fully segregated public transport route was undertaken by examining the reliability ratios for the existing Cambridgeshire Guided Busway and non-busway

services within Cambridge as outlined in figure 4. This data is derived from observed journey time variability in line with DfT guidance.

10.12 The Reliability Ratios show that the existing Cambridgeshire Guided Busway sections perform better than the non-busway sections, meaning that the infrastructure is delivering journey times that are more consistent.

10.13 The urban sections of services 1, 4 and B have higher reliability ratios, so journey times are more variable. Two sections of the C2C route, from Madingley Mulch to Drummer Street, are among the three worst performing sections.

Environmental Impact

10.14 Overall there is likely to be a minor to moderate adverse effect on the environment along the route corridor which will be mitigated by: route refinement to minimise impacts; sensitive landscape design; high value habitat creation to ensure positive biodiversity net gain is achieved; and providing mitigation for noise from existing sources along the A428. In addition, the NMU path will increase wellbeing by increasing access to the countryside and facilitating more people moving away from vehicles to cycling, walking and horse riding. These measures will reduce the impact of the scheme on the environment and will lead to some benefit in places.

10.15 The precise mitigation requirements will be identified through engagement with stakeholders and the project team during the Environmental Impact Assessment that would be completed on the approved scheme to support the planning approval process.

10.16 The impact on the Green Belt will be mitigated by landscape planting that screens the route from local communities where practical to achieve this. This will improve over time as the planting schemes mature, reducing the impact on the Green Belt.

10.17 Whilst it is always preferable to avoid any impacts on the Green Belt, in the case of C2C, impact is inevitable. The National Planning Policy Framework establishes that “certain other forms of development are also not inappropriate in the Green Belt provided they preserve its openness and do not conflict with the purposes of including land within it. These are:

(c) local transport infrastructure which can demonstrate a requirement for a Green Belt location”

10.18 The C2C scheme has been developed to provide linkage from new settlements located outside the Green Belt to the City of Cambridge. Given the need to connect development outside the Green Belt to the city, some degree of impact on the Green Belt is inevitable.

11. Bus Strategy

11.1 A bus strategy has been developed to use the C2C route for travel from Cambourne to key employment destinations in and around Cambridge (see Appendix F to OBC). This has been drawn up with reference to other GCP schemes such as the Cambridge South East Transport Scheme, and also

ongoing work on the City Centre Access Strategy, but also noting the need to be compatible with future opportunities such as CAM and any potential changes to bus operating models such as franchising. The strategy will feed into the CPCAs Bus Task Force work.

11.2 The routes are based on realistic service numbers and anticipated demand. This approach builds upon the successful approach adopted as part of the Cambridge Guided Busway scheme which has delivered a significant increase in service and patronage.

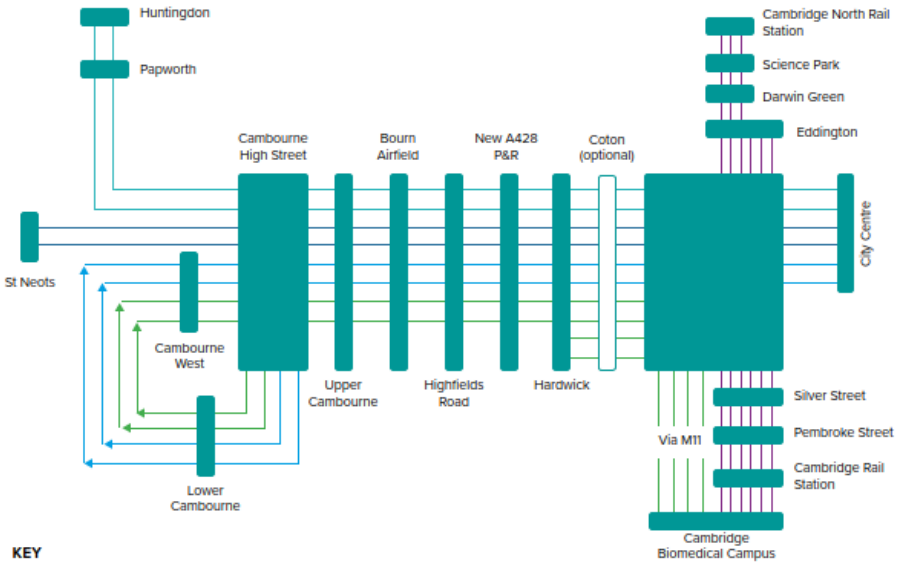
11.3 Existing bus services would have the option of using the new public transport route, providing they comply with clean vehicle standards. For example, the X5 would be likely to use the new route. The Citi 4 has been assumed to continue to serve existing stops on the A1303.

11.4 The proposed bus strategy has three direct express services:

1. C2C to City Centre at 10-minute interval service (six buses per hour).
2. Cambourne to Biomedical Campus at 30-minute interval service (two buses per hour).
3. A428 Park and Ride site to Biomedical Campus at 30-minute interval service (two buses per hour during peak periods).

11.5 The proposed bus network is shown in schematic form in Figure 15 below:

Figure 15 – Schematic Proposed Bus Network



KEY

Huntingdon - Papworth - Cambourne - Cambridge City Centre (two buses per hour).

St Neots - Cambourne - Cambridge City Centre (two buses per hour).

Cambourne - Cambridge City Centre (two buses per hour).

The above routes combine to provide six buses per hour (10-minute headway) between Cambourne High Street and Cambridge City Centre.

Cambourne - Cambridge Biomedical Campus (two buses per hour between Cambourne High Street and Cambridge City Centre).

Planned enhancement of existing "universal" route Cambridge Biomedical Campus - Eddington (six buses per hour) with extension to Darwin Green, Cambridge Science Park and Cambridge North Rail Station (three buses per hour).

12. Scheme Proposal

12.1 The design approach and quality of new segregated HQPT infrastructure has and will continue to be informed by principles agreed by the GCP Executive Board in October 2016 (supplemented by LHE and NMU working group principles, as above) – namely:

- Location of public transport infrastructure – respecting the urban and rural context for example through assessing proximity to and the relationship with the existing built up areas.
- Testing accessibility from the start to the end of journeys through the centres of employment (e.g. Cambridge West) and housing (e.g. Bourn Airfield) and the environmental effects with a view to integrating with existing infrastructure and minimising impacts.
- Siting – positioning of infrastructure to minimise visual intrusion on the existing landscape through considering issues such as ground levels, slopes and other natural features and also minimising impact on important features such as ecological and heritage assets.
- Design – the materials, features and introduced landscaping that will form the new infrastructure and achieve high quality design, minimising environmental impacts consistent with delivering the scheme's objectives, and integration with existing infrastructure and the ends of the route and along it.

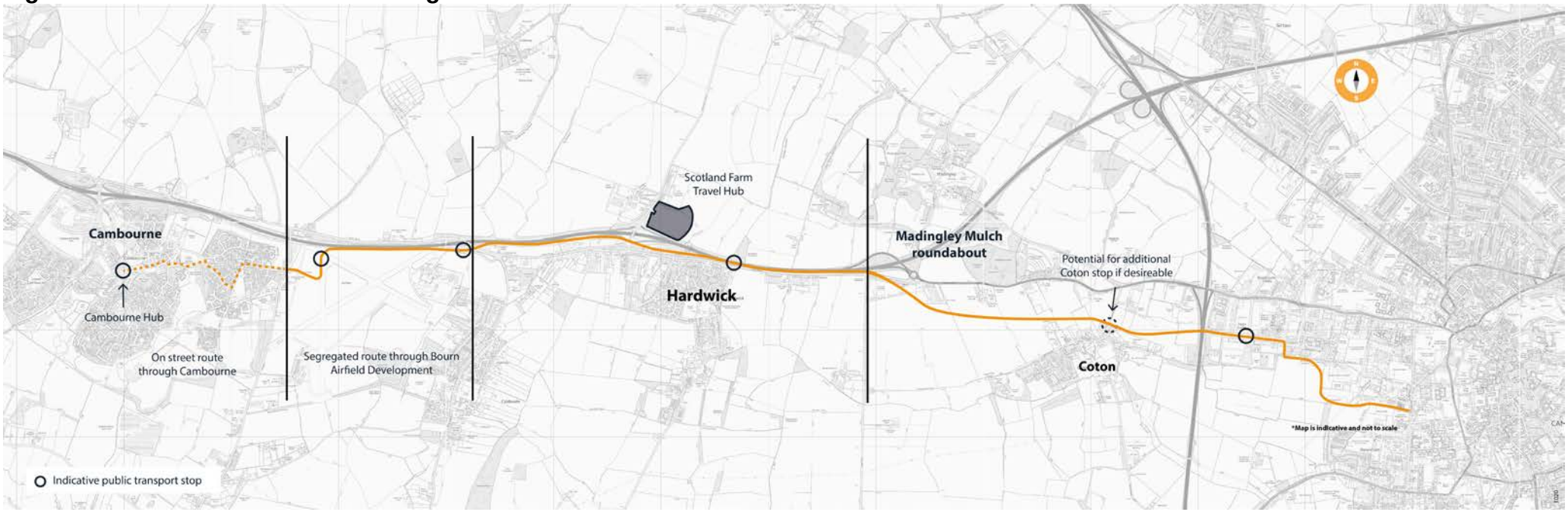
12.2 The end-to-end Recommended Route Option is illustrated at Figure 16.

12.3 The Phase 1 alignment has been modified since the report to the 2018 Executive Board to reflect the following:

- Amended line in Cambridge West to follow West Cambridge Masterplan and detailed operational issues
- Revisions to alignment around Coton (still being refined in dialogue with stakeholders)
- In addition, the Rifle Range section was reviewed twice, firstly, to reflect a review of Green Belt impacts, which suggested that Adams Road would be preferable, although the options were finely balanced. Subsequently, the section was revisited in the light of the CPCA's LTP Sub-Strategy for CAM and it is concluded that whilst the options remain balanced, the original Rifle Range option is better aligned with scheme objectives.

12.4 A final alignment will be subjected to a detailed Environmental Impact Assessment, which would definitively assess the impact and potential benefit of mitigation options.

Figure 16 – Recommended Route Alignment



12.5 Salient features are as follows from west to east:

Cambourne

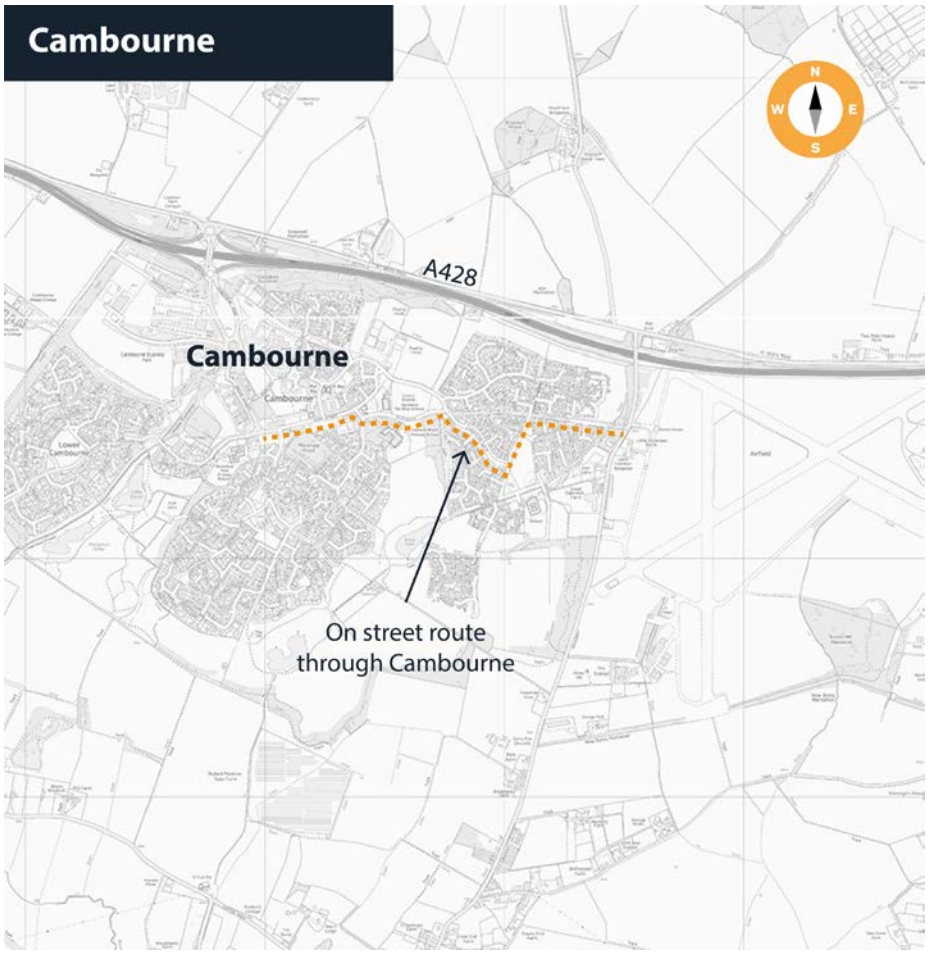
12.6 With the exception of a bus gate and short section of bus route west of the Broadway, the first section of the route is on-road through Cambourne. This is an interim arrangement for the route subject to changes once other factors are known as set out in 10.9, at which point a final CAM-compliant route at Cambourne can be identified.

12.7 Routes, including via Cambourne West, have been developed and included in the traffic modelling assessments.

12.8 Work is also underway, liaising with South Cambridgeshire District Council and Cambourne Town Council, to investigate potential provision of a further Travel Hub at a future date.

12.9 Once a location for a Cambourne Station to be provided as part of East-West Rail is confirmed then the Travel Hub might be located at the station and the C2C scheme would support last mile journeys for train commuters. This will be reviewed in due course alongside consideration of eventual CAM connectivity to St Neots.

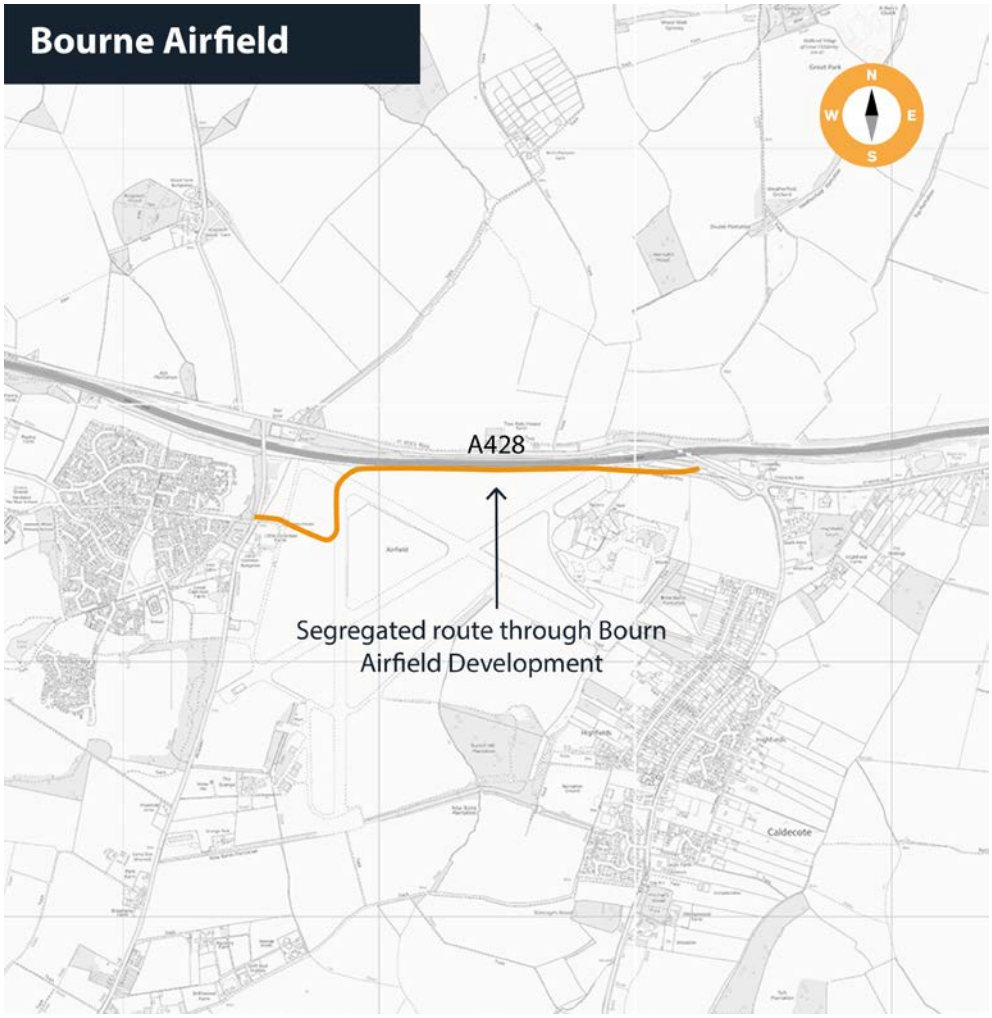
Figure 17 – Cambourne Route Section



Bourn Airfield

12.10 The route continues off-road passing through Bourn Airfield on a corridor defined in the Supplementary Planning Document along the A428 as far as Scotland Farm, agreed in October 2019. Two stops are proposed.

Figure 18 – Bourne Airfield Route Section



Scotland Farm

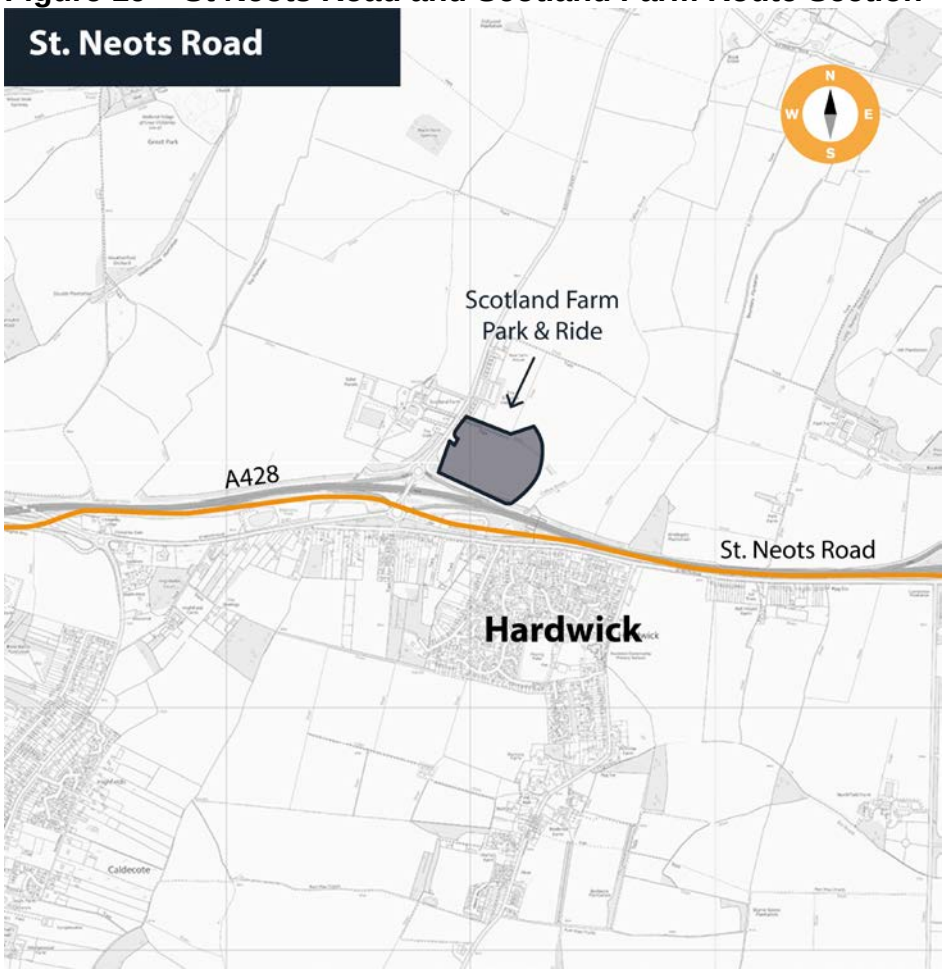
12.11 A Travel Hub (Park and Ride site) will be provided at Scotland Farm. Responding to input from local residents, local traffic management will be provided on Scotland Road in order to ensure access, and to deter 'rat-running' through Dry Drayton, and a new cycle and pedestrian route into Dry Drayton will be created.

St Neots Road

12.12 The route will continue from Scotland Road off-road but largely parallel to the St Neots Road. There will be a loss of trees and vegetation in this location but new planting will be provided to partially offset the impact.

12.13 Proposals would improve the current A428 noise barrier which is poorly provided and in places in a state of disrepair through provision of a well-designed noise barrier to ensure a net decrease in traffic noise.

Figure 19 – St Neots Road and Scotland Farm Route Section



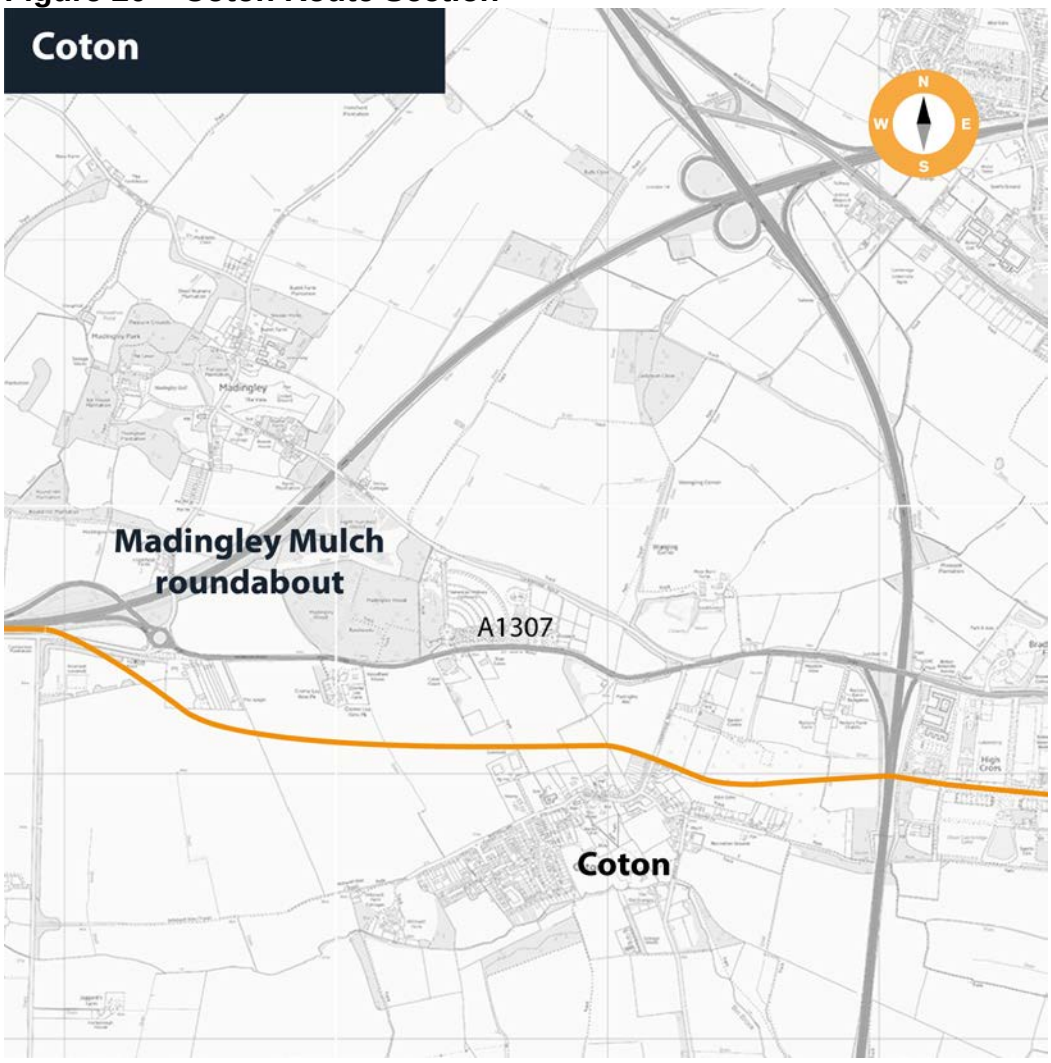
Coton

12.14 Since December 2018, work has been ongoing to further assess and refine the Phase 1 route involving key stakeholders including local residents and LHE and NMU working groups.

12.15 From the Water Works site near to Madingley Mulch roundabout the route then crosses to the south side of the A1303 to the north of water storage tanks on the edge of Coton where it crosses the Cambridge Road. As a result of discussions with local residents, Cambridge Past Present and Future and the National Trust, the route alignment to the north of Coton Village is proposed to move further north to a distance of 40-50 metres from the nearest houses.

12.16 Work will continue beyond the current stage of scheme development to refine the alignment and investigate bunding options to hide infrastructure from view. Where fields are severed there will be an opportunity to retain more suitable areas of land for future use such as the creation of new wildlife habitats as part of the commitment to a net biodiversity gain.

Figure 20 – Coton Route Section



West Cambridge

12.17 The proposed route cuts through the Coton Orchard and crosses the M11 on a new bridge passing into the West Cambridge campus and along Charles Babbage Road before cutting through the campus to the south, and then around the edge of the West Fields before joining the old Rifle Range Track which crosses the Bin Brook on a culvert before passing between Clare Hall College and the CU Rugby Football Ground.

12.18 Whilst on the basis of analysis undertaken prior to the Dec 2018 Executive Board meeting, the Rifle Range Track had been the highest performing option, further concerns were raised regarding the potential impact on the green belt, reflected in research undertaken by LDA Design Consulting: see A428 Cambourne to Cambridge Segregated Bus Route: Consideration of Green Belt Issues Report, Appendix 1LC J to the End of Stage Report.

12.19 In order to investigate the green belt issue further, GCP commissioned a second LDA assessment of the options, reflecting more detailed alignments – see Cambourne to Cambridge Interim Planning Assessment. This new research has concluded that, despite amendments to the alignment through Grange Field to minimise its impact, the Rifle Range option would lead to greater harm to the green belt than the Adams Road option.

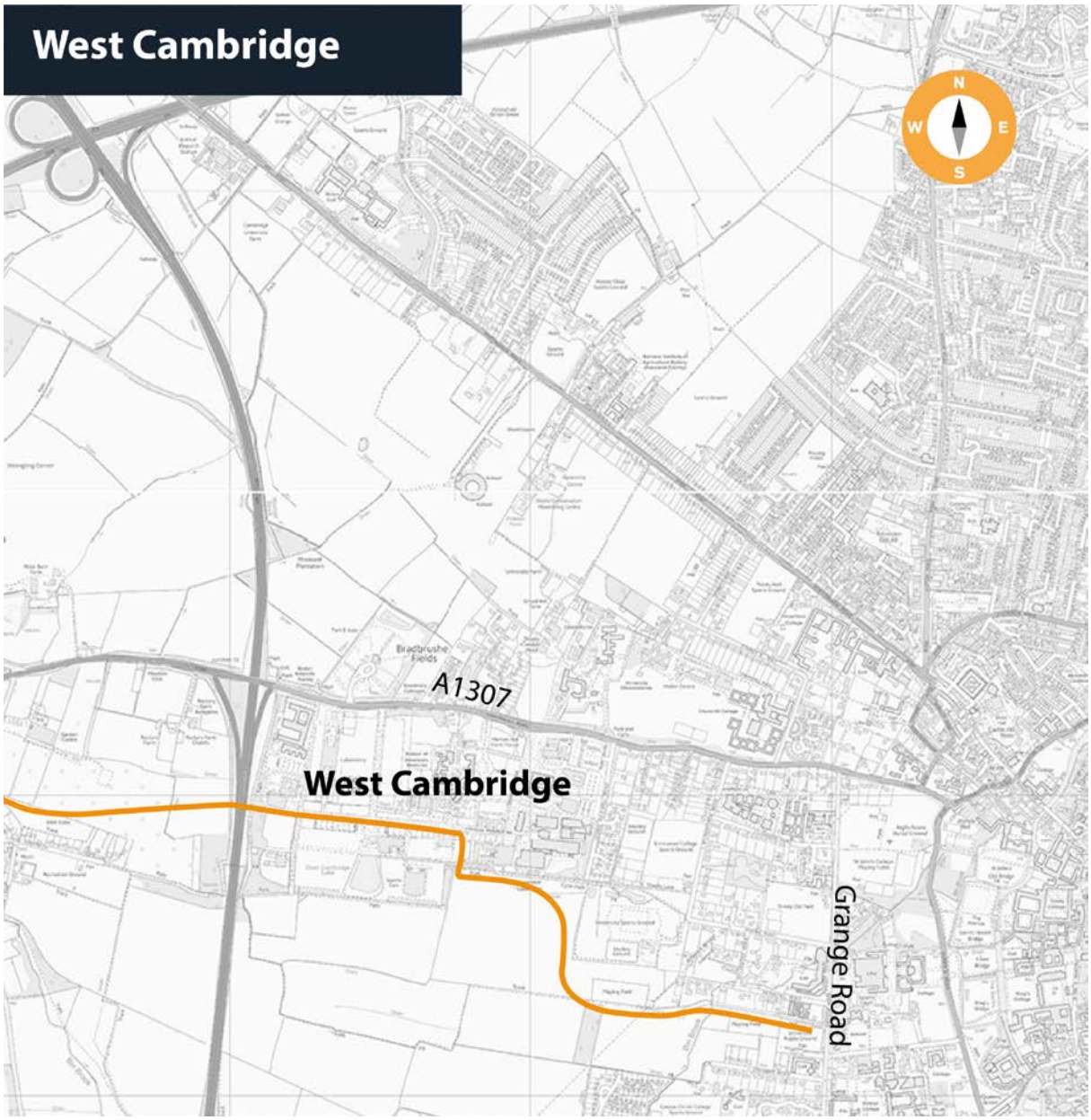
12.20 Further dialogue with landowners on the Rifle Range route also identified a number of access requirements which, whilst not insurmountable, would each lead to a degree of disruption to the route.

12.21 As a result, the preferred alignment was updated to travel down Adams Road in order to minimise land take of green belt land through the West Fields. Subsequently, however, a number of concerns were raised with regards to that option. The main concern voiced by CamCycle and Residents Groups was with regards to the potential impact on cycle usage of Adams Road including the potential growth in cycle demand as the campus grows.

12.22 The publication of the CAM LTP Sub-Strategy has prompted a revisiting of that section to reflect the need to ensure segregation. Having reviewed the assessment it is concluded that the options remains finely balanced.

12.23 In order to reach a decision between the two options they have been reviewed against the CPCA sub-strategy. Against these specifically, Rifle Range would appear to be the better fit because it offers a higher level of segregation to enable a better public transport service, and also creates better NMU linkages, especially to West Cambridge, whilst avoiding the conflict with NMUs that would occur on Adams Road. As such, whilst both Adams Road and Rifle Range have comparable advantages and disadvantages officers have concluded that Rifle Range is better aligned.

Figure 21 – West Cambridge Route Section



13. Environment considerations/commitments

13.1 GCP intends that electric vehicles would be deployed, aligned with the preferred mode for the CAM scheme.

13.2 A biodiversity net gain assessment will be completed once the preferred route is identified and there will be a requirement for GCP to deliver a minimum of 10% gain, with the objective of achieving 20% gain.

13.3 A significant number of environmental surveys and assessments have been undertaken and are available on the GCP website, covering wildlife habitats along the route for animals including reptiles, bats, breeding and wintering birds, badgers, barn owls, reptiles, water voles and invertebrates.

13.4 Further ecological surveys and baseline noise surveys will continue into 2020 to inform the emerging final scheme design, and to be used in the Environmental Impact Assessment.

13.5 Engagement with Natural England is being undertaken on the results of the surveys.

13.6 Initial air quality reports for communities and villages in closer proximity to the route (Hardwick, Adams Road and Coton) propose a negligible impact on air quality.

13.7 A final scheme design will be subject to a full Environmental Impact Assessment.

13.8 GCP will continue to work with LHE and NMU stakeholder groups to develop scheme design.

13.9 GCP have committed to replacing and improving the, now aged, acoustic barrier along the A428 where the route would remove a belt of trees between the A428 and St Neots Road.

14. Delivering a Scheme

Financial Case

14.1 Further refinement of option costs has been carried out since the SOBC and 2017 stage of project development. The current estimated capital cost of the current off-road option is £160.5m, of which £37.7m is anticipated from Section 106 contributions from other third parties such as the developers of the Bourn Airfield site and West Cambridge. The predicted costs and third-party contributions are shown in Table 5 and builds upon the estimates previously provided for the Phase 1 works.

14.2 It should be noted that the financial case does not include Optimism Bias (currently 44%), which is used within the economic appraisal, but does include a risk allowance of 25%.

Table 5: C2C Funding Profile – Preferred Option (£000's)

Funding source	2014-19	2020	2021	2022	2023	2024	Total
City Deal	£3,214	£8,661	£10,568	£42,977	£49,354	£7,714	£122,488
Developer Contributions (S106)				£19,000	£19,000		£38,000
TOTAL	**£3,214**	**£8,661**	**£10,568**	**£61,977**	**£68,354**	**£7,714**	**£160,488**

14.3 The estimated high level scheme costs at this stage of the project's development are based on a number of assumptions and exclusions, which are detailed within OBC Appendix Q. As would be expected there are some differences to the costs that were presented in the SOBC (£141.7m) and subsequent reports, there are multiple reasons for this which include the following:

- Level of detail of schemes – the options have been developed further enabling the costs to be further refined;
- Option alignment work for Phase 2 (formally Option 3a) which has implications on costs;
- Information and data – further information on utilities, land assembly has been obtained; and
- Further indicative design work specifically related to the recommended option.

Funding

14.4 Funding for the project is intended to be sourced through the GCP supplemented by third party developer contributions through S106. City Deals provide a funding framework for central government and local partners to agree investment programmes, centred on the promotion of local economic growth and development. The total scheme costs for the scheme of £160.5m are deemed affordable based on successfully securing funding from the identified funding sources.

14.5 The estimated developer contributions shown above are dependent upon on-going assessments and negotiations and so are indicative at this stage. However, it is currently anticipated that between 20% and 25% of the scheme costs can be attributed to development and contributions secured accordingly.

Commercial Case

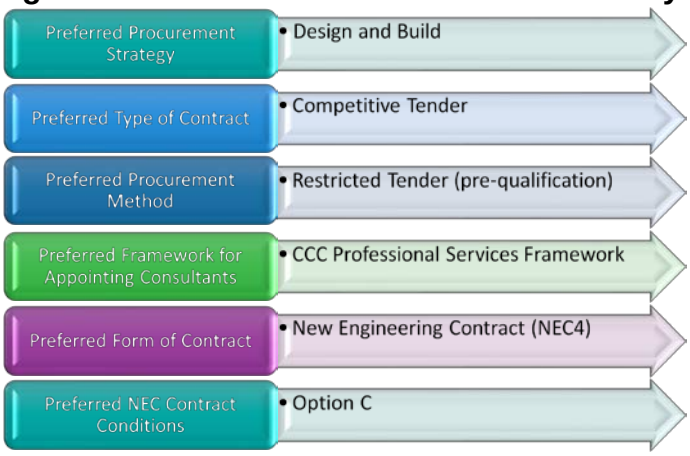
14.6 The Commercial element of the business case covers a range of commercial factors related to delivery of options. Examples are the issues associated with procurement, contractual risk etc. In the SOBC it was concluded that these commercial factors did not significantly differentiate between the options.

14.7 An initial procurement work stream has commenced for each option as currently defined there is a clear commercial strategy for the range of options currently under consideration. The procurement strategy will be influenced by further developments in options for example around vehicle guidance technology which would be further developed at the OBC stage in order to establish the applicable process for the application of powers and consents.

14.8 Operational and maintenance considerations will also form part of the final Commercial Case but at this stage do not offer a basis of differentiation between options.

14.9 Figure 22 sets out the emerging procurement route for the C2C scheme.

Figure 22: C2C Procurement Route Summary



Management Case

14.10 The Management section of the business case focuses on project delivery and management/ governance arrangements in place. The management case also considers the planning process and legal powers necessary to undertake to build a scheme. This is based on a review of previous projects delivered by GCP authorities such as Cambridgeshire County Council and lessons learnt.

14.11 Broadly, as stated in the SOBC, the management case does not differentiate in terms of the options under consideration.

14.12 The GCP includes a governance structure via the Executive Board and a standard approach to project management including a standard project control framework. A project management team exists with defined roles and responsibilities. A series of commercial contracts are in place with third party suppliers (designers, consultants, legal advisors etc.) which are managed by the project team. The GCP Joint Assembly reviews projects at the strategic level prior to recommendations being presented to the Executive Board. An Assurance Framework exists between central Government and GCP in terms of project prioritisation and delivery.

14.13 The management case also identifies the key risks and mitigations for the project. It also reviews the process of public consultation and engagement. Public and stakeholder consultation is essential to ensure that the various aspirations of the general public and key stakeholders are taken into account throughout development and delivery of the project and to manage the communication and flow of information relating to the project. A communication plan sets out how this process is managed, identifying key stakeholders and how engagement is managed including the facilitation of a project specific Local Liaison Forum.

15. Consultation and Engagement

15.1 Throughout the scheme's development, there has been significant and continuing effort to engage with stakeholders and members of the public in order to inform, consult, address concerns and, wherever possible, reflect feedback in developing plans.

Stakeholder Input

15.2 In addition to 3 public consultations, activities have included:

- Regular LLF meetings, including representation from Stagecoach and workshops with representatives from the Local Liaison Forum, forming a 'Technical Group' covering subjects including modelling, Wider Economic Impacts and Environmental Scoring and Mitigation.
- Multiple and continuing representations at community meetings including local Parish Council meetings, drop-ins and area committees.
- Meetings with local businesses and landowners.

Public Consultations

15.3 Three public consultations have contributed to scheme development.

15.4 Each consultation has taken a multi-channel approach to promote and seek feedback including through traditional and online paid-for, owned and earned media, community engagement events in key or high footfall locations along the route and through the wide-spread distribution of around 15,000 consultation leaflets. Drop-in events held across the area enabled people to have their say in person and provided the opportunity to question transport officers and consultants. Quantitative data was recorded through a formal questionnaire and information booklet.

15.5 An initial 2015 public consultation presented six high-level options for public transport infrastructure improvements along the C2C corridor. Of 2,193 responses, Options Area 1 Central (bus lane from Madingley Mulch Roundabout to Cambridge via Madingley Road) and Area 2 Central (Bus only route from Cambourne to Bourn Airfield) received majority support (66.8% and 58.1% respectively). Almost half (46.1%) of respondents approved of a new Park and Ride site near the Madingley Mulch roundabout. Other headline findings included 70.3% respondents agreeing in principle to better bus journeys between Cambourne and Cambridge and reliable journey times' as being key to making bus travel a better alternative to the car by over half (50.7%) of respondents.

15.6 Three options for the Phase 1 route and two Park and Ride sites were consulted on in 2017/18 via online and print questionnaire, events and focus groups. In total 2,049 respondents replied to the consultation. Headline results included a preference for the Scotland Farm (54%) Park and Ride location. Although there was no overall majority, route B (on-road tidal bus lane) was the most popular route option (40%). Option C, off-road, was preferred by 33% of respondents.

Phase 2 Consultation Findings

15.7 Between 04 February and 31 March 2019 the GCP held a third public consultation on three route options for the Phase 2 section of the route, from Madingley Mulch to Bourn Airfield and on to Cambourne and for updated proposals for Park and Ride sites (moving the Waterworks site further up the hill in response to stakeholder feedback).

15.8 From 968 responses, just under half of respondents (48%) indicated that 'Option 1: off-road' would be their preferred choice. 20% preferred 'Option 3: on-road with public transport priority lanes.' 19% preferred 'Option 2: on-road with junction improvements' and 9% indicated that they didn't want any of the options.

15.9 For the choice of Park and Ride site, the majority of respondents (63%) preferred 'Option A – Scotland Farm'

15.10 A large number of detailed comments were received. Of these, the issues that were highlighted most compared to previous consultation rounds for the route included:

- The impact of the proposals on residents of St Neots Road, Hardwick from increased traffic and loss of vegetation.
- The need to consider the implications of the East-West rail proposals from the EWR Company.
- The need for wider public transport network to be developed to improve accessibility for villages around the route.
- The possibility of locating a Park and Ride site closer to or within Cambourne.

15.11 Responses were also received on behalf of 35 different groups or organisations. All of the responses from these groups were made available to board members in full and published alongside the results of the public consultation survey on the GCP website - https://www.greatercambridge.org.uk/cambourne-to-cambridge.

15.12 See Appendix 3 - C2C Phase 2 Consultation Summary Report.

Stakeholder Working Groups

15.13 Two working groups were established in May 2019 for organisations representing Landscape, Heritage and Ecology (LHE) and Non-Motorised Users (NMU) and continue to meet regularly to contribute to scheme design. Working group members include CamCycle, the National Trust, Cambridge Past, Present and Future and the British Horse Society. As a result of representation in the Landscape, Heritage and Ecology Working Group, route refinements between Coton village and Madingley are ongoing to see if minor changes to the alignment could have benefit to the potential impacts on the landscape of that section of the scheme. This is intended to reduce the impacts on land that is covered by a Covenant to protect the landscape that is held by the National Trust.

15.14 More recently, LHE and NMU working groups have devised GCP Working Group Design principles (Appendix 4 and 5) to adopt on C2C and all GCP transport schemes. The objective of the principles is to ensure GCP projects go above and beyond minimum requirements in scheme development and delivery.

15.15 OBC Appendix H – Statement of Community Involvement provides further stakeholder engagement information and full consultation summary reports.

16. Options and Emerging Recommendations

16.1 This report provides an update on the development of the Business Case and the development of a recommended Option for the C2C project. The report summarises outcomes of stakeholder engagement and public consultations on developing options and the technical assessment work carried out in the context of the Government's '5 Cases' business case methodology.

16.2 The Business Case assessment reaffirms the findings of the previous stages, that there remains a strong strategic case to undertake a major transport infrastructure project from C2C based on both current and projected transport demand along the corridor, and given the GCP objectives to promote sustainable economic growth and reduce congestion.

16.3 The Strategic Case demonstrates a proposed off-road segregated alignment for HQPT will provide significant transport benefits over bus priority on the existing highway and is consistent with the CPCA's CAM proposal.

16.4 The C2C scheme is necessary to support the delivery of a number of residential settlements within the Greater Cambridge Local Plan and engagement on this scheme, both with Stakeholders and members of the public has been significant and far beyond the level expected for a scheme such as this.

16.5 The scheme is underpinned by strong environmental design principles to ensure net gain or betterment of the natural environment as part of the design process. Design principles agreed with local stakeholder groups are outlined in Appendix 4 and 5.

16.6 The report also sets out a recommended alignment for a rapid transit route between Cambourne and key destinations in and around the city, and, presents a bus strategy for regular services.

16.7 The report recommends a travel hub site location at Scotland Farm.

16.8 Further assessment work and refinement will continue to be aligned with the development of CAM.

17. Citizen's Assembly

17.1 Citizens' Assembly members developed and prioritised their vision for transport in Greater Cambridge. The range of solutions being considered for C2C directly contributes to delivery of 5 of the highest 7 scoring priorities, namely:

- Provide affordable public transport (32).
- Provide fast and reliable public transport (32).
- Be environmental and zero carbon (28).
- Be people centred – prioritising pedestrians and cyclist (26).
- Enable interconnection (e.g. north/south/east/west/urban/rural) (25).

17.2 In addition, C2C has the potential to complement delivery of the other highest scoring priorities:

- Restrict the city centre to only clean and electric vehicles (27).
- Be managed as one coordinated system (e.g. Transport for Cambridge) (25).

17.3 The Citizens' Assembly voted on a series of measures to reduce congestion, improve air quality and public transport. Of the measures considered, Assembly members voted most strongly in favour of road closures, followed by a series of road charging options (clean air zone, pollution charge and flexible charge). These will be considered further as packages develop.

18. Financial Implications

18.1 This report recommends that the C2C project proceeds to the next stage. The financial implications are contained within the body of the report. The total budget allocated is £157m and once the design is refined and mitigation requirements identified the budget will either be confirmed or any changes will be requested for approval from the Executive Board.

Have the resource implications been cleared by Finance? **Yes**
Name of Financial Officer: Sarah Heywood

19 Next Steps and Milestones

19.1 The next steps in the development of the project include the key elements set out in Table 6 below.

Table 6: Indicative Programme

Task	Commentary	Timescale
Prepare an application for statutory consent including Environmental Impact Assessment and Environmental Statement	The power to construct the scheme is likely to come from a Transport and Works Act Order which would be determined by the Secretary of State for Transport. This process is likely to include a Public Inquiry directed by an independent Inspector. Work to be undertaken will include Environmental Impact Assessment as well as Transport Assessment, Road Safety Audit etc. This will draw on further work to be done on scheme design including mitigation measures and further stakeholder engagement.	Submit application early 2021 with a determination period estimated of around 18 months – completed in 2023
Seek authority to construct project	Following the completion of the statutory permissions stage, the Board will be presented with the Final Business Case for approval. This will trigger the construction of the project.	2023 depending on statutory powers process
Opening of the scheme to operational services	Planned opening	Planned for 2025

20. List of Appendices

(https://greatercambs.filecamp.com/s/qPIODPJ6PFVX33L5/fo)

Appendix 1	OBC - Strategic case, Economic case, Commercial case, Financial Case and Management Case and Appendices including Appendix C Option Appraisal Report 3 and Appendix F Bus Strategy Report - https://greatercambs.filecamp.com/s/N3Ok8LEwxGZeW18O/fo
Appendix 2	Non-Technical Summary Report - https://greatercambs.filecamp.com/s/SX3FTm0utbzFTi1V/fo
Appendix 3	C2C Phase 2 Consultation Summary Report - https://greatercambs.filecamp.com/s/93TQ8ABGnWE2xG4r/fo
Appendix 4	NMU Working Group Design Principles - https://greatercambs.filecamp.com/s/v1ZbfGCfjpiVoRuX/fo
Appendix 5	LHE Working Group Design Principles - https://greatercambs.filecamp.com/s/oBF20ODteowHCyLV/fo
Appendix 6	CPCA Transport and Infrastructure Committee 4 November Committee Papers

20. Background Papers

Option Appraisal Report 1	https://citydeal-live.storage.googleapis.com/upload/www.greatercambridge.org.uk/transport/transport-projects/Option%20Appraisal%20Report%20Part%201.pdf
Option Appraisal Report 2	https://citydeal-live.storage.googleapis.com/upload/www.greatercambridge.org.uk/transport/transport-projects/Option%20Appraisal%20Report%20Part%202.pdf
National Infrastructure Commission's (NIC) report	https://www.nic.org.uk/publications/national-infrastructure-assessment-2018/
Local Plan for Cambridge City	https://www.cambridge.gov.uk/local-plan-2018
Local Plan for South Cambridgeshire	https://www.scambs.gov.uk/planning/local-plan-and-neighbourhood-planning/the-adopted-development-plan/south-cambridgeshire-local-plan-2018/
Transport Strategy for Cambridge and South Cambridgeshire (TSCSC)	https://www.cambridgeshire.gov.uk/residents/travel-roads-and-parking/transport-plans-and-policies/cambridge-city-and-south-cambs-transport-strategy
Draft Cambridgeshire and Peterborough Local Transport Plan (CPLTP)	https://cambridgeshirepeterborough-ca.gov.uk/assets/Transport/Draft-LTP.pdf
East of England Forecasting Model 2017	https://cambridgeshireinsight.org.uk/eefm/
Madingley Road Quick Wins Options Outline Technical Note	https://citydeal-live.storage.googleapis.com/upload/www.greatercambridge.org.uk/transport/transport-projects/C2C%20LLF%20Technical%20Note%20-%20Madingley%20Road%20Quick%20Wins%2014-05-2019.pdf
Northern route technical note	https://citydeal-live.storage.googleapis.com/upload/www.greatercambridge.org.uk/transport/transport-projects/C2C%20LLF%20Technical%20Note%20Northern%20Route%2022-05-2019.pdf
Bourne Airfield Supplementary Planning Document	https://www.scambs.gov.uk/bournairfieldSPD
Cambourne to Cambridge Segregated Bus Route: Consideration of Green Belt Issues Report	https://citydeal-live.storage.googleapis.com/upload/www.greatercambridge.org.uk/transport/transport-projects/Appendix%20L1c.pdf
Cambourne to Cambridge Interim Planning Assessment	https://citydeal-live.storage.googleapis.com/upload/www.greatercambridge.org.uk/transport/transport-projects/Cambourne%20to%20Cambridge%20interim%20planning%20appraisal%2010%20Sep%202019.pdf
Environmental surveys and assessments including initial air quality assessments	https://www.greatercambridge.org.uk/transport/transport-projects/cambourne-to-cambridge/cambourne-to-cambridge-background/

Agenda Item No: 9

Greater Cambridge Partnership Future Investment Strategy

Report To: Greater Cambridge Partnership Executive Board

Date: 10th December 2020

Lead Officer: Rachel Stopard – Chief Executive, Greater Cambridge Partnership

1. Background

1.1. In March 2019, the Executive Board agreed the Greater Cambridge Partnership's (GCP's) Future Investment Strategy (FIS). The purpose of the FIS is to outline how the GCP will invest in order to maximise the benefits realised by residents and businesses in Greater Cambridge through the delivery of the City Deal. In particular, the 2019 FIS was developed to support preparations for the first Gateway Review.

1.2. When discussed in 2019, it was noted that the FIS "will continue to evolve as projects develop and additional funding… is identified and secured". Therefore, in light of the successful Gateway Review outcome earlier this year, as well as the impact of Covid-19 on the GCP's strategic context, officers have updated the FIS for 2020. The aim of the update was to assess the Strategy agreed in 2019 and identify gaps or opportunities to intervene in light of new evidence.

2. Recommendations

2.1. The Executive Board is recommended to:

a) Confirm that the Future Investment Strategy continues to meet the ambitions of the City Deal and address the need for transformational solutions to meet programme objectives, including environmental and net-zero ambitions, as well as supporting Greater Cambridge and the wider area to recover from Covid-19;
b) Note that the Greater Cambridge area has seen significant changes to the economy, travel patterns, working practices and the public transport operating environment during Covid-19, but uncertainty remains as to future trends;
c) Agree that flexibility should be retained at a programme and project level to respond to emerging trends in order to deliver the GCP's objectives;

d) Agree the updated criteria for prioritisation of future investment, which have been amended to bring environmental objectives into the strategic criteria;
e) Agree the prioritisation for additional future investment, in particular:
    - Further develop investment proposals within the previous £75m public transport allocation, including creating flexibility within this allocation to meet City Deal objectives, as follows:
        i) Develop a fund to enable operator investment in zero emission buses, aiming to move all buses in Greater Cambridge to zero emission within a defined time period;
        ii) Develop a further programme of permanent active travel measures, building on the emergency programme led by Cambridgeshire County Council, in particular aiming to address key gaps in the Greater Cambridge cycling network;
        iii) Develop proposals to invest in public transport services, forward-funding a future network offering more people competitive journeys; and
        iv) All proposals would be subject to business cases and would need to demonstrate how any funds committed towards one area impacted on ability to deliver others.
    - Allocate £20m to a fund for unlocking housing delivery, based on a recoverable investment model;
    - Allocate £2.8m to the Smart programme, to continue work to support delivery of GCP objectives.
f) Agree that the projects prioritised in the Future Investment Strategy are prioritised in principle, with further work to be undertaken by officers in line with usual project development processes and the City Deal Assurance Framework, before funding is committed;
g) Note that, taken together with existing commitments, this would increase overall allocated spend to £751m (of which £20m is identified as recoverable investment) against a projected income of £603m. Cost recovery and income generation opportunities will continue to be explored more widely.

3. Joint Assembly Feedback

3.1 Joint Assembly members were broadly supportive of areas identified for additional investment. However, several members expressed concerns relating to the additional investment in zero emission buses and the cycling network being sourced through a proposed allocation of up to £50m from the previous £75m allocation for public transport improvements. In particular, members voiced concerns that the reduction in funding allocated to public transport service provision would mean that the GCP would have insufficient funds to effectively forward-fund an enhanced public transport network. It was felt that more analysis and information was needed, particularly in terms of the balance between investment in zero emission vehicles and in service provision.

3.2 Taking this feedback, officers are proposing – rather than allocate a suggested amount from the original £75m pot for public transport

improvements – that flexibility is added to this pot in recognition of the current conditions to develop the additional priorities identified, but that it is made clear that forward-funding public transport improvements remains a key part of GCP's strategy and any funding proposals coming forward from this allocation need to demonstrate not only their own business case but also their impact on achievement of the other priorities of the fund. As set out in this paper, allocations in the Future Investment Strategy are indicative and do not represent firm funding commitments – all proposals are subject to usual business case processes.

4. Issues for Discussion

Background

4.1. The first draft Future Investment Strategy was agreed by the Executive Board in March 2018. It was developed on the basis of a range of evidence including evidence collected through the GCP's "Our Big Conversation" engagement campaign. Throughout 2018 and early 2019, officers reinforced the draft FIS in light of further evidence, including that produced by the Cambridgeshire and Peterborough Independent Economic Review (CPIER) in September 2018.[1] The final FIS was agreed by the Executive Board in March 2019.

4.2. The 2019 FIS highlighted a number of key factors:

- Poor transport connectivity continues to be a key challenge, impacting on the labour market and economic growth, with analysis showing that infrastructure and service provision on key corridors will provide the greatest impact.
- The 2018 CPIER notes that "the single most important infrastructure priority" facing the region is a package of transport and other infrastructure projects to alleviate the growing pains of Greater Cambridge.
- Public engagement evidences that traffic congestion and a lack of sufficient, reliable public transport, are key issues for residents in Greater Cambridge.

4.3. Evidence produced by policies and citizen engagement since the 2019 FIS was agreed, reinforces these key factors. Firstly, two major local policy documents have further reinforced the importance of delivering the programme set out by the 2019 FIS. In July 2019, the Government and Cambridgeshire and Peterborough Combined Authority (CPCA) published the Cambridgeshire and Peterborough Local Industrial Strategy (LIS).[2] The LIS commits local partners to the delivery of the Greater Cambridge City Deal to improve infrastructure in the area and notes the importance of the GCP's FIS in delivering the transformative infrastructure needed in the next decade.

[1] https://www.cpier.org.uk/final-report/

[2] https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/818886/Cambridge_SINGLE_PAGE.pdf

4.4. In early 2020, the CPCA published the Cambridgeshire & Peterborough Local Transport Plan (LTP).[3] The LTP identifies the unique transport challenge of supporting growth in Greater Cambridge and explicitly refers to the importance of GCP investments and initiatives in addressing those transport challenges.

4.5. Taken together, the LIS and the LTP are central documents setting out how growth will be enabled across Greater Cambridge (and the wider region). The inclusion of the programme set out in the 2019 FIS in these two documents indicates that the prioritisations and allocations made by the 2019 FIS remain credible as the foundation of the GCP's approach to investment over the coming decade.

4.6. Additionally, further detailed public engagement has reinforced residents' concerns around congestion, air pollution and poor public transport connectivity. The GCP's 'Choices for Better Journeys' public engagement campaign in early 2019 found that a significant majority (82%) of respondents were in favour of the GCP's vision to improve public transport, with reliability and frequency of services the most important element to residents.[4] Other key themes emerging from the engagement included the need for improvements to cycling infrastructure and ensuring public transport improvements provide a viable alternative to driving. The findings of 'Choices for Better Journeys' align with the key factors and prioritisation made by the 2019 FIS.

4.7. Subsequently, the Greater Cambridge Citizens' Assembly in autumn 2019 set a clear vision for transport in Greater Cambridge, prioritising: affordability; speed and reliability of public transport; an environmentally conscious, zero-carbon transport system; restricting the city centre to clean and electric vehicles; taking a people-centred approach; prioritising pedestrians and cyclists.[5] The Citizens' Assembly was clear that action and ambition is required to address the issues they considered. The GCP responded to the Citizens' Assembly in June 2020, and the recommendations have supported the development of the City Access project.[6]

Reviewing the FIS

4.8. Emerging issues and considerations since March 2019 have meant that it is now appropriate to review the 2019 FIS against emerging evidence, to assess any gaps or opportunities for new interventions that have emerged since it was agreed and to ensure that it delivers the greatest possible benefits for residents in Greater Cambridge and the wider region. Those emerging issues and considerations are discussed below, drawing on a wide evidence base including local and national data and technical work undertaken across the programme, in particular through the City Access strategy (see paper at item 10).

[3] https://cambridgeshirepeterborough-ca.gov.uk/assets/Transport/LTP.pdf
[4] https://consultcambs.uk.engagementhq.com/1836/widgets/6649/documents/2464
[5] https://www.greatercambridge.org.uk/asset-library/imported-assets/GCCA%20on%20Congestion%20Air%20Quality%20and%20Public%20Transport%20-%20PEP%20final%20version.pdf
[6] https://www.greatercambridge.org.uk/asset-library/City-Access/Citizens-Assembly/GCP-Citizens-Assembly-response-July-2020.pdf

2020 Gateway Review

4.9. In May 2020, the Government confirmed that the GCP passed the first Gateway Review, securing the next tranche of investment into the GCP's programme. The Gateway Review saw the Government offer praise for the GCP's "significant progress" to date and support for the GCP's plans through its allocation of further funding.

4.10. The 2019 FIS was a central part of the GCP's submission to Government for the Gateway Review. However, when the 2019 FIS was agreed, it was noted the FIS "will continue to evolve as projects develop and additional funding… is identified and secured".

Covid-19

4.11. The onset of the Covid-19 pandemic has already had significant impacts on the economy and local travel and working behaviours, and the full impact of Covid-19 across various dimensions remains unclear. In particular, the longer-term impact on transport patterns and travel preferences and behaviours could vary widely, dependent on a range of factors. Furthermore, the full economic impact of the pandemic (including on businesses and the labour market) will not be understood for some time, particularly depending on the extent to which the pandemic affects economic activity over the winter.

4.12. Close monitoring of economic indicators is underway. Data suggests that the pace of the economic recovery locally is mixed; whilst data indicates that movement across Greater Cambridge has recovered since the low point in April 2020, footfall remains down on pre-lockdown levels in many parts of the geography and in particular for visits including to "Retail and Recreation", "Workplace" and "Grocery and Pharmacy" destinations. Whilst the risk of future restrictions on economic activity remains, there are good signs that many (though not all) kinds of activity recovered well when they were loosened over the summer.

4.13. However, there has already been an impact on the labour market that is likely to be further impacted with additional restrictions over the winter. A range of evidence was considered by the Joint Assembly and Executive Board in September and October 2020 relating to the immediately clear impact of Covid-19 on the labour market, including specific impacts on young people and those in certain job types, and further action agreed. Evidence collected by the ONS shows a rapid increase in the claimant count in Greater Cambridge from March to August 2020; rising by 163% in Cambridge and 226% in South Cambridgeshire. There were a total of 7,115 residents claiming across the GCP area by the end of August 2020.

4.14. In terms of job postings, these remain below usual levels but have recovered above the national average. Data made available to the GCP by the Cambridgeshire and Peterborough Combined Authority shows that total job postings across Greater Cambridge in Q2 (July-September) 2020/21 are 16.6% below the level seen in Q2 2019/20. Some sectors have faced much harder impacts than others, particularly hospitality. The number of vacancies in September 2020 is lower than in September 2019 across all sectors bar

"Human Health and Social Work"; in some sectors, the number of vacancies is down more than 60% (including "Accommodation and Food Service" and "Real Estate").

4.15. Data on transport across Greater Cambridge is also being monitored closely, and Appendix 1 sets out the latest information. There have been significant changes to the way people work and travel in the area, and this is likely to continue to be the case during the pandemic. The longevity and future impact of these is difficult to predict. The FIS will need to recognise this uncertainty as well as the significant role the City Deal has to play in shaping recovery through investment to support the achievement of its key objectives, particularly around supporting sustainable growth and addressing environmental issues.

4.16. As well as uncertainty over travel patterns, public transport has been hit particularly hard by the pandemic and government funding is currently in place to keep buses and trains in operation. Recognising that significant uncertainty remains, the following are key considerations for the FIS:

- People moving in and around Greater Cambridge are so far returning to private motor vehicles quicker than they are to other modes. Morning and afternoon travel peaks had returned at monitored locations by September for motor vehicles, with similar peaks re-emerging for active travel modes. The growth in traffic levels is disproportionately high compared to current levels of home working.
- Whilst there is potential for significant future uptake of home-working in Greater Cambridge, the vast majority of workers remain likely to continue to go into the workplace at least some of the time in future. This is particularly the case for some of Greater Cambridge's growth sectors where access to laboratories or other facilities is essential.
- It therefore remains highly likely that a high quality public transport network will be crucial to the success of Greater Cambridge and the wider area in the long term.
- The impact of the pandemic on public transport has been more severe than other modes, with journey numbers still significantly below usual levels. The government is currently funding bus and railway operations, and public subsidy is likely to be needed for some time unless circumstances enable patronage to recover back to near pre-pandemic levels. With government deferring big spending and policy decisions until next year, the regulatory, operational and funding environment for public transport remains very uncertain.
- In terms of sustainable travel, active travel has recovered faster than public transport. Findings from the National Travel Attitudes Study (October 2020) show that many people who have started walking and cycling more, hope to do so after restrictions are removed.[7]

[7] https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/924959/national-travel-attitudes-study-wave-4-provisional.pdf

- The lockdown has demonstrated clear correlation between traffic levels and bus journey times and reliability, both key factors in the attractiveness of public transport.
- Even with changes to travel, it is clear that air quality remains a concern. Since restrictions eased, Cambridge has seen NO_2 levels increase towards pre-pandemic averages. Analysis suggests correlations between both reduced bus numbers and better air quality, and reduced overall traffic levels and better air quality.

4.17. It is clear that investment in transport will be important to recovery. Initial evidence suggests that accelerating delivery of GCP investments will help to support the local economic recovery and 'lock-in' transport benefits for residents during the recovery, including lower air pollution, reduced journey times and traffic congestion. Particularly, evidence from the International Energy Agency (based on reviewing public behaviours after past crises internationally) finds that infrastructure investments are crucial to make public and active transport more attractive in the wake of a crisis such as the pandemic.

4.18. In the autumn the GCP ran a survey in collaboration with Cambridge Ahead asking employers about changes to working practices and how this might impact things like travel, location and skills. The survey was circulated by business networks, GCP and our partner councils to hundreds of businesses. Employers were asked about current changes, as well as changes they anticipated would be in place in 3-5 years' time. Appendix 2 sets out the findings of the survey in full, but key points include:

- The survey had unexpectedly low take-up, despite being widely circulated and promoted. Initial feedback suggests that, whilst some level of survey fatigue may have played a part, a key reason for this was that employers did not feel able to predict some of the longer term changes that the survey was looking to understand. The survey coincided with a tightening of restrictions and increase in Covid-19 cases, and many businesses may have felt the renewed and potentially lengthy uncertainty made answering the survey difficult. This uncertainty is also reflected in the survey results themselves.
- The survey should therefore be seen as a 'snapshot in time' rather than a definitive view of possible future trends. It gives an indication of current business thinking but cannot be considered comprehensive. A key point is that, whilst businesses anticipate there will be some long-term changes to how they work, they remain uncertain as to the nature and scale of these.
- The majority of respondents indicated that there was likely to be more working from home in their organisations in 3-5 years' time than prior to Covid-19. Conversely, there was little difference in the number of predicting workforce arriving outside of rush hour, suggesting an expectation of more home working rather than flexible hours.
- The majority of respondents indicated that 'business ability to adapt' and 'staff flexibility' had 'improved', and that their digital connectivity

had successfully supported their ways of working during the Covid-19 pandemic.

- When asked if they were anticipating a change in the way employees travel, over a third of respondents indicated that they were anticipating 'more cycling'. However, a third of respondents indicated they were 'not anticipating any changes'.
- The majority of respondents indicated that, 'no', they were not considering changing their primary location/floorspace in the next 3 to 5 years.
- The majority of respondents indicated they were not envisioning different skill needs in the future.

4.19. In discussion with partners in the business community, we will consider running a follow-up survey in 2021 when businesses may have more certainty about their future plans and expectations.

4.20. The FIS will need to balance investment to support recovery and the achievement of the City Deal objectives, with this current uncertain climate. Retaining flexibility is important in this context.

Greater Cambridge Local Plan

4.21. The 2019 FIS was designed conscious of delivering against the growth objectives that are fundamental to the purpose of the GCP. In particular, a key City Deal objective is to deliver infrastructure that will "enable accelerated delivery of 33,480 new homes" in the existing Local Plans for Greater Cambridge.

4.22. Cambridge City Council and South Cambridgeshire District Council are currently in the process of developing a joint Local Plan for the whole of Greater Cambridge, which is currently planned to be submitted to the Secretary of State by spring 2024. Therefore, the 2020 FIS should be as complementary as possible with the emerging aims and principles underpinning the new Local Plan, whilst recognising that the City Deal enables delivery of the current Local Plan.

4.23. The public response to the first 'First Conversation' consultation on the Local Plan indicates that Climate Change was most frequently ranked as the most important theme for members of the public. Additionally, the consultation made clear that most respondents felt that continuing economic growth was important.

Climate Emergency and Environmental Objectives

4.24. Each of the local authorities in Greater Cambridge have declared a climate emergency since the 2019 FIS was agreed, making commitments around reducing carbon emissions in the coming years. These commitments provide a clear strategic imperative for the 2020 FIS.

4.25. Interventions delivered by the GCP will be essential to delivering the commitments of each of the local authority partners. Transport is the largest single contributor to carbon emissions across Cambridgeshire, accounting for 45% of emissions, with the majority coming from private cars.[8] The LTP emphasises the need to "allow individuals and businesses to be less reliant on the car and to decarbonise transport more generally". The first iteration of the Covid-19 Local Economic Recovery Strategy (LERS) agreed by the CPCA in September 2020 includes a 'pillar of delivery' focused on: "Accelerating a greener and more sustainable economy". Furthermore, the Combined Authority has launched a Climate Commission which is currently considering evidence.

4.26. Delivering a shift to more sustainable modes of transport will be vital to reduce emissions to the levels set out by local commitments. GCP investments can therefore play a major role in delivering a green recovery from Covid-19.

4.27. Analysis by the Institute for Public Policy Research, published in July 2020, suggests that jobs resulting from clean recovery investments could generate three quarters of the jobs needed to replace those that may be lost due to Covid-19 nationally.[9] In particular, the research identifies the potential for schemes focused on electric vehicle (EV) supply and infrastructure, green urban transport (including active travel) and expanding the electric bus network to play a key part in any 'green recovery' – delivery environmental and employment benefits.

5. Options and Emerging Recommendations

5.1. The review of the FIS presents an opportunity to reflect on the legacy of the City Deal and how the current programme achieves that. As well as supporting sustainable growth and the delivery of the Local Plan, the City Deal will enable a transformation in the way Greater Cambridge moves and travels, supporting the transition to zero carbon and creating a more inclusive economy. The Deal also has an important role to play in driving economic recovery following the Covid-19 pandemic and ensuring Greater Cambridge emerges as a more sustainable, healthier and stronger place. The review has used the evidence outlined in section 4, alongside that developed and presented to the Board previously, to reflect on how the current programme delivers this legacy, and to identify where gaps may exist to address challenges and opportunities.

5.2. The programme agreed in 2019 remains vitally important to the future success of Greater Cambridge and the wider area, as demonstrated by its inclusion in key strategic documents. Delivery of a transformative transport solution remains the key priority for the City Deal, and a vital part of achieving partners' zero carbon commitments. As well as economic and environmental benefits, the programme supports the realisation of wider benefits including helping to address social inequalities, supporting healthier lives and generating wellbeing and productivity benefits. The programme will need to

[8] 'Reducing air pollution, CO2 emissions and congestion in Cambridgeshire', (CUPSE 2019) www.greatercambridge.org/reducingairpollutionreport/

[9] https://www.ippr.org/files/2020-07/transforming-the-economy-after-covid19-july2020.pdf

continue to reflect on how potential changes to travel patterns may impact on delivery of the new transport network, and project business cases will consider this.

5.3. In addition, to secure the City Deal's legacy, there are a small number of areas that the review has found where more action is needed to respond to the emerging evidence base. These are:

- A greater emphasis across the programme on delivering environmental objectives and demonstrating how the City Deal will support improvements to air quality and the transition to zero carbon. In particular, more action may be needed to clean up commercial fleets;
- Taking the opportunity to further support active travel, given the positive uptake of this during the pandemic, and reflecting new government policy and guidance on this;
- Continuing to respond to clear and urgent needs during the recovery period – for instance, through recent action on skills and emergency active travel measures;
- Recognising the potential for changes to travel patterns and building flexibility into the programme to respond to these;
- Identifying barriers to sustainable growth and continuing to take action to address these.

Suggested additional priorities

5.4. Taking these areas for potential further action, the review has looked across the GCP's five workstreams to identify possible new allocations, working with Joint Assembly and Executive Board members as part of their thematic working groups.

Transport

5.5. The review has sought to recognise current uncertainty by identifying areas of activity that are important to progress in any future scenario, and to build flexibility into the programme. Two new areas are proposed as part of the FIS review.

5.6. Firstly, recognising the opportunity to encourage active travel and build on the emergency measures and existing GCP spend commitments, it is proposed that an allocation is made to enable targeted investment in gaps in the cycling network. Planned investments through the GCP programme, as well as by partners, will significantly improve the cycling network across Greater Cambridge. The Greenways will provide a step-change in provision outside the city, and the Chisolm Trail and Cross City cycling projects will provide much needed connections. However, there will still be gaps in the network that could discourage people from cycling and taking advantage of the new infrastructure. In order to maximise the potential for use of new active travel routes and leave a strong active travel network as a City Deal legacy, it is suggested that an additional allocation is made to address gaps. Initial analysis suggests that there would be a range of potential schemes that could be taken forward, and further work would be needed to refine the final list of projects.

5.7. Secondly, it is proposed that the FIS allocates funding to enable operator investment in a new, zero-emission bus fleet for Greater Cambridge. Data from the last few months shows a strong correlation between increasing bus numbers and air pollution. Previous analysis has shown that, in order for Greater Cambridge to grow sustainably and to reduce air pollution, carbon emissions and congestion, more people will need to travel by public transport and significantly more buses will be needed. Supporting the current and future fleet to move swiftly towards zero emissions will therefore be vital if air quality is not to worsen. This investment would build on the electric bus pilot and the proposed extension to this discussed in the *Public Transport and City Access* paper at item 10. The aim would be to facilitate all buses in Greater Cambridge moving to zero emissions within a defined time period.

5.8. The 2019 FIS made an allocation of £75m towards improvements to public transport services. Previous evidence and analysis has demonstrated that service enhancements are needed to make public transport competitive and offer more people an alternative to a car. The Systra report published earlier this year sets out a future network model that would provide increased service levels and orbital connections, to deliver that competitive choice.[10] However, current circumstances limit investment opportunities in service provision and this funding could be made more flexible in order to recognise the potential for changing travel behaviours and the need for the GCP to both shape and respond to these. At the same time, it is important to ensure the GCP's ambitions to provide a transport network that offers people a competitive sustainable travel choice is not compromised.

5.9. Following the discussion at the Joint Assembly, it is proposed that flexibility is added to this pot in recognition of the current conditions to develop the additional priorities identified in paragraphs 5.6 and 5.7 above, but that it is made clear that forward-funding public transport improvements remains a key part of GCP's strategy and any funding proposals coming forward from this allocation need to demonstrate not only their own business case but also their impact on achievement of the other priorities of the fund. This will enable the funding to be used to support the achievement of the overall City Deal legacy, whilst ensuring that any trade-offs are fully considered before funding is committed. As set out in section 8, allocations in the Future Investment Strategy are indicative and do not represent firm funding commitments – all proposals are subject to usual business case processes.

Skills

5.10. In October, the Executive Board agreed further action on skills in response to the pandemic, and this has been incorporated into the proposed revised FIS.

[10] https://greatercambs.filecamp.com/s/8waVgal1mMlYNfJ9/d

Housing

5.11. The GCP Transport programme will facilitate delivery of significant new housing identified in the Local Plans. Throughout the City Deal period, further opportunities are likely to arise to use targeted investment to unlock housing delivery on key sites. The City Deal was agreed with Government to be a key facilitator for the Local Plans and so should continue, where possible, to unlock housing delivery. This will be particularly important in an economic recovery context. It is therefore suggested that an allocation is made to provide targeted, recoverable investment to unlock further housing opportunities. A cost recovery model will help to ensure maximum value for money in any investment made and an initial allocation of £20m is suggested.

Smart

5.12. The Smart workstream supports the achievement of the City Deal objectives, working across the programme to ensure the GCP is making the most of technological and digital innovations. Current workstream funding will finish in March 2021, and it is proposed that a further allocation of £2.8m is made to provide core team funding and data management activities, plus funding in order to develop and deliver a specific portfolio of projects to April 2025. This is a slightly higher than the £2.5m allocation suggested in the Joint Assembly paper and reflects further work to refine the potential new projects. This will support the delivery of core GCP transport and other objectives, by supporting effective scheme delivery and operationalisation, allowing residents to make more efficient travel choices and facilitating effective monitoring and evaluation at scheme and programme level. Specific areas that the workstream will explore and influence include how innovation can support the development of flexible travel hubs, particularly if travel patterns change post-pandemic.

Economy and Environment

5.13. The Economy and Environment workstream looks across the programme as well as identifying specific areas for additional intervention, such as the energy capacity project identified in the 2019 FIS. The Greater Cambridge area faces a range of challenges as it grows, including issues with utility provision (particularly energy and water capacity issues) as well as ensuring growth is sustainable and inclusive and leaves a strong legacy for the area. The proposals above will support the achievement of environmental objectives as well as supporting economic recovery and, though further areas for allocation have not been identified at this time, this will be kept under review.

Updated Prioritisation Criteria

5.14. Prioritisation criteria for new schemes were agreed in the 2019 FIS. These prioritisation criteria were developed based on the Assurance Framework agreed between Government and local partners as part of the Greater Cambridge City Deal. They translate the Framework's objectives into more specific and measureable criteria to determine the GCP's programme and specific interventions.

5.15. Given the link to the agreed Assurance Framework, the prioritisation criteria remain largely unchanged for the 2020 FIS. However, after reviewing the evidence and changing local objectives over the last year and engagement with members, officers have identified that it would be appropriate to make two changes to the criteria.

5.16. Firstly, whilst the 2019 prioritisation criteria included reference to environmental objectives under “Other Policy Impacts”, new commitments to environmental objectives mean that these should be considered much more prominently within the “Strategic” prioritisation criteria. It is suggested that specific reference is made to the delivery of net-zero carbon and environmental ‘net gain’ objectives.

5.17. Secondly, given emerging evidence which indicates that working and travel to work behaviours are likely to change over the course of the next phase of delivery, it is proposed that the criteria make specific reference to whether an intervention has been designed conscious of emerging trends and changes in these behaviours, as a result of Covid-19 or otherwise.

5.18. Table 1 lists the proposed updated prioritisation criteria, with the new criteria highlighted.

Table 1 – Suggested Updated Criteria for Prioritisation of New Schemes

STRATEGIC		**New?**
How does the scheme facilitate City Deal objectives?	What is the likely impact on facilitating economic growth of doing the scheme vs. not doing the scheme?[11]	
	What is the impact on the labour market of doing the scheme?[12]	
How does the scheme facilitate environmental objectives?	Will the scheme clearly support the delivery of net-zero carbon objectives across Greater Cambridge?	✓
	To what extent will delivery of the scheme result in environmental 'net gain'?	✓
TRANSPORT		
What is the impact on people's travel choices?	Overall journey time improvement	
	Impact on journey reliability	
	Capacity improvement	
	Competitiveness analysis of car vs. public transport and/or active travel	
Scale of impact	Connecting how many homes to how many jobs, to include: - Existing homes - Enabling or facilitating new homes	
	Connecting different employment sites to encourage knowledge exchange	
OVERALL		
Is the scheme deliverable?	Is the scheme affordable for GCP?	
	Is the scheme deliverable within the City Deal timescales?	
	Consideration of other factors, including practicality, risk analysis and stakeholder support	
Is the scheme value for money and financially sustainable?	Including, if applicable: - funding identified beyond the City Deal period - potential to recycle funds or generate future revenue	
How does the scheme interact with other schemes (both GCP and non-GCP)?	In particular, alignment with CPCA schemes, and interaction with other proposed strategic infrastructure schemes e.g. East-West Rail	
Other policy impacts	To what extent is the scheme tailored to emerging trends in working and travel for work behaviours?	✓
	Social distributional impacts	
	Are there any impacts that severely deteriorate or negate the positive impacts?	
	What is the likely impact on air quality?	
	What is the impact on public realm? (alignment with spaces and movement SPD)	

[11] This would be measured in line with government's criteria moving to Gateway 2025.

[12] For transport projects this measure would use connectivity and competitiveness measures. For other projects this could include looking at number of apprenticeships supported, or number of affordable or key worker homes unlocked.

Funding and prioritising additional priorities

5.19. Section 8 sets out the FIS current financial position. Of the additional priorities identified by the review, only the allocation to the smart programme (£2.8m) is additional to existing allocations, as it is proposed that the measures supporting zero emission buses and addressing gaps in the cycle network are developed through a rebalanced and more flexible £75m public transport allocation, and that the fund to unlock housing is recoverable.

5.20. Given the need at this time for the programme to retain flexibility, it is suggested that all the identified priorities are allocated funding. This will mean continued over-programming, but this is likely to be appropriate at this moment to retain flexibility that will ensure that City Deal funds are used most effectively. This also recognises the potential for exploration of different funding models or income generation that the programme has identified.

5.21. All allocations within the FIS are prioritised in principle and further work will be undertaken to develop these, in line with usual project development processes and the City Deal Assurance Framework, before funding is committed.

6. Alignment with City Deal Objectives

6.1 The purpose of the Future Investment Strategy is to set out how the GCP will deliver the City Deal objectives, looking across the funding period and programme.

7. Citizens' Assembly

7.1 The review of the FIS has been undertaken with the recommendations of the Citizens' Assembly in mind and is designed to align with the vision set by the Citizens' Assembly.

7.2 In particular, the proposed prioritisation criteria include greater emphasis on environmental objectives including delivering on zero-carbon commitments. "Be environmental and zero carbon" featured as the third most supported priority amongst participants of the Citizens' Assembly.

7.3 Further, the proposed new allocations (including funding for active travel and electrification of public transport) speak directly to Citizens' Assembly priorities including:

- "Be environmental and zero carbon" (third most supported priority);
- Support for clean and electric vehicles (fourth most supported priority);
- "Be people centred – prioritising pedestrians and cyclists" (fifth most supported priority).

8. Financial Implications

8.1. The FIS makes indicative allocations to a number of projects which, if agreed, would be progressed under the usual project development processes and the City Deal Assurance Framework, before funding is committed. Appendix 3 sets out the allocations to the FIS prior to and resulting from this review. If

agreed, formal allocations to progress each of the new suggested priorities will be made through the GCP's 2021/22 budget setting process in March 2021.

8.2. Based on schemes agreed in the 2020/21 budget setting process and those schemes agreed subsequently, the GCP programme is costed at £710m as of October 2020. Alongside the FIS, the Board will consider two papers seeking additional funding: £8m for the Haslingfield Greenway, and £10m for City Access. These would take the GCP programme value to £728m.

8.3. The four additional priorities identified in the FIS above would add c. £23m of allocations to the total programme value. These allocations include £20m allocated to Housing (section 5.11) on the basis that a suitable cost recovery model is identified, and £2.8m allocated to Smart (section 3.12). Allocations to active travel (section 5.6) and zero-emission bus investment (section 5.7) will not add to the total programme value, as these will be developed as part of the existing £75m allocation made to public transport. The total programme value would therefore increase to £751m, of which £20m is identified as recoverable investment.

8.4. Currently identified funding totals £603m, consisting of £500m Government Investment Fund grant funding (subject to a successful second Gateway Review) and £103m estimated match funding, currently including approximate contributions from New Homes Bonus and Section 106.

8.5. Based on total programme value and currently identified funding, the 2020 FIS therefore means a net over-programming of £128m.

8.6. Government grant alone was not intended or designed to meet the City Deal ambitions. Consideration needs to be given as to how to meet the City Deal's match funding commitment through, for example, further Section 106 contributions. There is also an opportunity to look at how we can make best use of funding through borrowing, recoverable investment or income generation opportunities.

8.7. In order to maintain programme flexibility given the uncertainty about future needs, is it appropriate that over-programming will occur at this stage of the programme. Given the current planned over-programming on approved schemes is £128m (subject to Executive Board approval of all the proposals on the agenda), if additional financial resources are not secured then the GCP will need to prioritise which schemes to fully implement and which to reconsider. These decisions will need to be taken in advance of funds becoming fully committed. With limited resources, it remains essential to explore opportunities to secure further funding or generate income in order to maximise the number of schemes the GCP can be deliver.

Have the resource implications been cleared by Finance? Yes
Name of Financial Officer: Sarah Heywood

9. Next Steps and Milestones

9.1. The updated FIS will be used to inform the GCP's budget setting process ahead of the 2021/22 financial year. In particular, officers will continue to work to identify further match funding and other funding opportunities.

9.2. The GCP continues to work closely with the CPCA and other partners to ensure that the FIS informs and is incorporated into key strategy and policy documents as they are developed, as has been the case with the LIS and the LTP over the course of 2019/20.

9.3. The FIS is not a fixed document and will continue to evolve in order to factor in key developments (e.g. any future revenue-raising schemes) and emerging evidence (including in relation to the full impacts of Covid-19 as they become apparent). However, as the GCP moves into the delivery phase for many of its key schemes, the opportunities for further review will become more limited.

List of Appendices

Appendix 1	Transport data pack
Appendix 2	Employers Survey for Changes to Travel and Work Since Covid-19: Summary report of survey findings
Appendix 3	Future Investment Strategy: summary of existing and new allocations

Background Papers

None.

Covid-19 – transport impacts
Data and monitoring report

This report is intended to:

- Provide further updates on some of **the transport and mobility impacts of Covid-19 restrictions and the impact of the second national lockdown;**
- Indicate changes in key indicators by comparing **pre-Covid-19 lockdown data to the 24 November 2020**;
- Continue to track **daily/weekly data to provide a more detailed understanding of recent trends** and show the impact of on-going restrictions;
- Provide a basis for discussion for the Greater Cambridge Partnership to understand and identify existing challenges and future data needs

Data – key points to note:

- Relevant comparison periods are noted throughout the report, dependent on historic data availability
- A number of datasets are **tracked daily from 1 Mar to 22 November 2020 with some recent updates to include more up to date data where possible.** Early figures emerging for the period to 29 November show that levels seen as of 22 November have remained

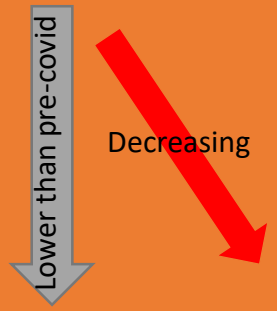
Transport dashboard – Covid-19

November 2020

- The second national lockdown has seen reductions in traffic counts, car park use, retail footfall and public transport ridership after a period of stability through September and October. There were increases in vehicle counts through July, August and early September but levels remained flat until 5th November when large reductions were seen.
- Reductions have been seen in all of the datasets monitored (as a result of the second lockdown) but these reductions have not been as large as those seen at the end of March and through April, due to restrictions not being as significant in some aspects of life. For example schools, colleges and universities have remained open. Trends in headline counts after the ending of the first lockdown help give a sense of direction and help to set expectation of what is to come with a return to a tier-based system.
- There was an element of recovery through the summer in car park use and retail footfall, in part supported by reduced parking charges. A similar policy in the lead up to a 'Christmas rush' could further impact on park and ride use and bring increased traffic flows and congestion through December.
- Cycle and pedestrian counts (active travel) remain lower than the same point last year but this is likely to be because these people are just not travelling at all (especially those that travel actively to work) rather than indicating significant short-term behavioural change i.e cyclists aren't now using a car as vehicle counts also remain lower

Traffic volumes

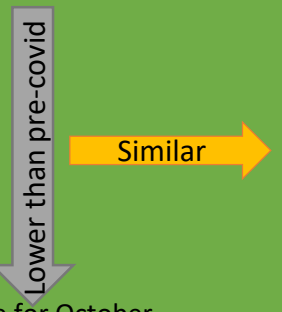
Average daily flows at monitored locations approximately **33%* lower than the same point last year**



*Compared to the same point last year

Air pollution

An average **26% reduction*** in NO_2 recorded across monitoring locations against predicted levels for **October**.

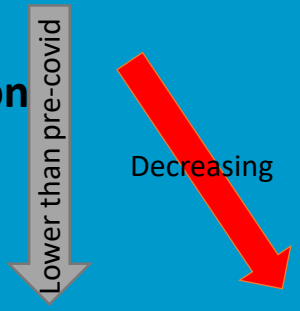


*Compared to previous 3 year average for October

Detailed analysis on the impact of the second lockdown will be completed in early December on receipt of November data

Public transport

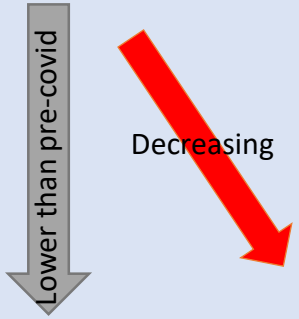
An average 65% reduction in bus use across Cambridgeshire and Peterborough and **85% reduction in P&R use**



*Compared to 2019 levels

Parking occupancy

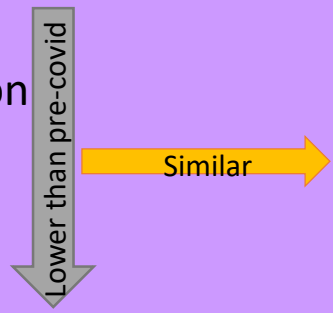
Average daily occupancy at multi-storey parking currently **84%* lower than the same point last year**



*Compared to the same point last year

Journey times

Average bus drive times on selected routes are approximately 15%* less than pre-Covid-19 levels



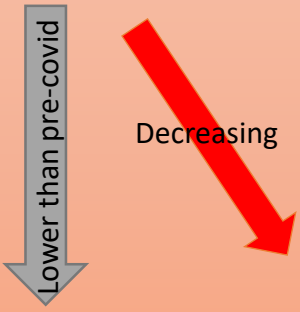
*Compared to a Jan-Mar 2020 baseline

Cycling and walking

Cycling counts: **23% average reduction***

Pedestrian counts: **19% average reduction***

Retail footfall: **57% reduction***

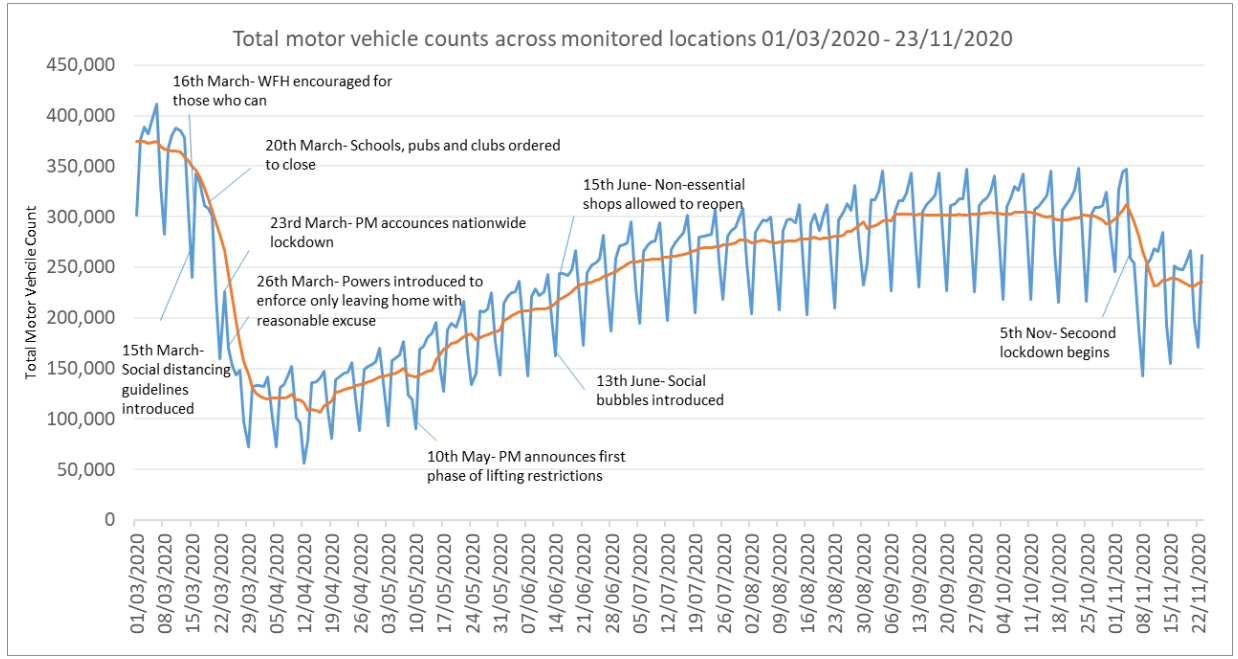


*Compared to the same point last year

Traffic- Motor Vehicles- Overview

Overall reduction of 33% in average daily traffic in November 2020 compared to November 2019. Traffic levels have dropped in November in response to the second lockdown.

Total motor vehicles recorded daily across Cambridge Vivacity Sensors and CA counters from 1 Mar to 23 Nov 2020



% change in daily average vehicle counts between *1st-23rd Nov 2020 and 1st-23rd Nov 2019, by key location*

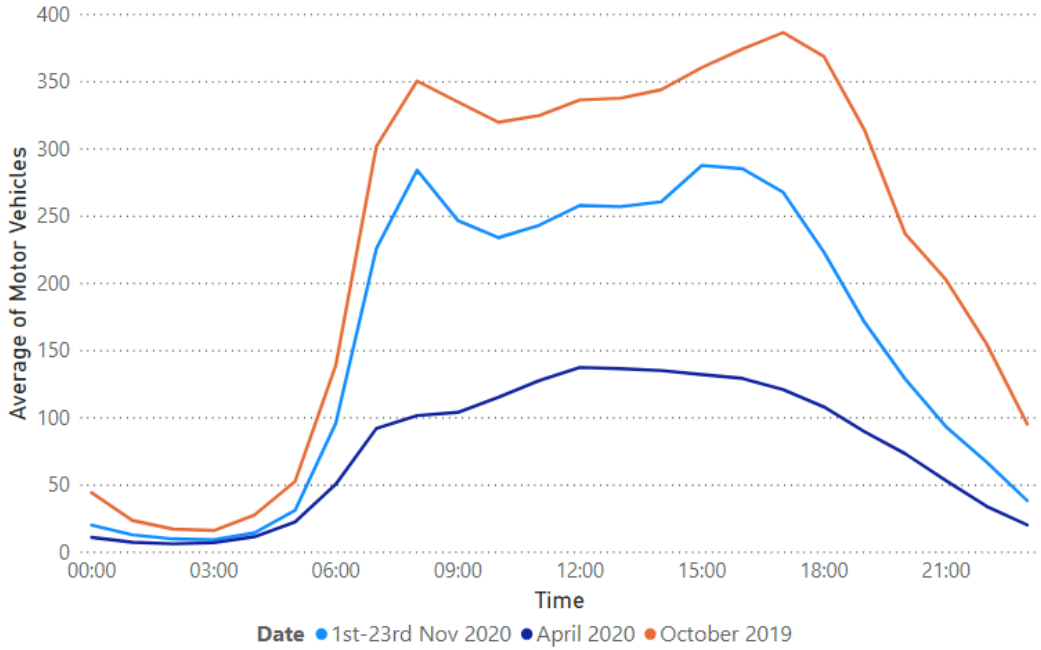
Location	All Vehicles	Motorcycles	Cars/Vans	Light Goods Vehicles	Heavy Goods Vehicles	Buses
Mill Rd 1	-46%	-22%	-50%	-19%	-9%	-31%
Mill Rd 2	-60%	-1%	-66%	-37%	-17%	-41%
Coldhams Lane	-12%	81%	-16%	16%	15%	-17%
East Rd	-28%	41%	-33%	-1%	-18%	-52%
Hills Rd 1	-10%	99%	-13%	-2%	-18%	2%
Hills Rd 2	-24%	23%	-30%	7%	10%	-13%
Milton Rd 1	-8%	-31%	-9%	9%	-34%	-6%
Milton Rd 2	-27%	-11%	-32%	7%	-22%	-3%
Histon Rd 1	-71%	-51%	-73%	-64%	-67%	-70%
Histon Rd 2	-64%	-43%	-65%	-55%	-54%	-60%

- Traffic levels have dropped since the second lockdown began at the beginning of November and **average daily traffic between 1st-23rd November decreased by 16% compared to October 2020.**
- Average daily traffic between 1st-23rd November decreased across all sensors bar one between October and November
- **Goods vehicles** have seen an **average decrease of 8%** (LGVs and HGVs) since October and **are now 15% below the same point last year.**

Traffic- Motor Vehicles- By Time of Day

Overall motor vehicles counts have been rising since restrictions were eased, but have dropped slightly in November. Peak time analysis shows that whilst the traditional morning and evening peaks have returned at monitored locations, the volume of counts during these periods are not as high. Peak time analysis from April showed that these peaks disappeared completely with a lack of commuter traffic and a midday peak developed.

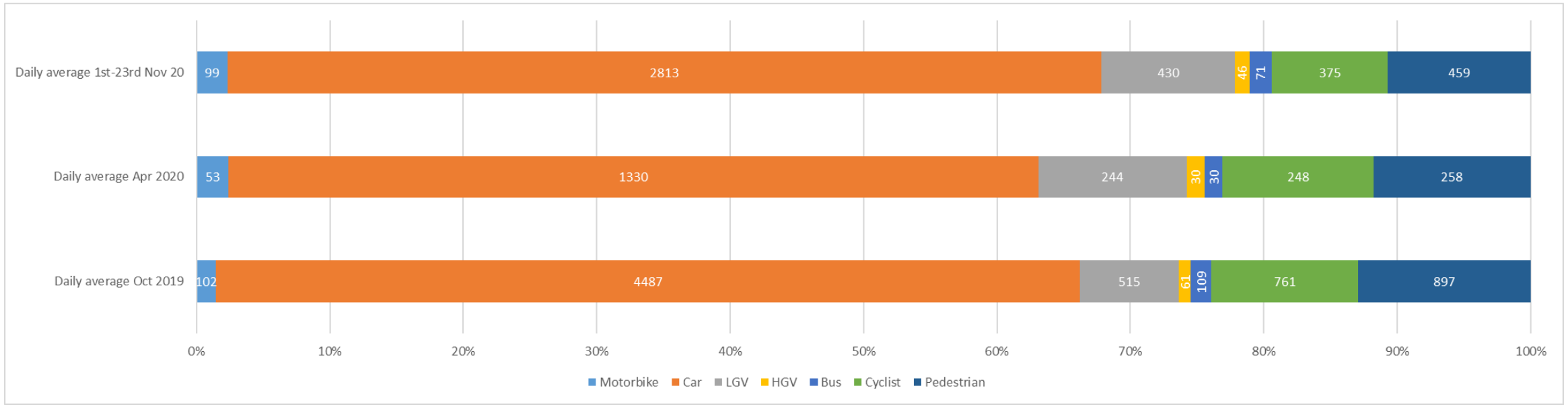
Average daily motor vehicles recorded across Cambridge monitored locations



- Distinguished morning and evening peaks can be seen in October last year across the sensors in Cambridge City.
- In April, at the height of the first lockdown period, the morning and evening peaks were no longer apparent. Instead peak time was around Midday, with a sharp rise and fall either side.
- The **morning and evening peak can be seen again in November 2020** with similar patterns to October 2019, however the PM peak is slightly earlier.
- Traffic volumes dropped significantly in April 2020 at the peak of lockdown and traffic levels are now closer to October 2019 levels, reductions can be seen throughout the day.

Traffic- Modal Split-

With total vehicle counts (including at peak time) continuing to be lower than pre-lockdown, analysis has shown that the proportionate modal split of vehicles in November is similar to that of October 2019. There was a clear shift in April 2020 with a decrease in the proportion of cars and an increase in the proportion of good vehicles and cyclists.



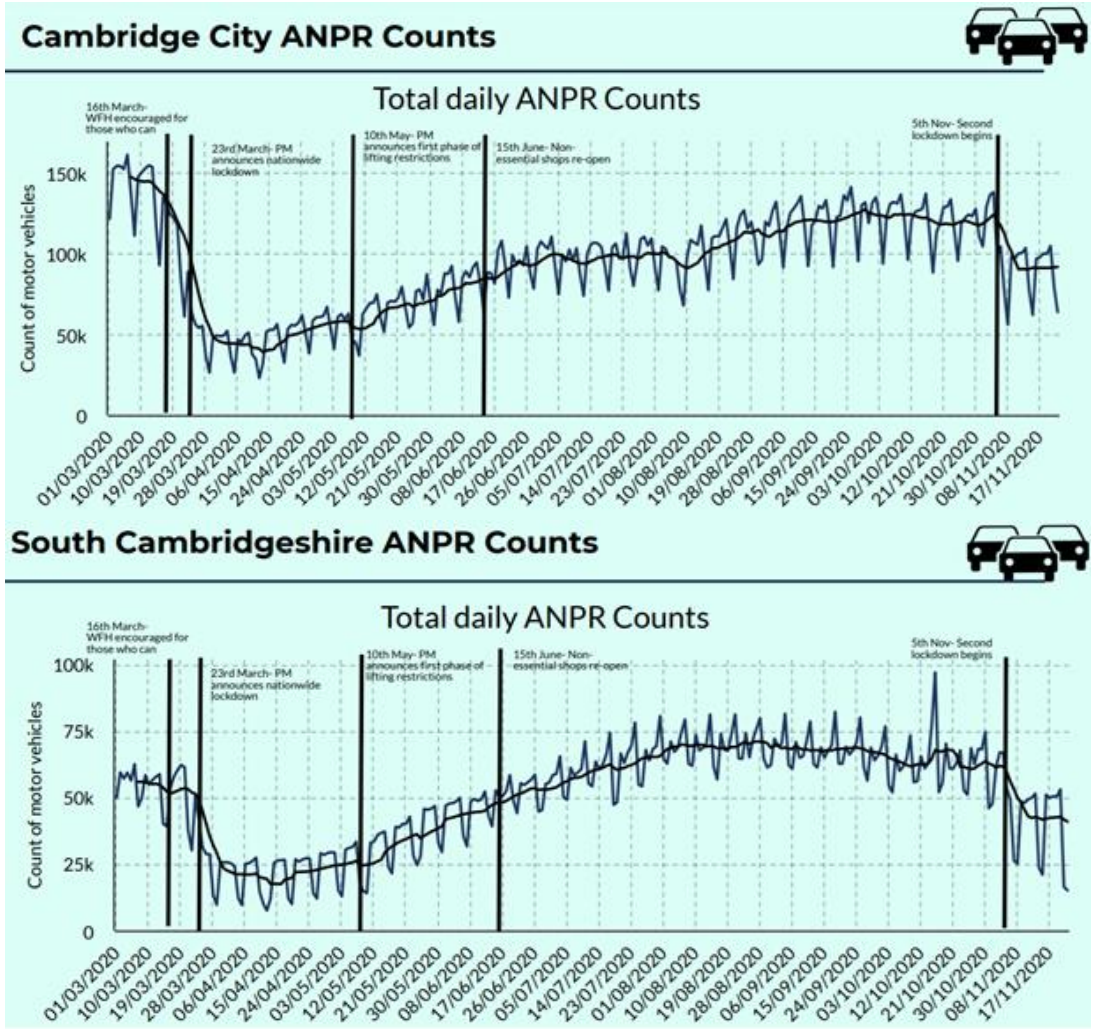
- Across all the sensors combined there was a decrease in the proportion of cars and an increase in the proportion of good vehicles and cyclists in April 2020 compared to October 2019.
- The proportion of cars in November is now very similar to October 2019, however with much lower numbers.
- The increase in the proportion of goods vehicles seen in April has now reduced slightly in November and is more similar in numbers to October 2019.
- The proportion of cyclists increased slightly in April and this has remained in November, however with higher numbers.
- The proportion of pedestrians decreased slightly in April, and has decreased even more so in November, however the number of pedestrians has increased since April.

Traffic Overview- Motor Vehicles ANPR Counts (Cambs Police)-

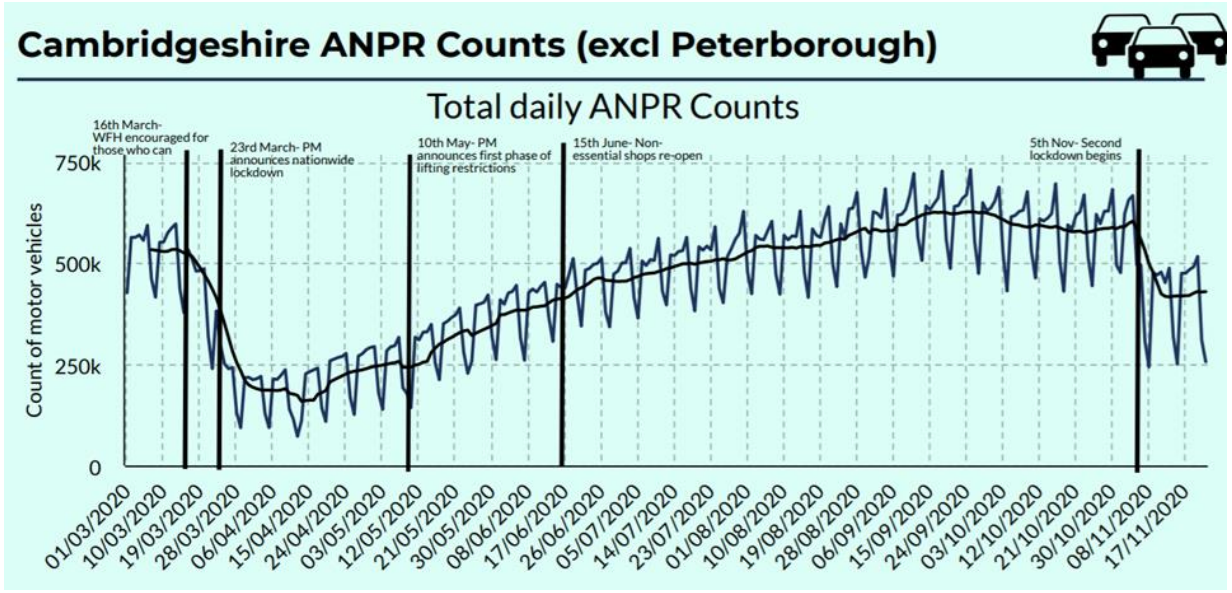
To help our understanding of traffic flow trends, Cambridgeshire Constabulary have been supporting through sharing total ANPR reads from their network of cameras at a district level. These cameras serve an operational function for the constabulary and are not designed nor installed for traffic monitoring. Rather, the headline reads should be used as a guide for overall flows.

Due to the cameras serving an operational function and the constabulary being unable to disclose the exact location of these cameras, more detailed analysis of locations or peak time flows is not possible. Therefore, it is not possible to say where exactly in the city or county these counts are , but trend analysis of daily counts over time is possible.

Cambridge and South Cambs Police ANPR Counts -01/03/2020-22/11/2020



Cambridgeshire Police ANPR Counts -01/03/2020-22/11/2020



In the latest week of data, (16/11-22/11) overall ANPR counts in Cambridge City were **37% below levels seen in early March. This was a reduction from October when average daily counts were 17% lower than early March. Traffic levels remained the same in Cambridge City through September and October before decreasing since the introduction of the second national lockdown on 5th November**. Current levels remain higher than seen in April and May when there were reductions as large as by 56%, compared to pre-lockdown.

Air Pollution*- It should be noted that Air Quality levels have been monitored by Cambridge City Council through the period of restrictions with the latest update currently covering headline data until the end of October.

Overall **26% reduction** of average levels of Nitrogen Dioxide (NO_2) recorded across all monitoring locations in October, compared to previous three year average. Average NO_2 reading of 19.9 micrograms per m^3 for October with some variation across each monitoring site.

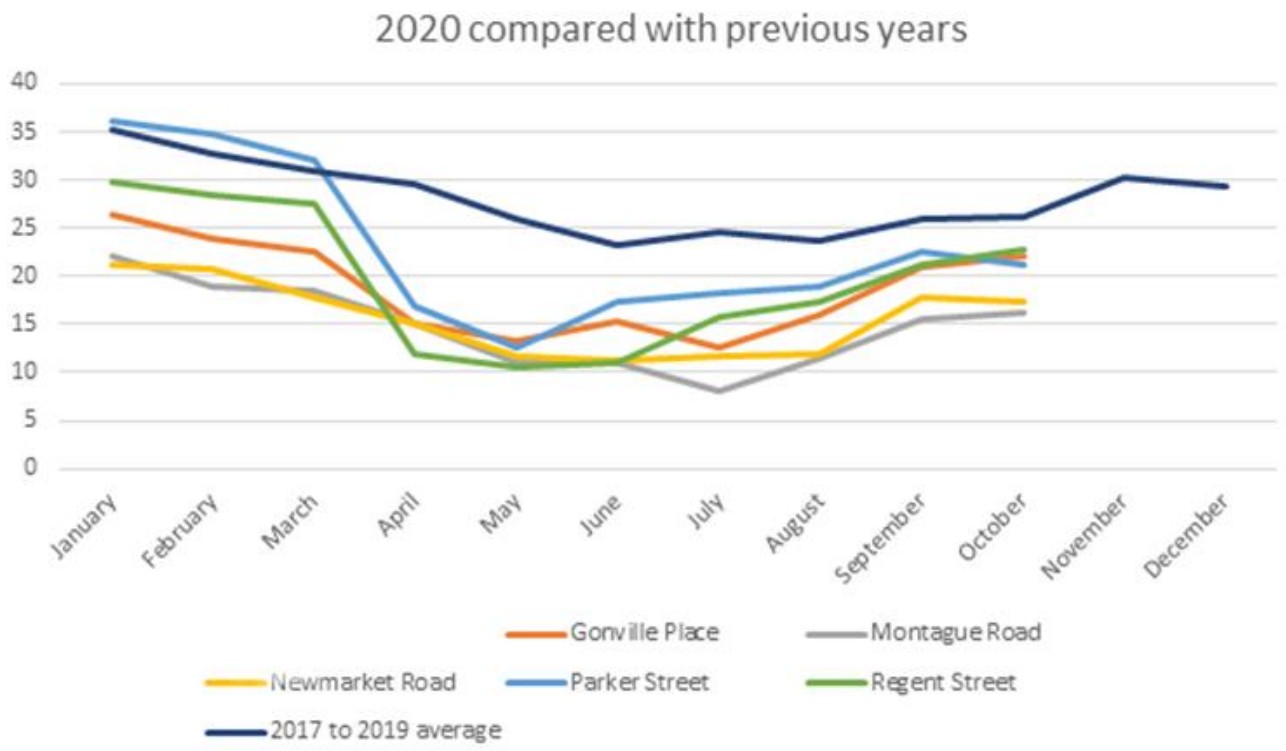
The air pollution measurements for October 2020 were similar to levels seen in September 2020.

There was variation in AQ levels across each monitoring location with some sites showing slight increases on September levels.

After seeing notable reductions across all sites in April 2020, AQ levels slowly rose again through the summer and have remained flat overall since September, alongside traffic flows.

This data will continue to be monitored to see the impact of the second lockdown on AQ, alongside traffic flows.

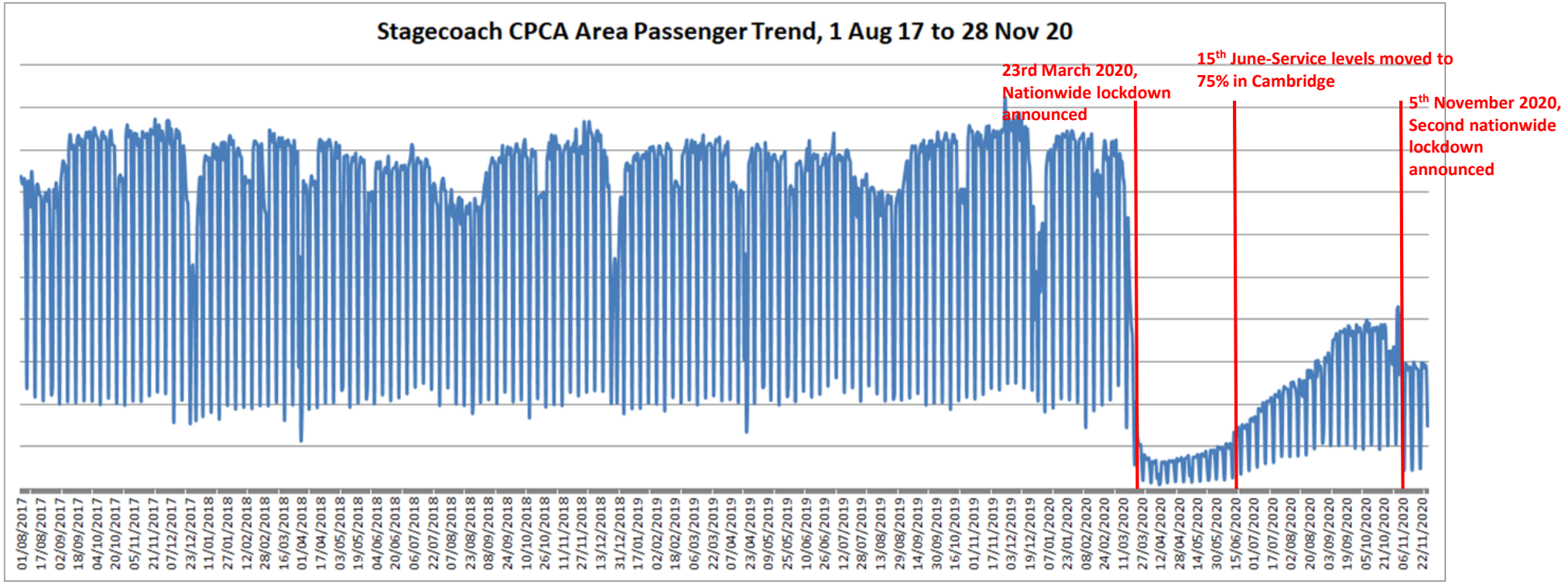
Average NO_2 (micrograms per m^3) reading by individual monitoring location, by month (including city wide average between 2017 and 2019)



https://www.cambridge.gov.uk/air-pollution-during-the-coronavirus-lockdown

*Please note that this slide is made up of initial headline analysis of October AQ measurements.

Public Transport Use- To support the understanding of the return to public transport, Stagecoach have been sharing weekly updates with Cambridgeshire County Council Research Group . Due to the commercial sensitivity of this data, absolute counts of bus use have not been supplied. Rather, trend charts have been supplied to show when the reduction in patronage took place and where existing levels are currently at within this context.

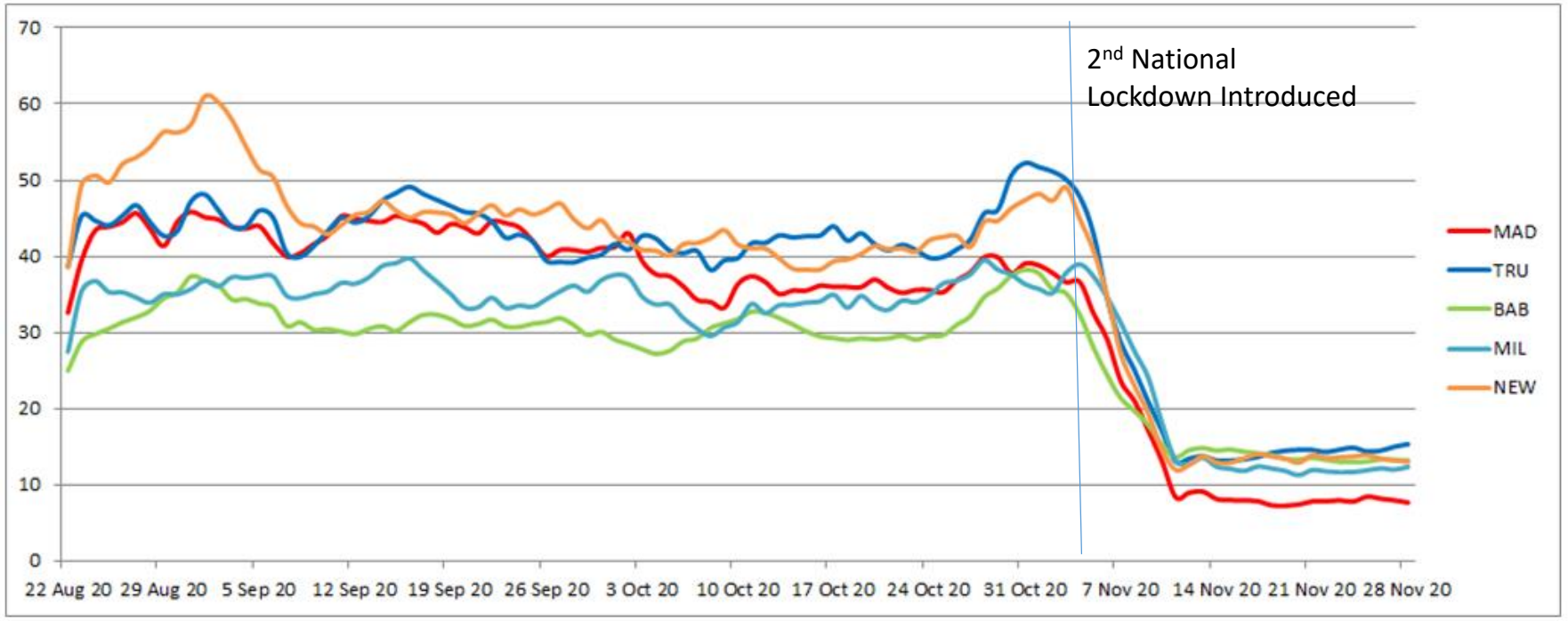


There was a large reduction in commercial services operating in the city during the first lockdown, with an immediate drop off in passenger numbers. **Stagecoach increased services to around 75% of pre-Covid-19 levels on 15th June and to 90% by 29th June.**

Across the Cambridgeshire and Peterborough area a whole, **overall bus usage has been approximately 35% of the same point last year during the second national lockdown** and down from October levels when usage was approximately 45% against the same point last year. **Busway usage has particularly reduced from 40% of 2019 levels before the second lockdown to 28% of 2019 levels during.**

Public Transport Use- As per the previous slide showing overall trends of public transport use across Cambridgeshire and Peterborough, Stagecoach are also providing regular updates on Park and Ride Use in Cambridge City by individual route. Again, due to commercial sensitivity, the underlying data to these charts has not being shared but they do allow for headline trend tracking of Park and Ride use since 16th August 2020 with a 7 day average supplied.

Stagecoach East, Cambridge Park and Ride passenger % recovery 16/08/20-28/11/20



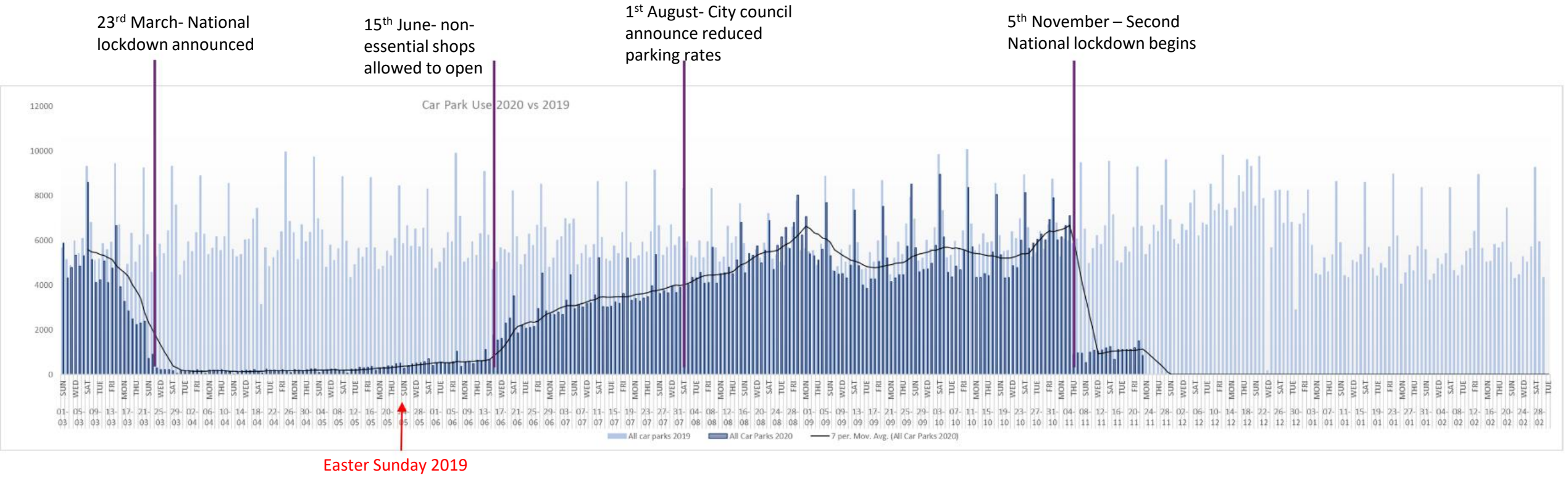
The charts supplied by Stagecoach show the change in passengers numbers on the Park and Ride network between 16th August and 22nd November 2020. There were signs that growth in park and ride use stalled and daily usage remained stable through September and October

There have been further decreases in park and ride use in the two weeks of data since the second national lockdown was introduced. P&R usage is now only at approximately 15% of usage at the same point last year and down from 45% just before latest restrictions.

Parking occupancy- Overview

Daily counts of car park use are provided weekly by Cambridge City Council, this includes comparison to 2019 levels. Average daily parking through the month of November so far was approximately 77% lower than the same point last year.

Cambridge City total car park usage 2020 compared to 2019



- **There were decreases of 9% in multi-storey parking and 9% in overall parking in Cambridge City in the latest week** (16/11-22/11) when compared to the week before (09/11-15/11).

- Overall parking is now **77% less than the same point last year** and multi-storey car parking is now **84% less than the same point last year.**

Parking occupancy- While all car parks in Cambridge have seen reduced usage in the two weeks since the second national lockdown, Grafton East car park has seen the largest reductions in usage when compared to the same time last year, with 91% less use.

- Looking at individual car parks showed faster recovery across certain locations, with both the Grand Arcade and Grafton car parks indicating the fastest recovery between August and September, with Queen Anne Terrace car park showing the slowest recovery.

- While all car parks in Cambridge have seen reduced usage in the two weeks since the second national lockdown, Grafton East car park has seen the largest reductions in usage when compared to the same time last year, with 91% less use.

Multi storey car parks in Cambridge City compared to the same point last year, 4 week rolling period*

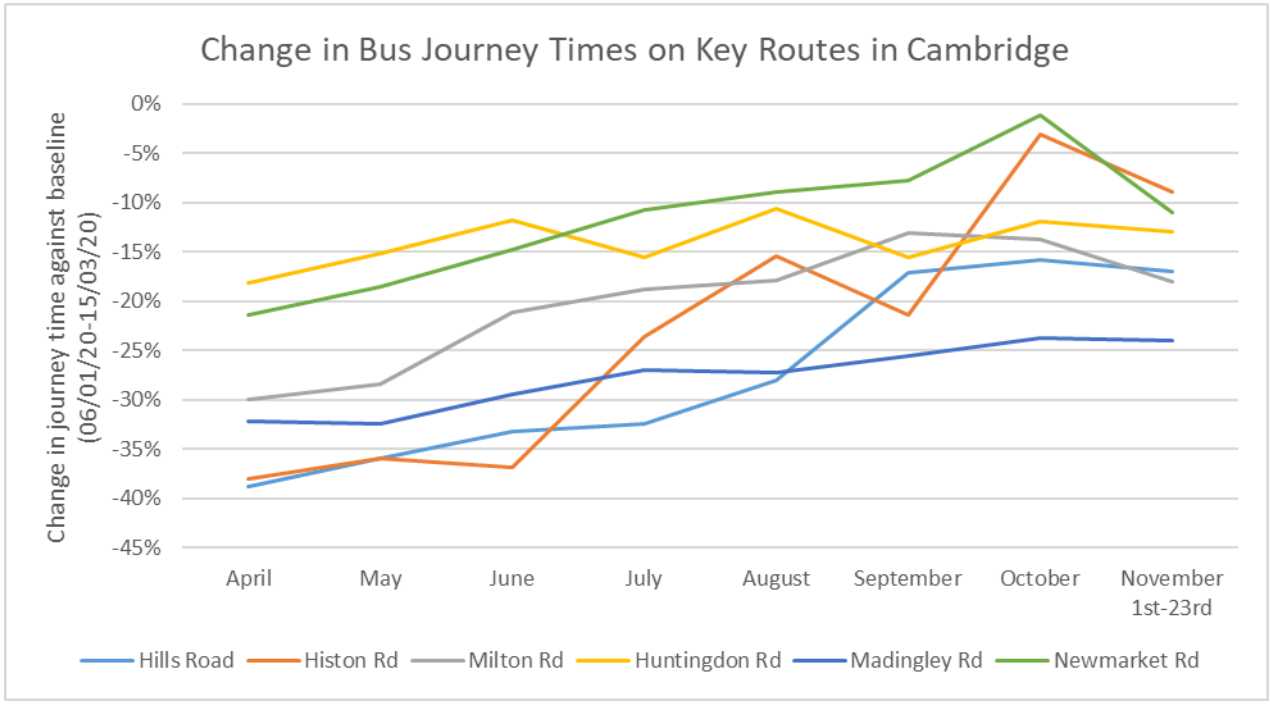
Second Lockdown Period

Car Park	6th April -3rd May 2020	4th May-31st May 2020	1st June-28th June 2020	29th June- 26th July 2020	27th July-23rd August 2020	24th August- 20th September 2020	21st September- 18th October 2020	19th October-8th November 2020	9th-22nd November 2020
Grand Arcade	-97%	-95%	-74%	-38%	-16%	-1%	-11%	-20%	-85%
Park Street	-97%	-92%	-79%	-52%	-24%	-10%	-14%	-19%	-79%
Queen Anne Terrace	-99%	-94%	-79%	-62%	-33%	-18%	-26%	-32%	-85%
Grafton East	-99%	-98%	-79%	-48%	-35%	5%	-2%	-18%	-91%
Grafton West	-94%	-90%	-61%	-26%	-9%	3%	2%	0%	-73%

*Final periods of (19th October- 8th November) only covers 3 weeks to separate this from November lockdown usage (9th November 22nd) which currently only covers 2 weeks, these are both compared to the same weeks in the previous year.

Bus Journey times

Average **reduction in bus drive time of 15%** (selected routes only) between 1st-23rd November 2020 compared to pre-lockdown levels*. These were **slightly higher reductions than those seen in October.**



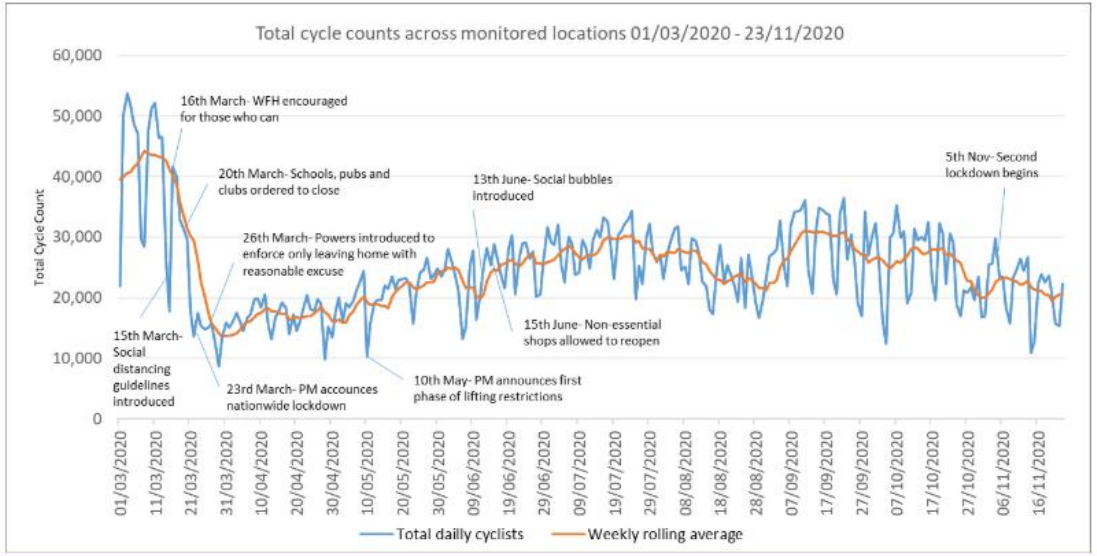
- Bus journey times on all routes have decreased against the baseline (06/01/20-15/03/20)**. In April 2020, bus drive times were on average 27% faster** than 'pre-Covid-19' levels but have **increased through the easing of restrictions** to being on average 15% lower than 'pre-Covid-19' levels in November.
- Histon Road is showing the smallest reduction in bus drive time now and is only 9% faster than pre-lockdown levels.
- Madingley Road is showing the largest reduction of bus drive time at 24% faster than the baseline in November.
- All routes saw a decrease in bus drive time in November compared to in October.

*Pre-Covid-19 baseline set as daily average between 06/01/20 and 15/03/20)

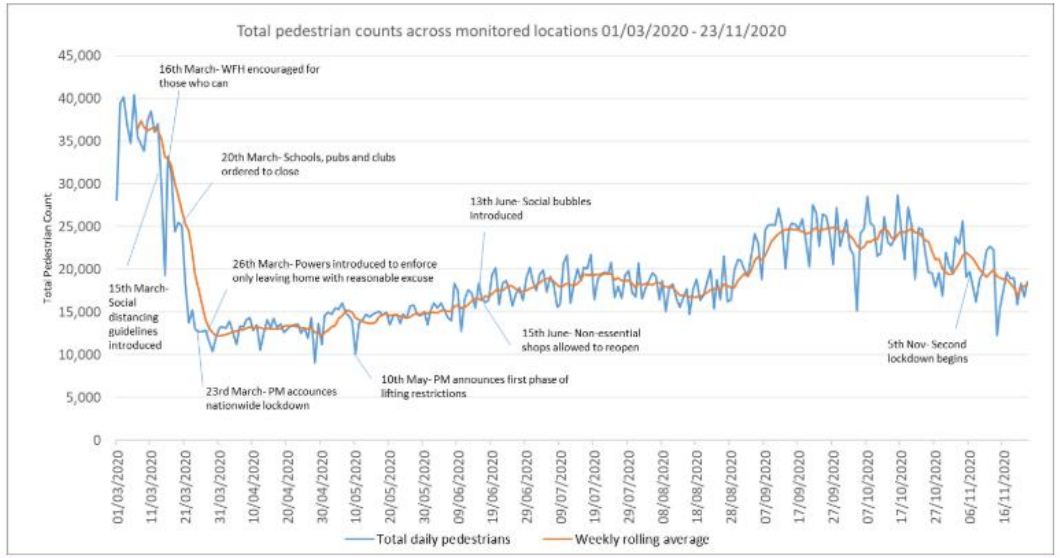
Cycling and Walking

23% reduction in average daily cycling counts and **19% reduction** in average daily pedestrian counts (areas away from main retail sites, averaged across monitored locations) in November 2020 compared to November 2019

Cyclists recorded across sensors and CA counters from 1 Mar to 23rd Nov 20



Pedestrians recorded by 22 city sensors (away from retail areas) from 1 Mar to 23rd Nov 20

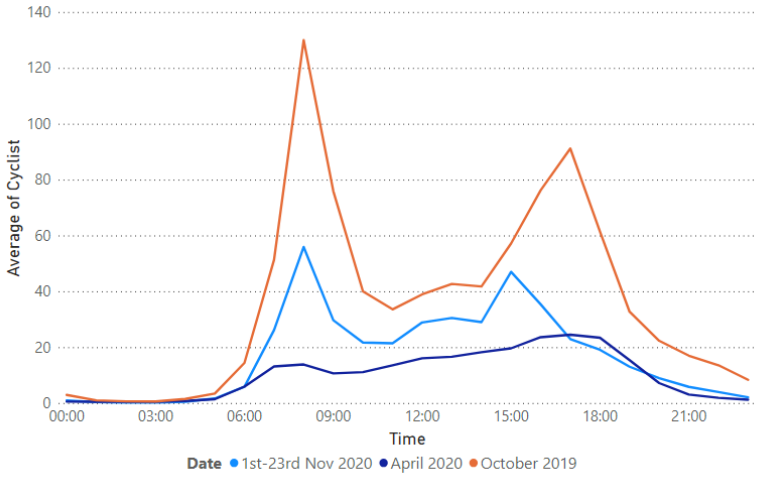


- When comparing November 2020 to November 2019 there has been a **23% reduction in cyclists** and a **19% reduction in pedestrians.**

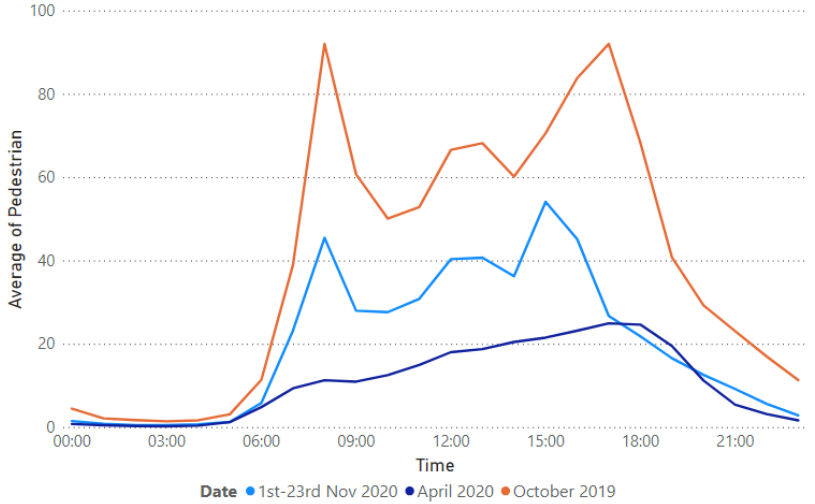
- Both cyclist and pedestrian counts rose sharply at the beginning on September as schools returned, however both have decreased in recent weeks. There was a **decrease of 9% in average daily cycle counts and a decrease of 4% in average daily pedestrian counts in November compared to in October.** Recent reductions in both cycling and pedestrian counts are likely to be due to a worsening of weather conditions and a change in lockdown measures and public health messaging, which will have **resulted in fewer cross city commuters.**

Cycling and Walking- By Time of Day- There was a return of the morning peak and an earlier evening peak in cycle and pedestrian flows at monitored locations in November, although there are still significantly less cyclists and pedestrians when compared to October 2019.

Average daily cyclists recorded across Cambridge monitored locations



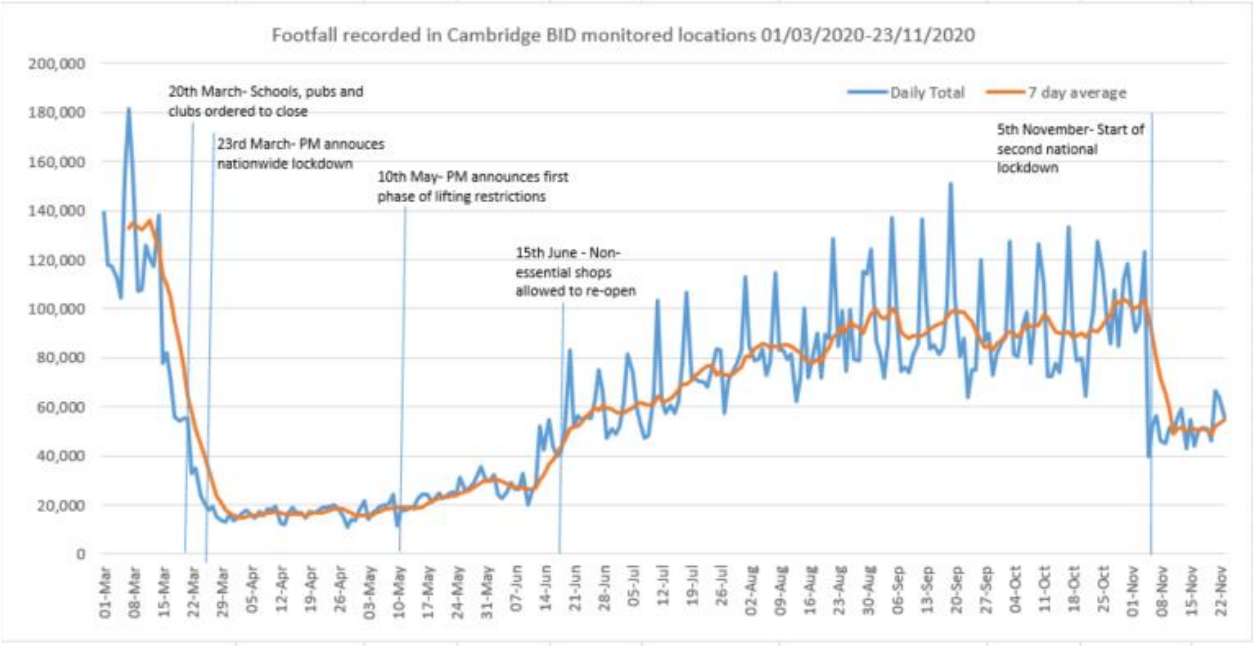
Average daily pedestrians recorded across Cambridge monitored locations



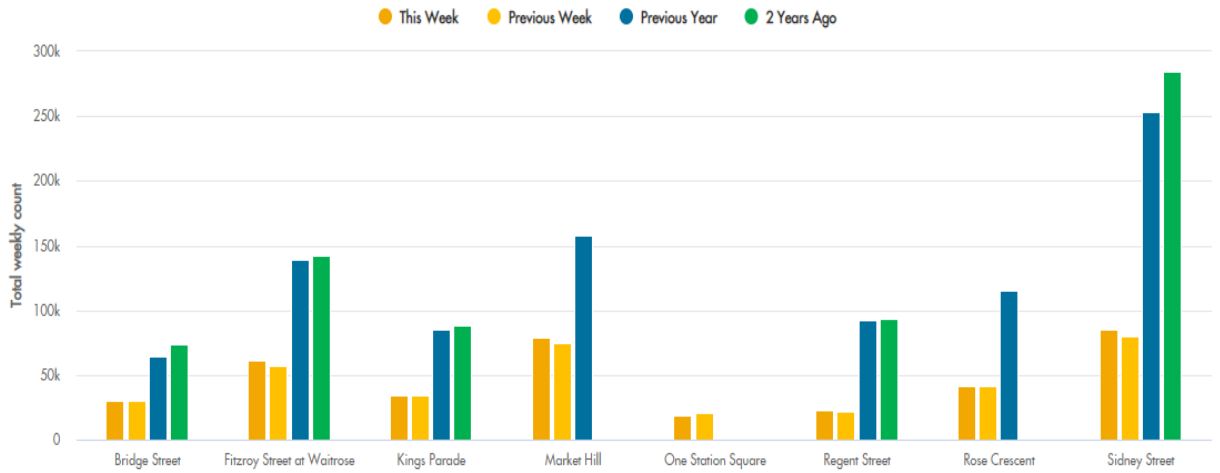
- Distinguished morning and evening peaks in cyclists can be seen in October last year. During the height of lockdown in April 2020, the morning and evening peaks were only just visible, with a more consistent number of cyclists throughout the day. The volume of cyclists has also decreased significantly. However, in November the numbers of cyclists has risen and the peaks are beginning to become more pronounced (the AM peak especially). The PM peak is earlier in November 2020 than in October 2019.
- Distinguished morning and evening peaks as well as a midday peak in pedestrians can be seen in October last year. In April 2020, the number of pedestrians decreased significantly with numbers gradually increasing throughout the day and peaking around 6PM. In November 2020, the numbers have risen and the peaks are beginning to become apparent again, however with an earlier PM peak compared to in October 2019.

Cambridge City- Overall Retail Footfall -Retail footfall in Cambridge City is currently 57% lower than average counts at the same point last year. There was a reduction of 36% in daily average footfall between October and November 2020 (up to 23/11).

Daily Recorded Footfall in **all Cambridge BID retail locations**



Weekly Recorded Footfall in **all Cambridge BID retail locations compared the same point in 2018 and 2019 for week up to 22/11/2020**



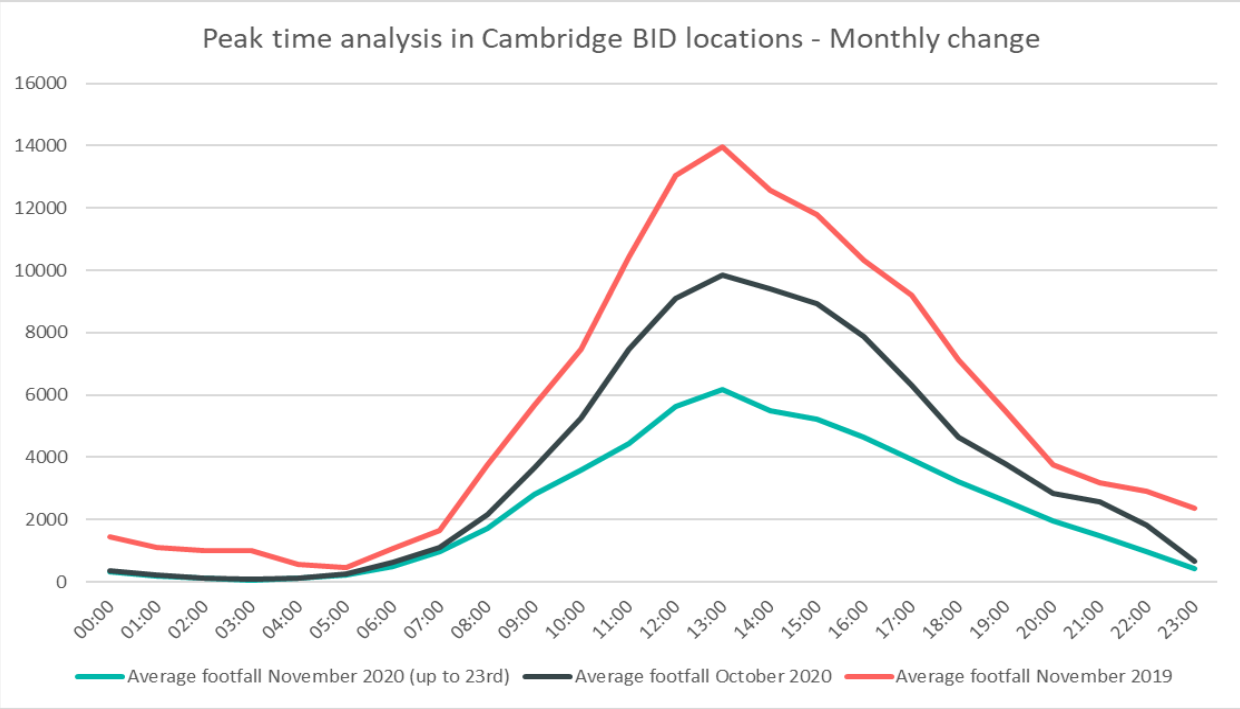
- Average retail footfall decreased by 36% when comparing counts in November 2020 (up until 23/11) to October 2020, average counts were also down by 57% when compared to November 2019*.

- The impact of the second national lockdown announced on the 5th of November is clear, with a sharp decrease in retail footfall across all locations, however when compared to the first lockdown in April, average footfall has been around 207% higher.

**This comparison includes all locations except One Station Square, where data is unavailable for this comparison period.*

Cambridge City- Overall Retail Footfall by time of day

Hourly Recorded Footfall in **all Cambridge BID retail locations*- *Comparing the latest month to the month before and the same point last year***



- The 36% decrease in retail footfall in from October to November was evident throughout the day, although this was most pronounced between the hours of 11AM and 5PM.

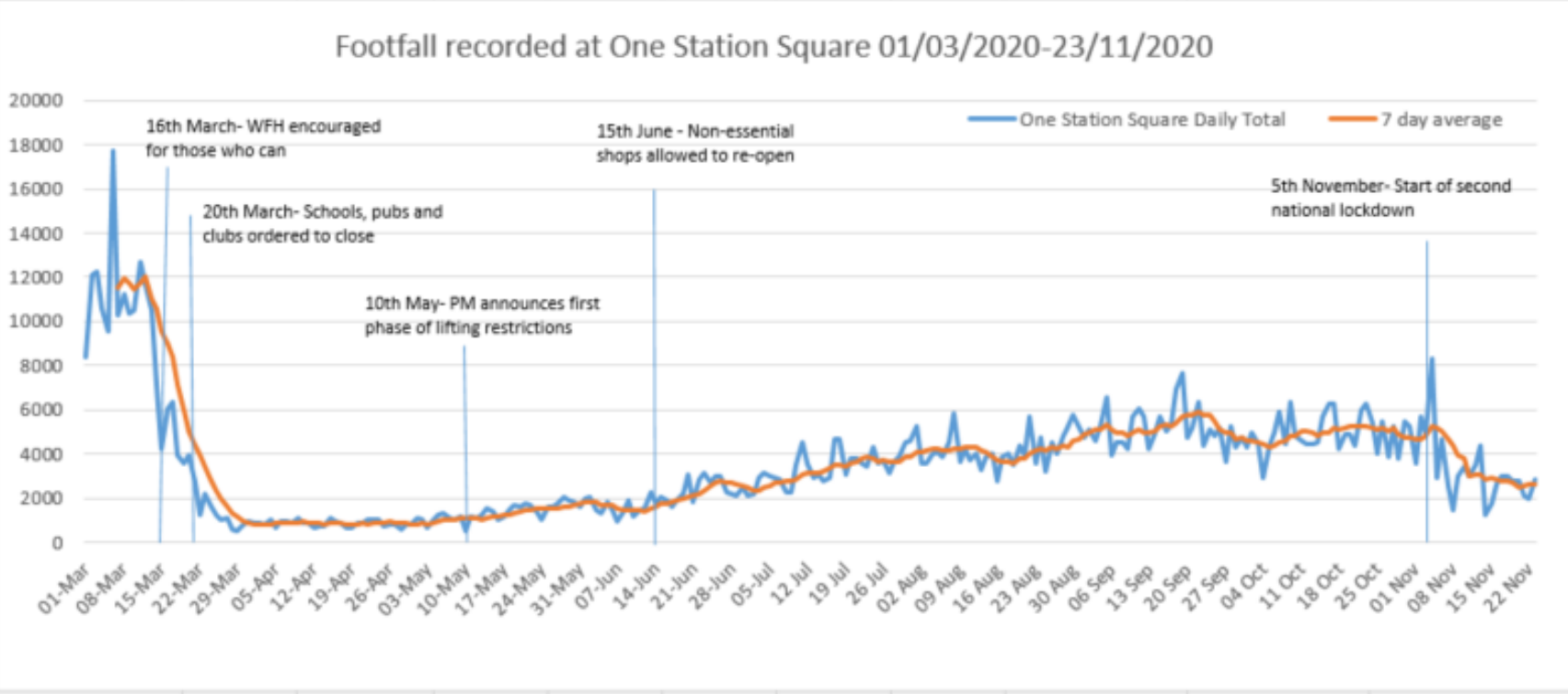
- Despite reduced footfall we can still see similar patterns with a slight lunchtime peak. This is less prominent than it was in October and even less so when compared to the same time last year. Footfall has been more evenly distributed throughout the day in November, compared to October 2020 and to November 2019.

**This comparison includes all locations except One Station Square, where data is unavailable for this comparison period.*

Footfall at One Station Square

One station square saw a decrease of 34% in average footfall when comparing November 2020 (up until 23rd) to October 2020, highlighting the impact of the second national lockdown. Similar to footfall at other Cambridge BID locations, average footfall remains considerably higher in the November lockdown so far when compared to the first lockdown in April, at around 220% higher. When comparing November 2020 to February 2020*, average footfall was 74% lower.

Daily Recorded Footfall at **One Station Square only**



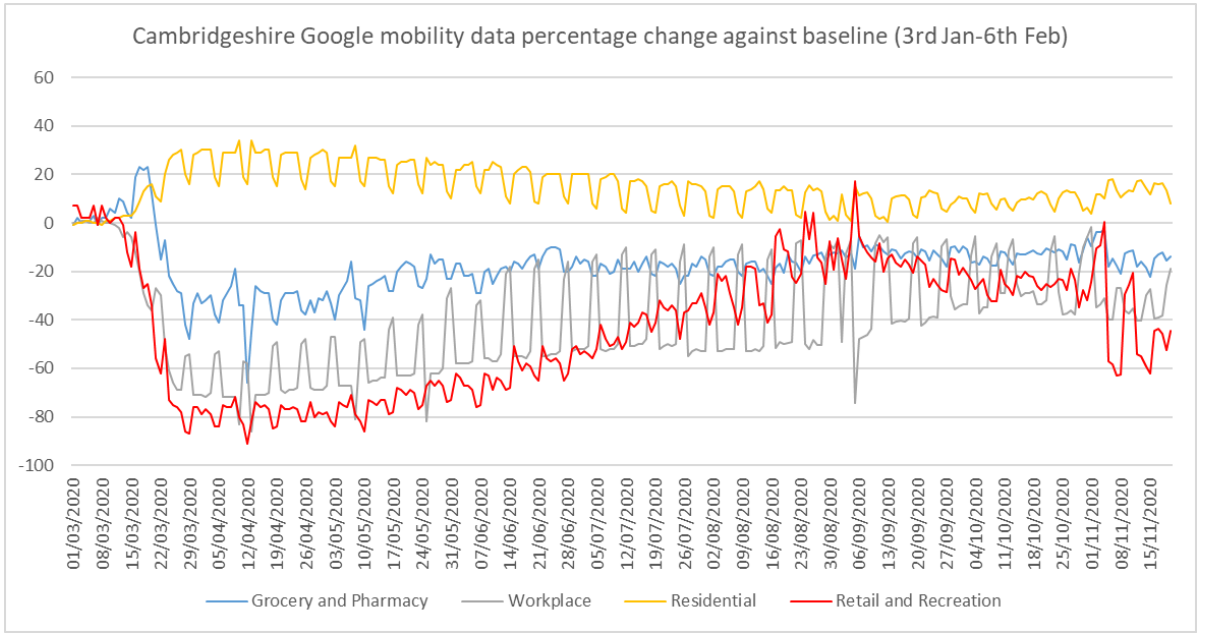
*no footfall data for One Station Square available for November 2019

Google Mobility Data

Data gathered from Google account holders location history. The comparison of social mobility change is based on the most recent several weeks up to the report date (20th November) compared to the median of the corresponding day in the baseline period **(3rd Jan-6th Feb)**

Group to note the winter baseline (google data release not factoring in seasonality e.g mobility to parks would expected to be much higher now compared to base regardless of Covid-19 factors)

Cambridgeshire



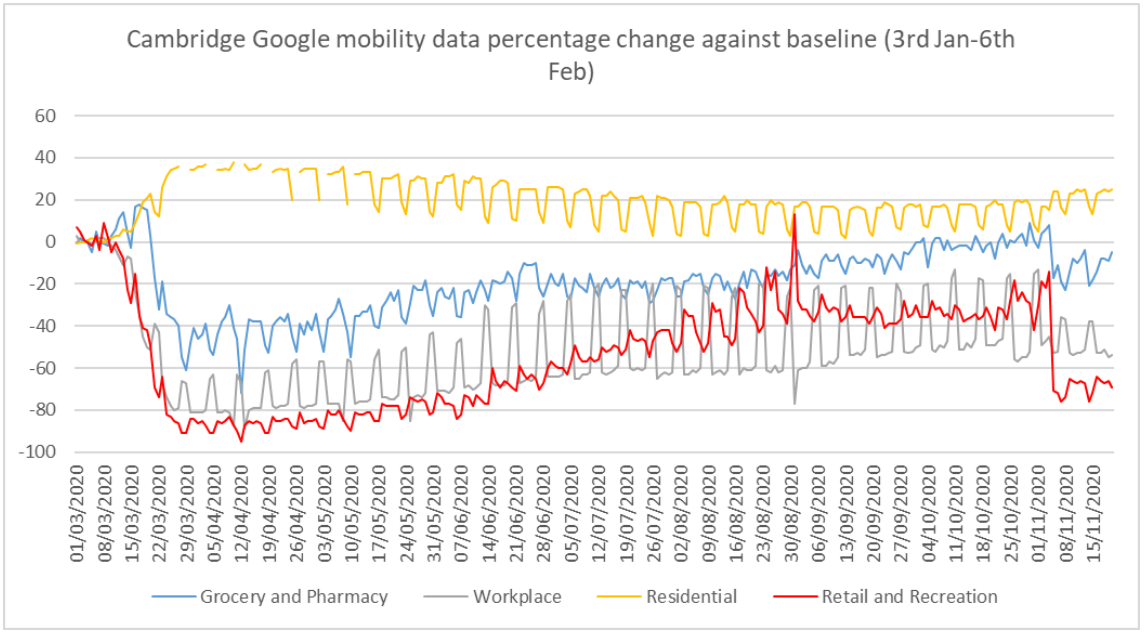
- **Grocery visits** in Cambridgeshire have become **1% further from the** baseline in November compared to in October and are now **14% below the baseline**
- **Workplace visits** have **decreased in November to 32% below the baseline** from 25% below the baseline in October
- In November **residential visits** were **4% further from the baseline** than in October and are now **13% above the baseline**
- **Retail and recreation** visits in Cambridgeshire have gone from 25% below the baseline in October **to 41% below the baseline in November**

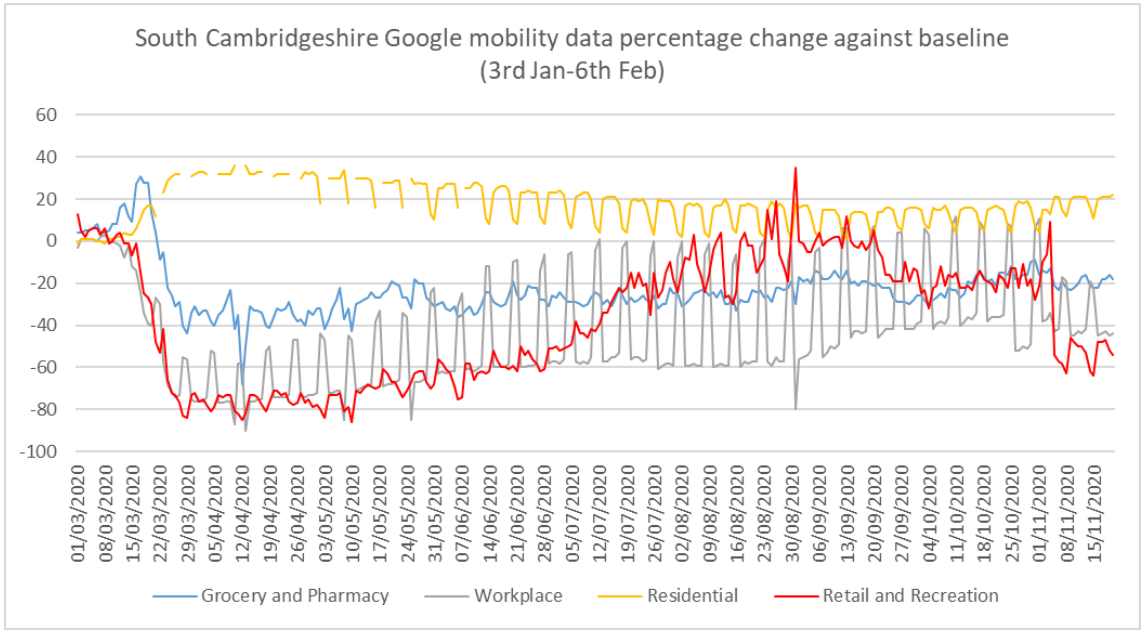
Google LLC *"Google COVID-19 Community Mobility Reports"*. https://www.google.com/covid19/mobility/ Accessed: 24/11/2020

Google Mobility Data- Districts

Data gathered from Google account holders location history. The comparison of social mobility change is based on the most recent several weeks up to the report date (20th November) compared to the median of the corresponding day in the baseline period **(3rd Jan-6th Feb)**

Group to note the winter baseline (google data release not factoring in seasonality e.g mobility to parks would expected to be much higher now compared to base regardless of Covid-19 factors)





- **Grocery visits** in Cambridge City were **8% further from the baseline** in November compared to in October and are now **9% below the baseline**.
- **Workplace visits** were **6% further from the baseline** in November compared to in October, and are now **47% lower than the baseline**
- **Residential visits** were **5% further from the baseline** in November compared to in October and are now **20% above the baseline**.
- **Retail and recreation** visits in Cambridge City were **27% further from the baseline** in November compared to in October and are now **59% below the baseline.**

- **Grocery visits** in South Cambridgeshire **were 1% closer to the baseline in November compared to October** and are now **19% below the baseline**.
- **Workplace visits** were **8% further from the baseline** in November compared to in October and are now **35% below the baseline**.
- **Residential visits** were **4% further from the baseline in November** compared to in October and are now **18% above the baseline**
- **Retail and recreation** visits in South Cambridgeshire were **25% further from the baseline** in November compared to in October and are now **44% below the baseline.**

Google LLC *"Google COVID-19 Community Mobility Reports"*. https://www.google.com/covid19/mobility/ Accessed: 24/11/2020

Produced by the Cambridgeshire Research Group

Cambridgeshire County Council

Employers Survey for Changes to Travel and Work Since Covid-19:
Summary report of survey findings

'Cambridgeshire Research Group' is the brand name for Cambridgeshire County Council's Research function based within the Business Intelligence Service. As well as supporting the County Council we take on a range of work commissioned by other public sector bodies both within Cambridgeshire and beyond. All the output of the team and that of our partners is published on our dedicated website www.cambridgeshireinsight.org.uk For more information about the team phone 01223 715300	
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Contents

Executive Summary

Between 28 September and 18 October 2020 the Greater Cambridge Partnership (GCP) and Cambridge Ahead conducted a survey to explore employers' perceptions of changes to travel and work since the Covid-19 lockdown beginning in March 2020 and examine what changes might be made in the future. The majority of the 24 employers that responded were organisations with 50+ employees. Representation was seen from 10 business sectors, with the largest representation from 'Life science and healthcare'. Most of the main employment sites were located in Trumpington.

The key findings of this piece of work are:

Prior to Covid-19 pandemic

Prior to the Covid-19 pandemic, the majority of respondents indicated that:

- 75% or more of their **'workforce arriv[ed] at the usual place of work between 7am and 10am'**
- up to 25% of their **'workforce spend most days 'out of office''**[1]
- 'less than 5%' of their **'workforce work[s] from home all day'**
- up to 10% of their **'workforce can arrive outside the rush hour period'**

Current circumstances (September 2020)

As of September 2020, responses indicated that:

- the amount of the **'workforce arriving at the usual place of work between 7am and 10am'** and **'workforce spend[ing] most of their days 'out of the office''**[1] reduced in comparison to prior to Covid-19
- the amount of the **'workforce working from home all day'** increased in September 2020 compared to prior to Covid-19
- There was little difference in the amount of the **'workforce [that] can arrive outside the rush hour period (7-10am) most days'** compared to prior to Covid-19
- For the majority of respondents, **'business ability to adapt'** and **'staff flexibility'** had **'improved'**
- For the majority of respondents, their **digital connectivity had successfully supported their ways of working** during the Covid-19 pandemic

3 to 5 years' time

Looking forward to the future, responses indicated that:

[1] 'Workforce spends most days 'out of the office'' refers to employees attending meetings outside main employment sites, meeting with customers, etc.

- For the majority of respondents, the amount of their **'workforce arriving at the usual place of work between 7am and 10am'** would reduce in 3 to 5 years' time compared to prior to Covid-19
- Little change was seen in the amount of the **'workforce spend[ing] most days 'out of office''** in 3-5 years' time compared to prior to Covid-19
- the amount of the **'workforce working from home all day'** will increase in 3-5 years' time compared to prior to Covid-19
- There was little difference in the amount of the **'workforce [that] can arrive outside the rush hour period (7-10am) most days'** between prior to Covid-19 and in 3-5 years' time
- The majority of respondents who indicated there would be a change to employees' workplace travel in 3-5 years' time indicated it was due to the **'ability to work flexibly'**, **'staff wellbeing'**, and **'IT infrastructure/Digital connectivity'**
- When asked if they were anticipating a **change in the way employees travel,** over a third of respondents indicated that they were anticipating **'more cycling'**. However, a third of respondents indicated they were **'not anticipating any changes'**
- The majority of respondents indicated that, **'no', they were not considering changing their primary location/floorspace in the next 3 to 5 years**
- The majority of respondents indicated they were **not envisioning different skill needs in the future**

Comments

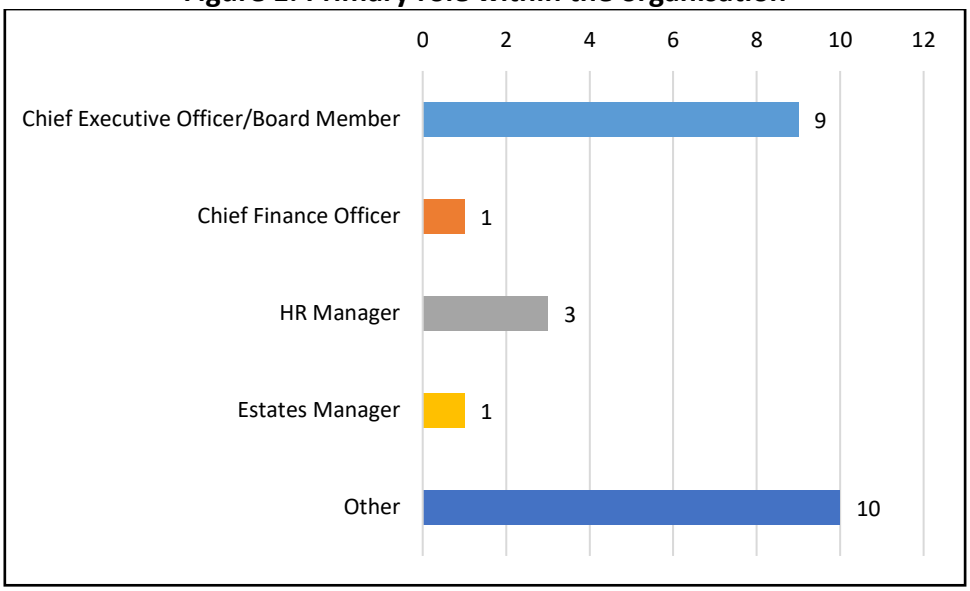
Comments received indicated:

> employers who were able to utilise technology to support flexible and remote working were doing so more since Covid-19
>
> due to the nature of the work, some jobs were not possible remotely
>
> that team/collaborative work was felt to need in-person space
>
> And that decisions on working patterns/locations were being held off until after the pandemic.

Question 1: What is your primary role within your organisation?

All 24 respondents answered the question on what their primary role within the organisation was.
The majority of respondents indicated they were either **'Chief Executive Officer/Board Member' (9 respondents)** or **'Other' (10 respondents)**.

Figure 1: Primary role within the organisation



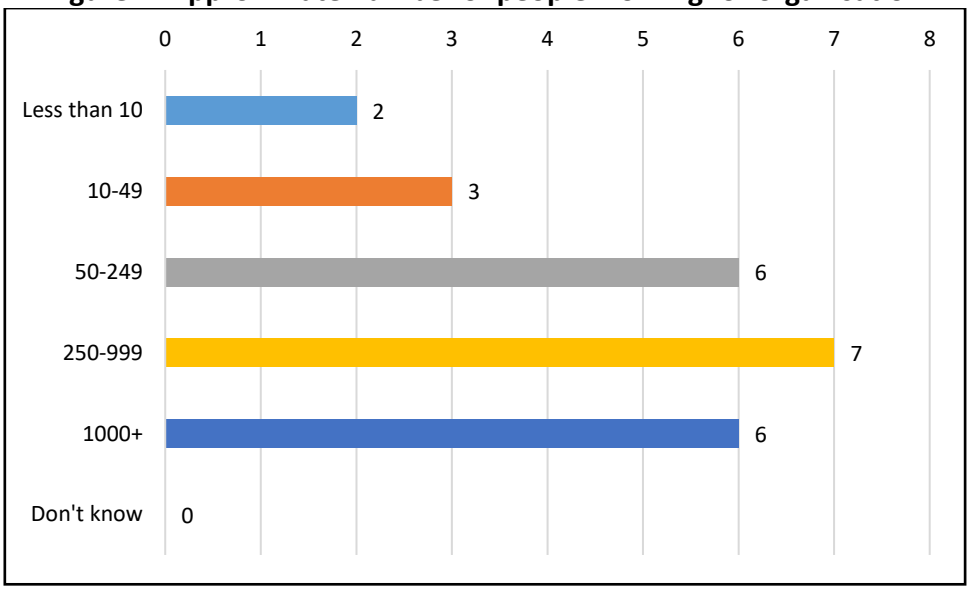
- Under half of respondents indicated their role was 'other' (10 respondents)
    - These included:
        - Store Manager
        - COO
        - Manager
        - Director
        - Director of Capital, Estates and Facilities
        - Employee
        - Property Manager
        - Business Development Director
        - Engagement Lead
- Over a third of respondents indicated their role was 'Chief Executive/Board Member' (9 respondents)
- Few respondents indicated their role was 'HR manager' (3 respondents), 'Chief Finance Officer' (1 respondent), or 'Estate Manager' (1 respondent)

Question 2: Approximately how many people work for your organisation?

All 24 respondents answered the question on approximately how many people worked for their organisation.

The majority of respondents worked for organisations that had 50+ employees.

Figure 2: Approximate number of people working for organisation



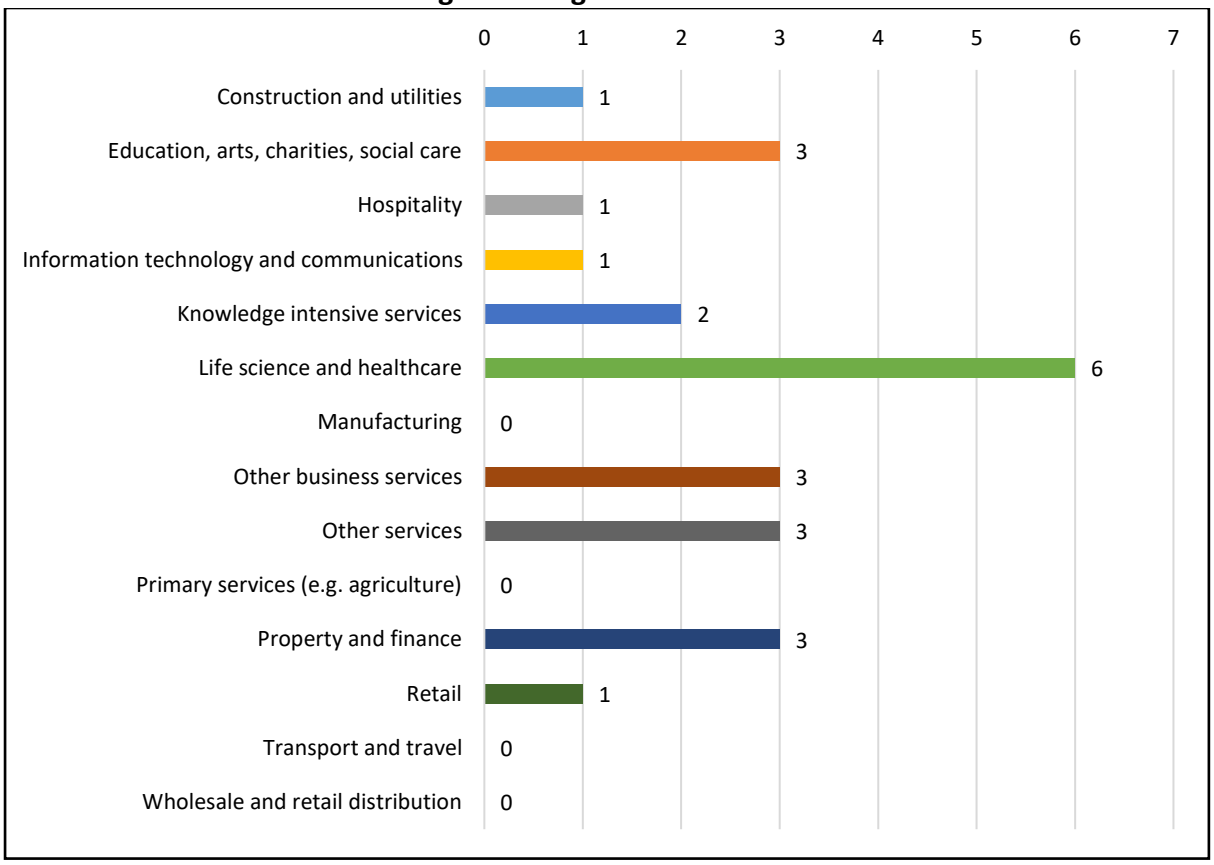
- Over a quarter of respondents indicated '250-999' people worked for their organisation (7 respondents)
- A quarter of respondents indicated '1,000+' people worked for their organisation (6 respondents)
- A quarter of respondents indicated '50-249' people worked for their organisation (6 respondents)
- Few respondents indicated that '10-49' (3 respondents) or 'Less than 10' (2 respondents) people worked for their organisation
- No respondents indicated they 'don't know'

Question 3: What sector best describes your organisation?

All 24 respondents answered the question on which sector best described their organisation.

The largest representation from a business sector was 'Life science and healthcare'.

Figure 3: Organisation sector

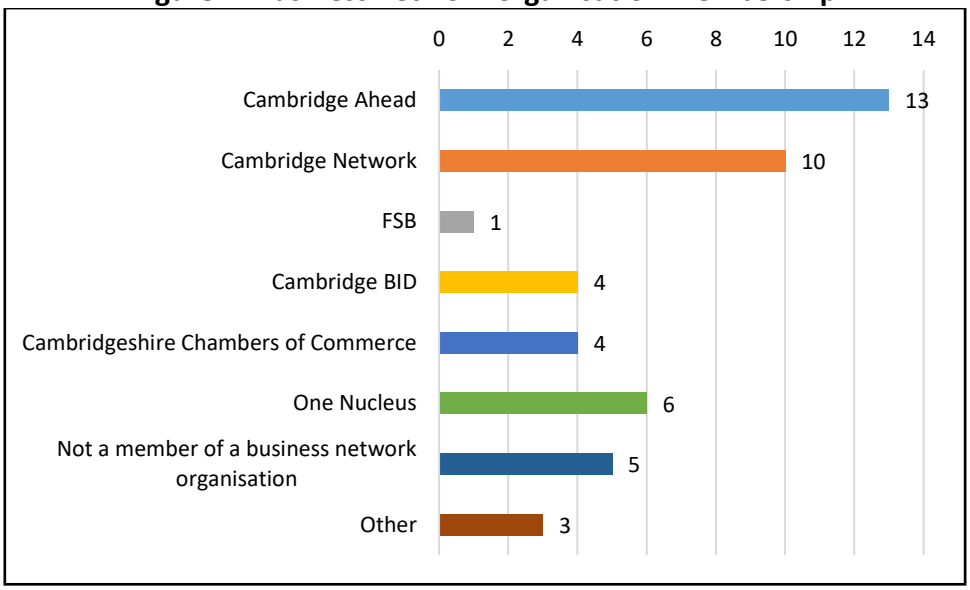


- A quarter of respondents indicated their organisation was in the **'Life science and healthcare'** sector (6 respondents)
- Few respondents indicated their organisation was in the following sectors:
  - **'Education, arts, charities, social care'** (3 respondents)
  - **'Other business services'** (3 respondents)
  - **'Other services'** (3 respondents)
  - **'Property and finance'** (3 respondents)
  - **'Knowledge intensive services'** (2 respondents)
  - **'Construction and utilities'** (1 respondent)
  - **'Hospitality'** (1 respondent)
  - **'Information technology and communications'** (1 respondent)
  - **'Retail'** (1 respondent)
- No respondents indicated their organisation were in the '**Manufacturing'**, '**Primary services'**, '**Transport and travel'**, or '**wholesale and retail distribution'** sectors

Question 4: Is your organisation a member of a business network organisation?

All 24 respondents answered the question on whether their organisation was a member of a business network organisation. Respondents could select multiple answers to this question. **The majority of respondents were part of 'Cambridge Ahead' (13 respondents).**

Figure 4: Business network organisation membership



- Over a third indicated they were part of **'Cambridge Network'** (10 respondents)
- Under a quarter indicated they were part of **'One Nucleus' (**6 respondents)
- Under a fifth indicated they were **'not a member of a business network organisation'** (5 respondents)
- Few respondents indicated they were a part of:
    - **'Cambridge BID'** (4 respondents)
    - **'Cambridgeshire Chambers of Commerce'** (4 respondents)
    - **'Other'** (3 respondents)
        - Responses included:
            - CW
            - IoD
            - The GET Group
            - CBI
    - **'FSB'** (1 respondent)

Question 5: Postcode of main employment site

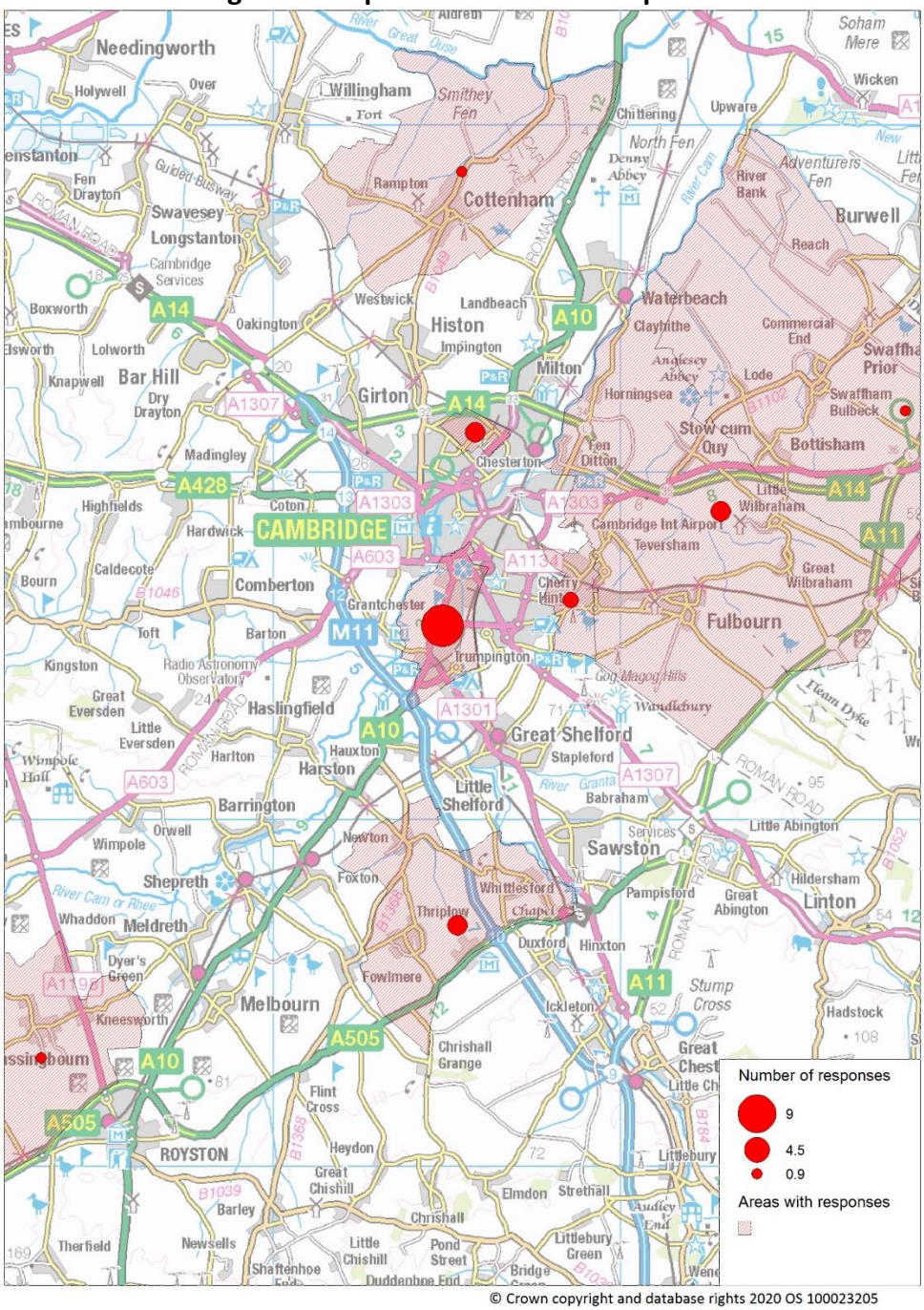
All 24 respondents provided postcodes for their main employment sites.

Based on the postcode data provided most main employment sites were located in:

- **Trumpington (9 respondents)**

The following map shows the rate of response by ward:

Figure 5: Map to show areas of response



Question 6: Approximately how much of your workforce are travelling to their usual place of work during morning rush hour (7am -10am)? Please select the approximate percentage of your workforce travelling prior to Covid-19 and during September 2020 for the following options:

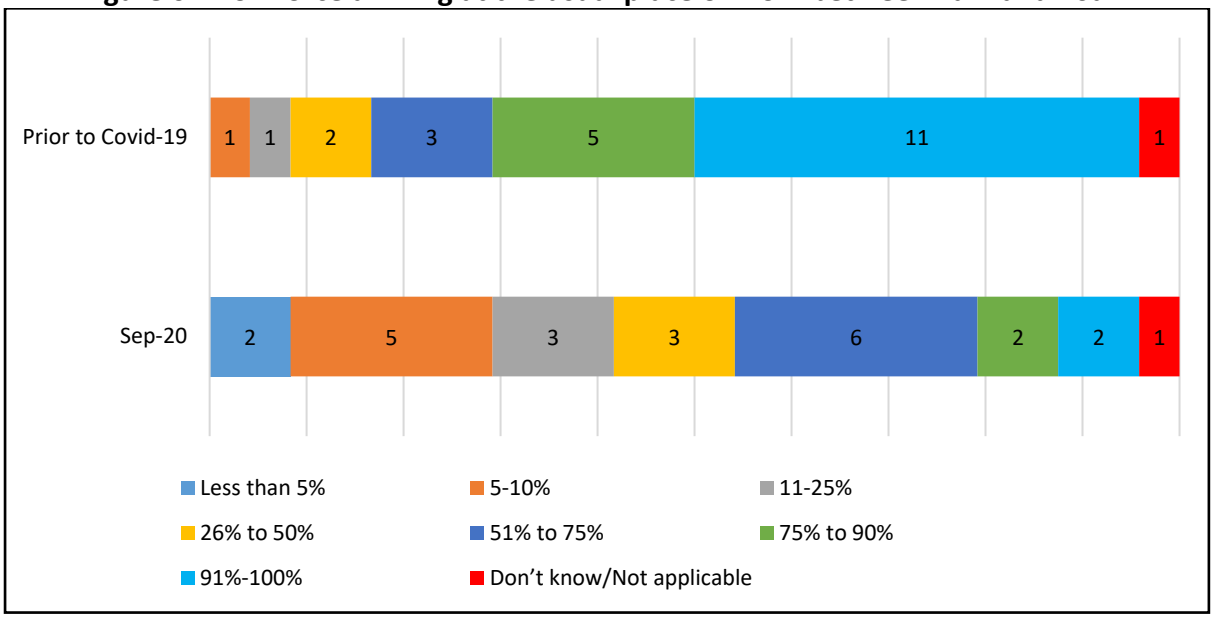
All 24 respondents answered the question on approximately how much of their workforce were travelling to their usual place of work during morning rush hour (7am to 10am), both prior to Covid-19 and during September 2020. 4 respondents did not leave answers to some parts of the question, namely around 'workforce spends most of their days 'out of the office'[2], 'workforce working from home all day', and 'workforce can arrive outside the rush hour period (7-10am) most days'.

- Prior to Covid-19 the majority of respondents indicated their **'workforce arriv[ed] at the usual place of work between 7am and 10am'**
- In September 2020 respondents indicated that there had been a reduction in their **'workforce arriving at the usual place of work between 7am and 10am'** and **'workforce spend[ing] most of their days 'out of the office'**
- Respondents indicated that, in September 2020, more of their **'workforce [were] working from home all day'**
- There was little difference in **'workforce can arrive outside the rush hour period (7-10am) most days'** between prior to Covid-19 and September 2020

[2] 'Workforce spends most days 'out of the office'' refers to employees attending meetings outside main employment sites, meeting with customers, etc.

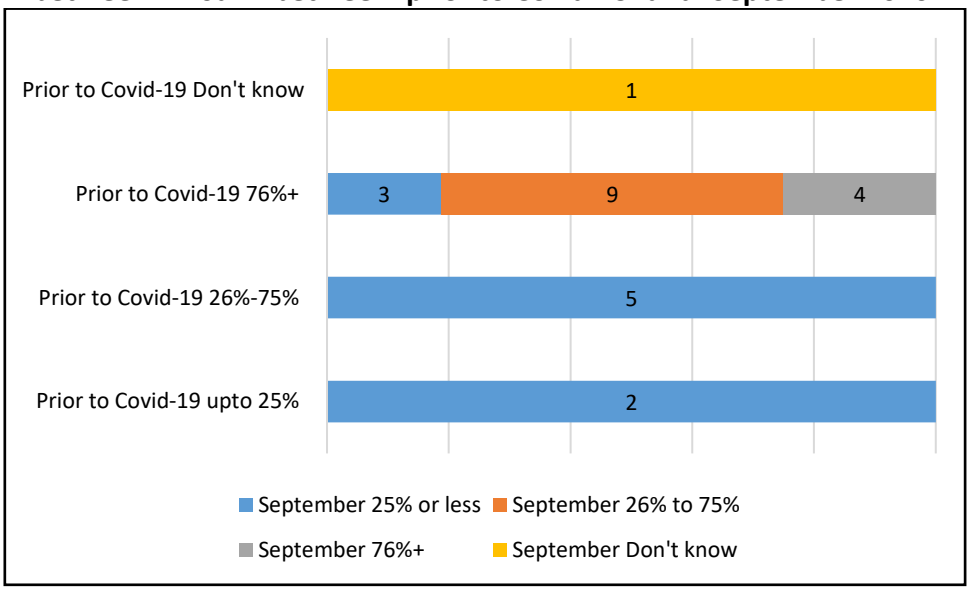
Workforce arriving at the usual place of work between 7am and 10am

Figure 6: Workforce arriving at the usual place of work between 7am and 10am



- The majority of respondents indicated that, prior to Covid-19, **75% or more of their 'workforce arriving at the usual place of work between 7am and 10am'** (16 respondents)
- September 2020 saw a reduction in **'workforce arriving at the usual place of work between 7am and 10am'**, with the majority of respondents indicating that it was **no more than 75%** (19 respondents)

Figure 7: Comparison of percentage of 'workforce arrive at the usual place of work between 7-10am' between 'prior to Covid-19' and 'September 2020'

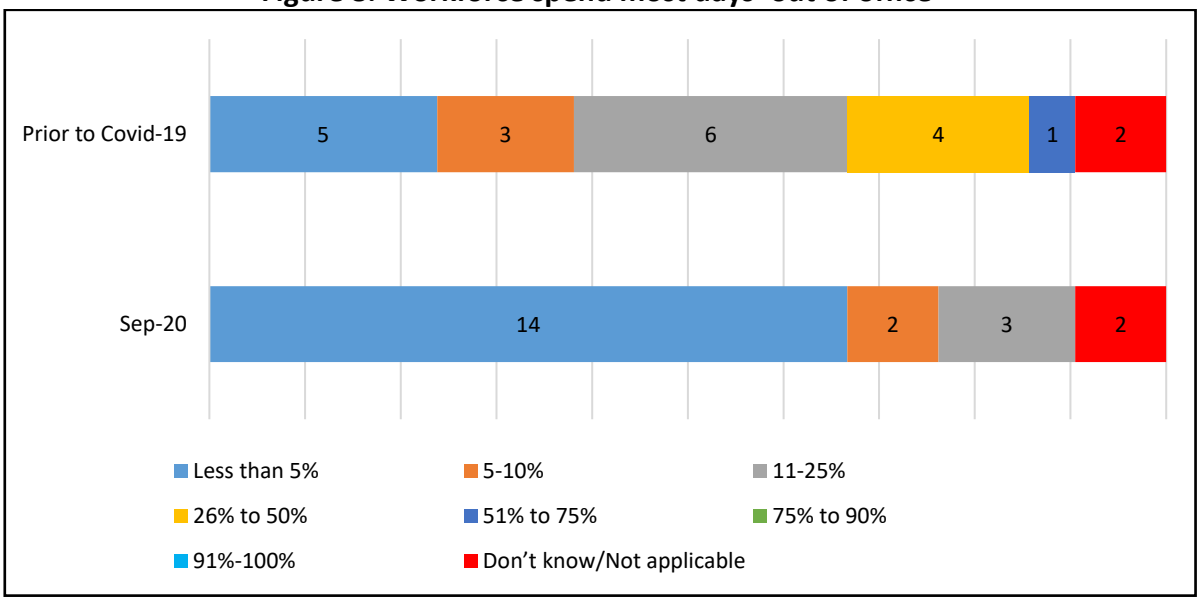


- All respondents who indicated that, **prior to Covid-19**, **up to 75%** of their **'workforce arriving at the usual place of work between 7am and 10am'**, indicated in **September 2020** this was **no more than 25%** (7 respondents)

- The majority of respondents who indicated that, **prior to Covid-19**, **76%+** of their **'workforce arriving at the usual place of work between 7am and 10am'**, indicated in **September 2020** this was **no more than 75%** (12 respondents)
    - A quarter of respondents indicated it was **still 76%+ in September 2020** (4 respondents)

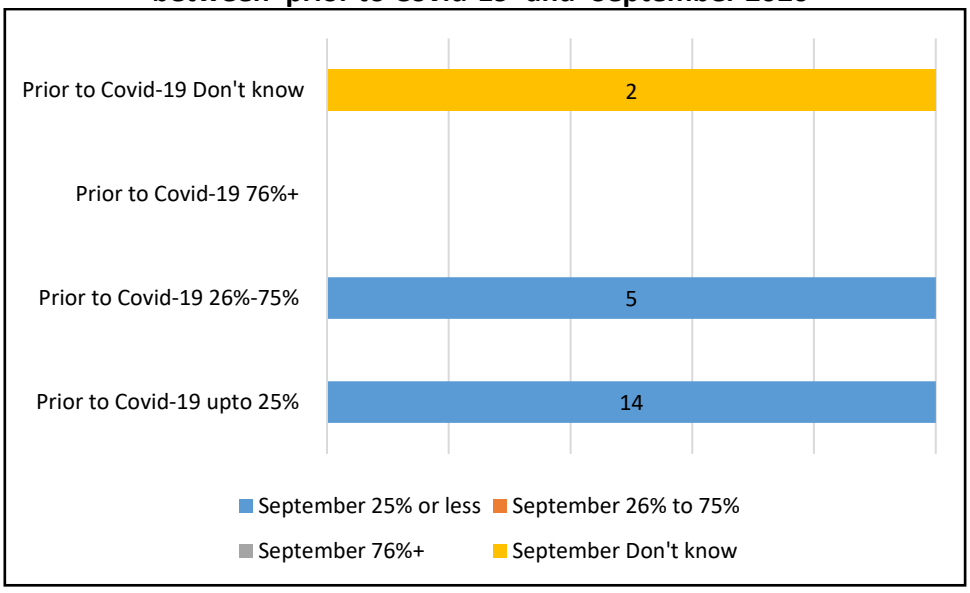
Workforce spend most days 'out of office', e.g. to visit customers, have meetings elsewhere

Figure 8: Workforce spend most days 'out of office'



- The majority of respondents indicated that, **prior to Covid-19**, **up to 25% of their 'workforce spend most days 'out of office''** (14 respondents)
- In **September 2020**, the majority of respondents indicated that **'less than 5%' of their 'workforce spend most days 'out of office''** (14 respondents)

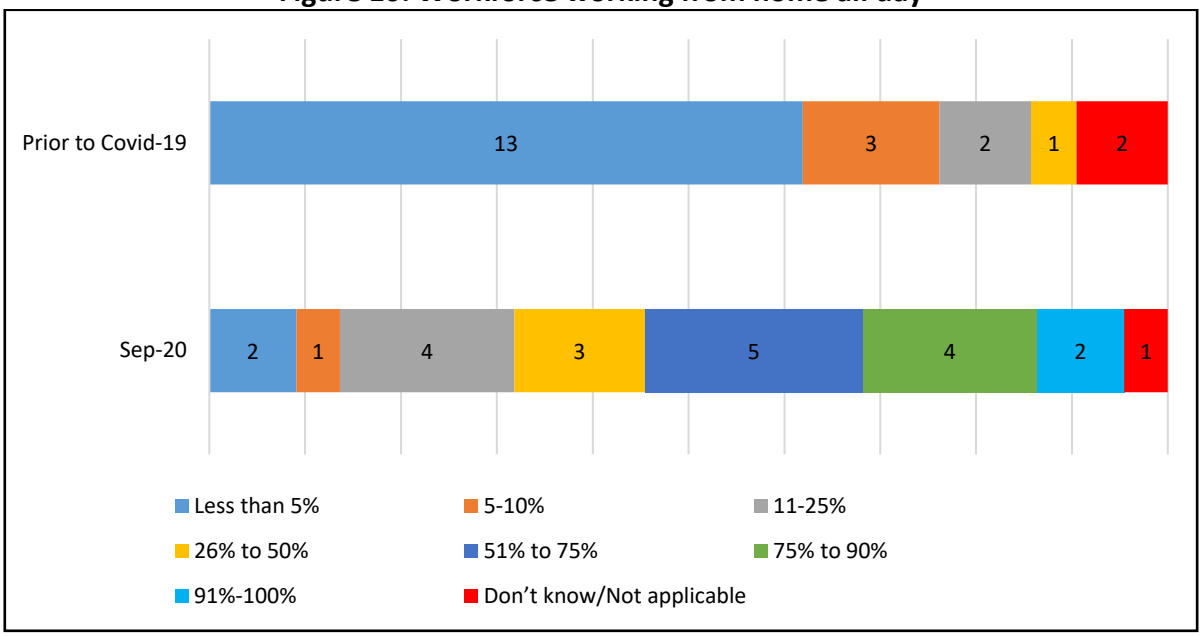
Figure 9: Comparison of percentage of 'workforce spend most days 'out of office'' between 'prior to Covid-19' and 'September 2020'



- All of the respondents who indicated that, '**prior to Covid-19', up to 25% of their 'workforce spend most days 'out of office''**, indicated that **up to 25% of their 'workforce spend most days 'out of office'' in 'September 2020'** (14 respondents)
- All of the respondents who indicated that, '**prior to Covid-19', 26% to 75% of their 'workforce spend most days 'out of office''**, **indicated that no more than 25% of their 'workforce spend most days 'out of office'' in 'September 2020'** (5 respondents)

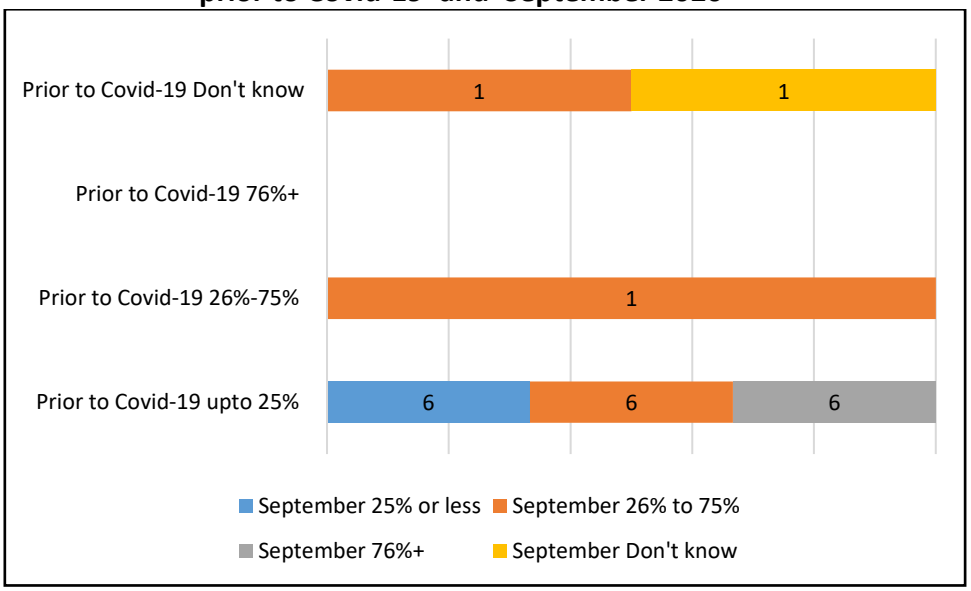
Workforce working from home all day

Figure 10: Workforce working from home all day



- The majority of respondents indicated that**, prior to Covid-19, 'less than 5%' of their 'workforce working from home all day'** (13 respondents)
- In **September 2020**, the majority of respondents indicated that **11% to 90% of their 'workforce working from home all day'** (16 respondents)

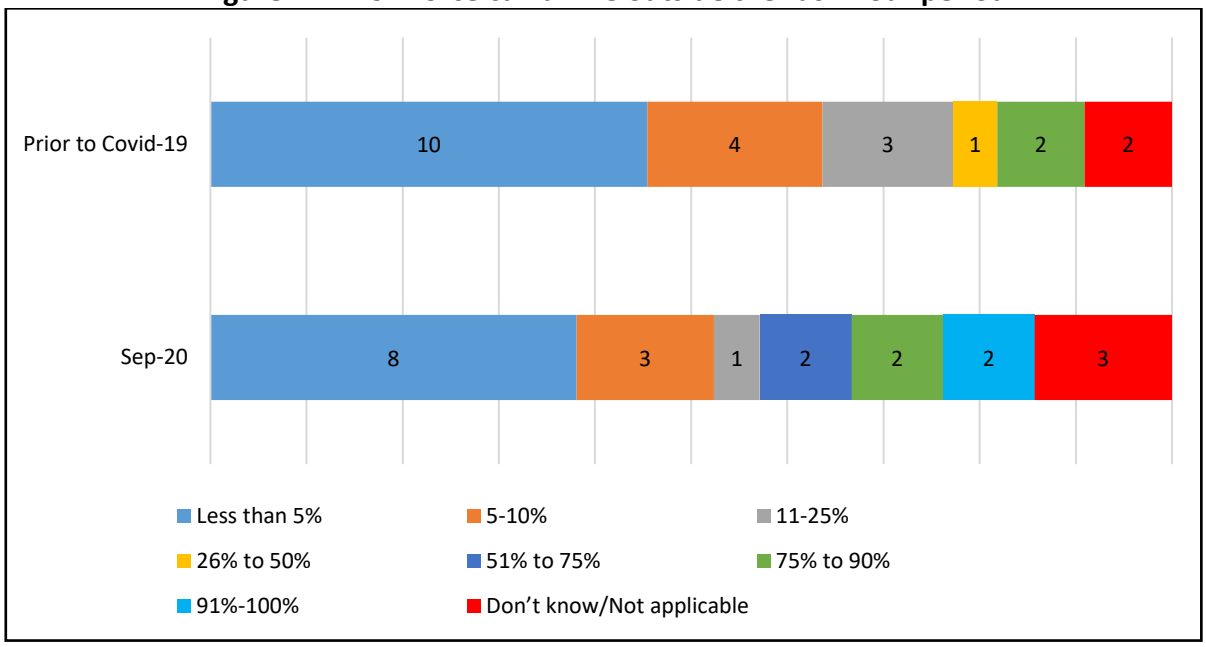
Figure 11: Comparison of percentage of 'workforce working from home all day' between 'prior to Covid-19' and 'September 2020'



- The majority of respondents who indicated that, **'prior to Covid-19', up to 25% of their 'workforce working from home all day'**, indicated that **26% to 76%+ of their 'workforce working from home all day' in 'September 2020'** (12 respondents)
    - A third of respondents who indicated that, **'prior to Covid-19', up to 25% of their 'workforce working from home all day'**, still indicated that **up to 25% of their 'workforce working from home all day' in 'September 2020'** (6 respondents). However, **4 of these respondents increased from 'less than 5%' to '11-25%'**
- One respondent who indicated they '**don't know'** how much of their '**workforce working from home all day' prior to Covid-19**, indicated that **26% to 75% of their 'workforce working from home all day'** in **September 2020**
- The respondent who indicated, '**prior to Covid-19', 26%-75% of their 'workforce working from home all day'**, indicated an **increase from '26% to 50%' prior to Covid-19 to '51% to 75%' in September 2020**

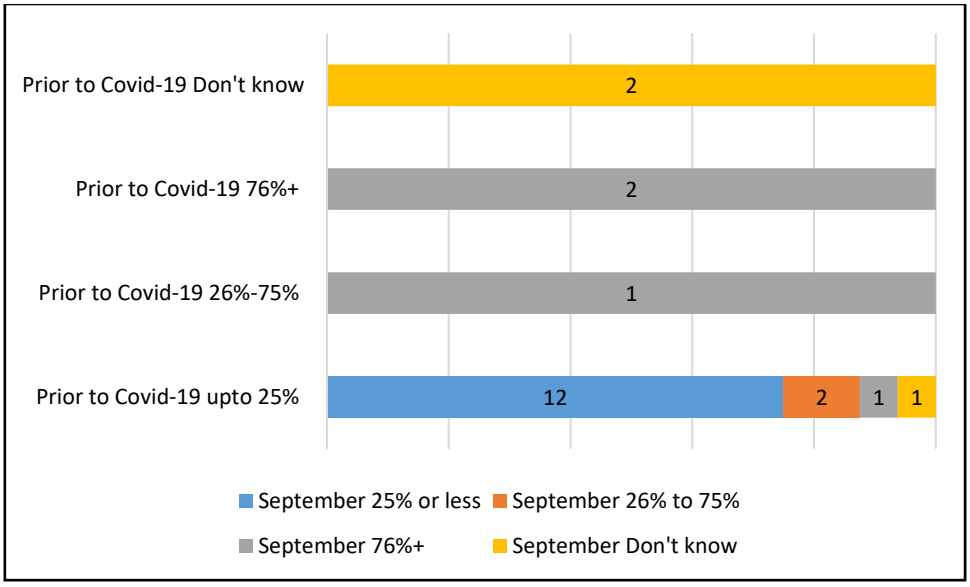
Workforce can arrive outside the rush hour period

Figure 12: Workforce can arrive outside the rush hour period



- The majority of respondents indicated that, **prior to Covid-19, up to 10% of their 'workforce can arrive outside the rush hour period'** (14 respondents)
- In **September 2020**, the majority of respondents indicated **up to 10% of their 'workforce can arrive outside the rush hour period'** (11 respondents)
    - A **small increase** was seen in the number of respondents indicating **51% to 100% of their 'workforce can arrive outside the rush hour period'** (2 respondents prior to Covid-19 and 6 respondents in September 2020)

Figure 13: Comparison of percentage of 'workforce can arrive outside the rush hour period' between 'prior to Covid-19' and 'September 2020'

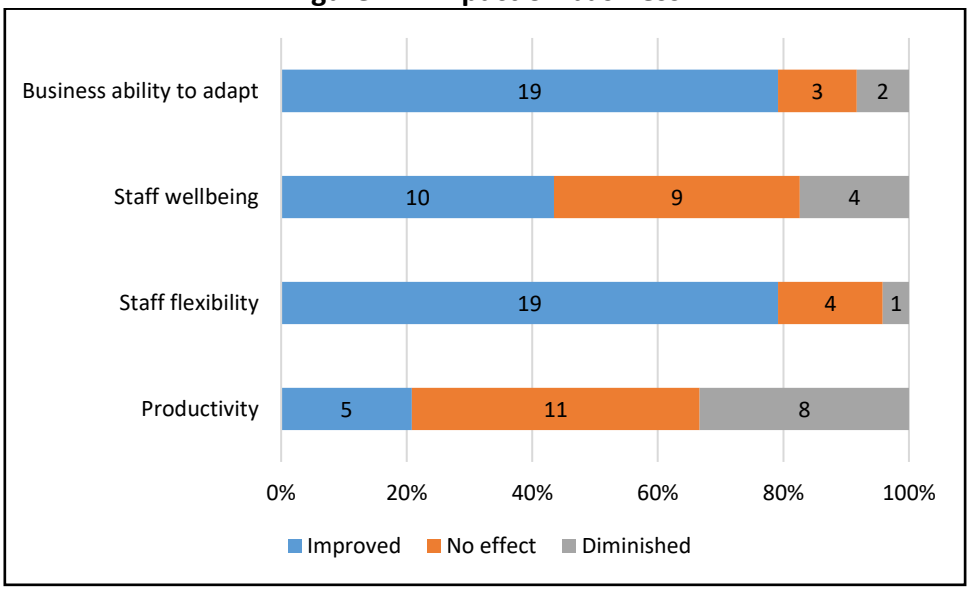


- **No change** was seen from the majority of respondents who indicated that, **'prior to Covid-19', up to 25% of their 'workforce can arrive outside the rush hour period'** (12 respondents)
    - 3 respondents who indicated that, **'prior to Covid-19', up to 25% of their 'workforce can arrive outside the rush hour period',** indicated that **26% to 76%+ of their 'workforce can arrive outside the rush hour period'** in **'September 2020'**
- The respondent who indicated that**, 'prior to Covid-19', '26% to 50%' of their 'workforce can arrive outside the rush hour period'**, indicated that **'75% to 90%' of their 'workforce can arrive outside the rush hour period'** in **'September 2020'**
- **No change** was seen in the respondents who indicated that, **'prior to Covid-19', 76%+ of their 'workforce can arrive outside the rush hour period'**

Question 7: We are interested in how some of the impacts of different ways of working might drive future changes. Do you think that changes to ways of working have impacted on your business in any of the following ways:

All 24 respondents answered the question on whether they felt changes to ways of working have impacted on their business. 1 respondent did not leave an answer for 'staff wellbeing'. **The majority of respondents indicated that 'business ability to adapt' (19 respondents) and 'staff flexibility' (19 respondents) had 'improved'.**
The majority were split between **'improved'** (10 respondents) and **'no effect'** (9 respondents) for **'staff wellbeing'**, while for '**productivity'**, the majority were split between there being '**no effect'** (11 respondents) and it being '**diminished'** (8 respondents).

Figure 14: Impact on business

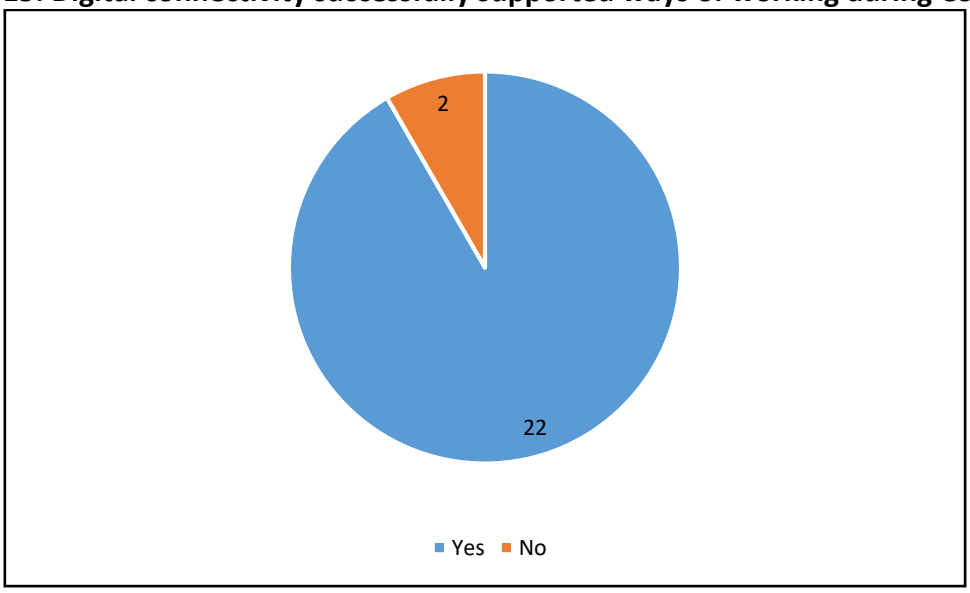


- Under half of respondents felt there had been **'no effect'** on '**productivity**' (11 respondents)
    - A third felt '**productivity'** had '**diminished'** (8 respondents)
    - Under a quarter felt '**productivity'** had '**improved'** (5 respondents)
- The majority of respondents felt that '**staff flexibility'** had '**improved'** (19 respondents)
- Under half of respondents felt '**staff wellbeing'** had '**improved'** (10 respondents)
    - Over a third of respondents felt that there had been '**no effect'** on '**staff wellbeing'** (9 respondents)
- The majority of respondents felt that '**business ability to adapt'** had '**improved'** (19 respondents)

Question 8: Has your digital connectivity successfully supported your ways of working during the Covid-19 pandemic?

All 24 respondents answered the question on whether their digital connectivity had successfully supported their ways of working during the Covid-19 pandemic.
The majority of respondents indicated that their digital connectivity had successfully supported their ways of working during the Covid-19 pandemic (22 respondents).

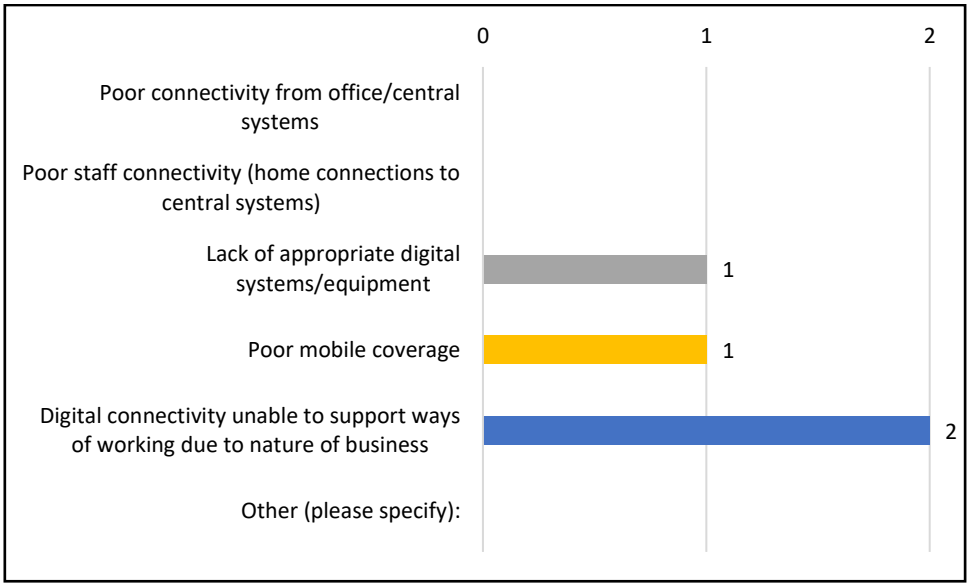
Figure 15: Digital connectivity successfully supported ways of working during Covid-19



Question 9: Why has your digital connectivity not fully supported your ways of working during the Covid-19 pandemic?

2 respondents answered the question on why their digital connectivity had not fully supported their ways of working during the Covid-19 pandemic, as they had answered 'no' to question 8. Respondents could select multiple answers to this question.
Both respondents indicated that 'digital connectivity unable to support ways of working due to nature of business' as the reason.

Figure 16: Reasons digital connectivity did not fully support ways of working during Covid-19



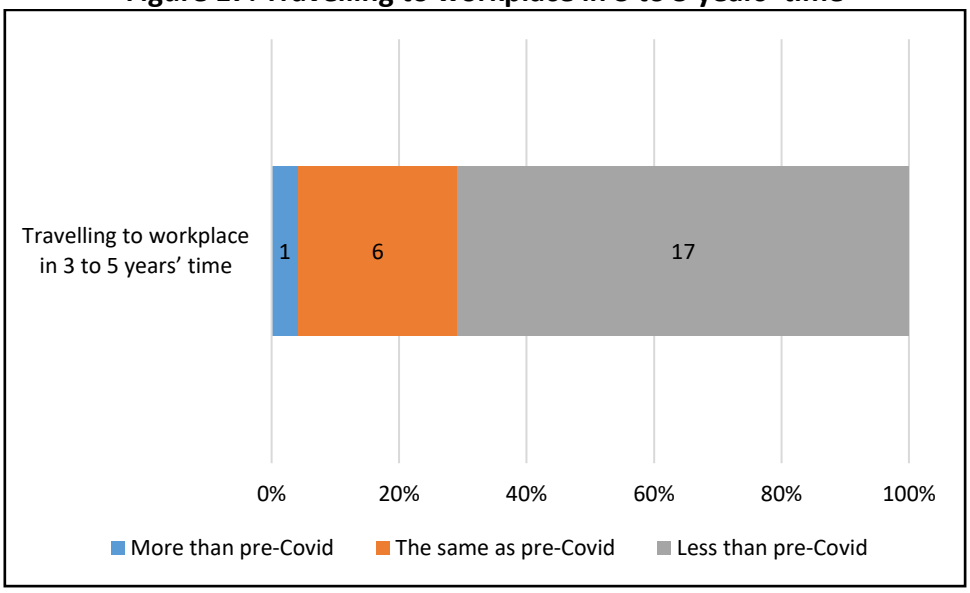
- 1 respondent also indicated that '**lack of appropriate digital systems/equipment'** and '**poor mobile'** coverage were the reasons

Question 10: How often will employees be travelling to a fixed workplace (for example an office/retail space) in 3 – 5 years' time?

All 24 respondents answered the question on how often employees would be travelling to a fixed workplace in 3 to 5 years' time.

The majority of respondents indicated that employees would be travelling to a fixed workplace 'less than pre-Covid' in 3 to 5 years' time (17 respondents).

Figure 17: Travelling to workplace in 3 to 5 years' time



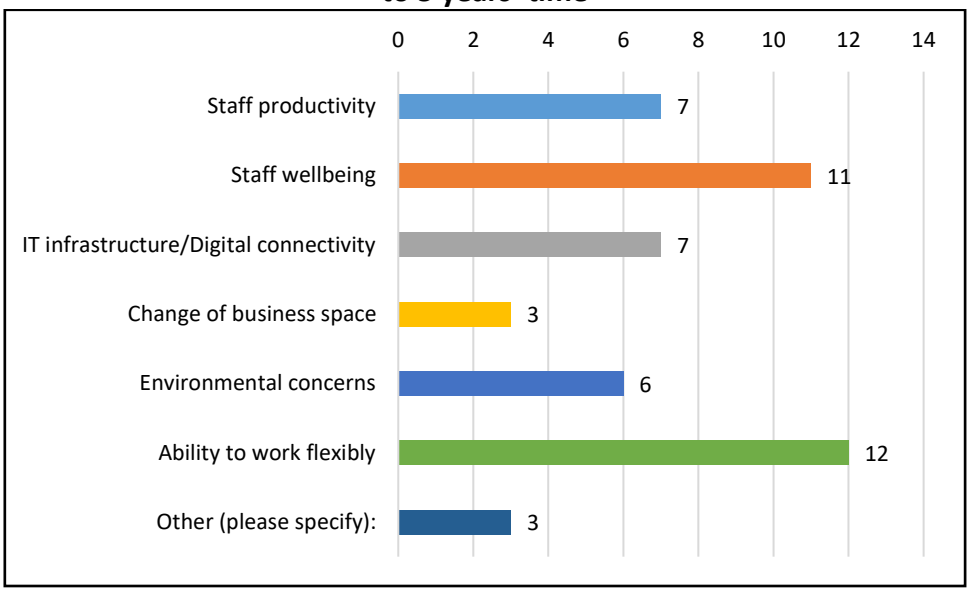
Question 11: What are the reasons behind this change?

18 respondents answered the question on what the reasons were behind the change of employees travelling to a fixed workplace in 3 to 5 years' time, as they answered 'more than pre-Covid' or 'less than pre-Covid' to question 10. Respondents could select multiple answers to this question.

The majority of respondents indicated that the 'ability to work flexibly' and 'staff wellbeing' were the reasons behind the change.

'Less than pre-Covid'

Figure 18: Reasons for employees travelling to a fixed workplace 'less than pre-Covid' in 3 to 5 years' time

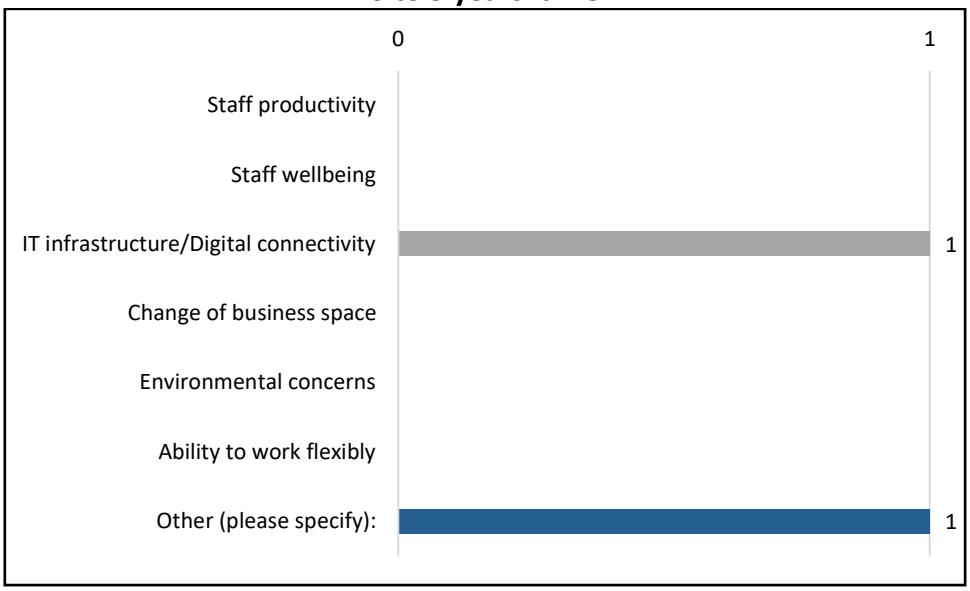


- Of the 17 respondents who indicated that employees would be travelling to a fixed workplace 'less than pre-Covid' in 3 to 5 years' time:
  - The majority indicated that '**Ability to work flexibly'** (12 respondents) and '**staff wellbeing'** (11 respondents) were the reasons behind this change
  - Under half indicated the following reasons:
    - '**Staff productivity'** (7 respondents)
    - '**IT infrastructure/Digital connectivity'** (7 respondents)
    - '**Environmental concerns'** (6 respondents)
  - Few respondents indicated that '**change of business space'** was the reason behind this change (3 respondents)
  - Those respondents indicating there were '**other'** reasons behind this change included:
    - It would be cheaper and free up office and parking spaces for something more productive

- Savings accrued in reduced office space could be used to fund investment in staff instead

'More than pre-Covid'

Figure 19: Reasons for employees travelling to a fixed workplace 'more than pre-Covid' in 3 to 5 years' time



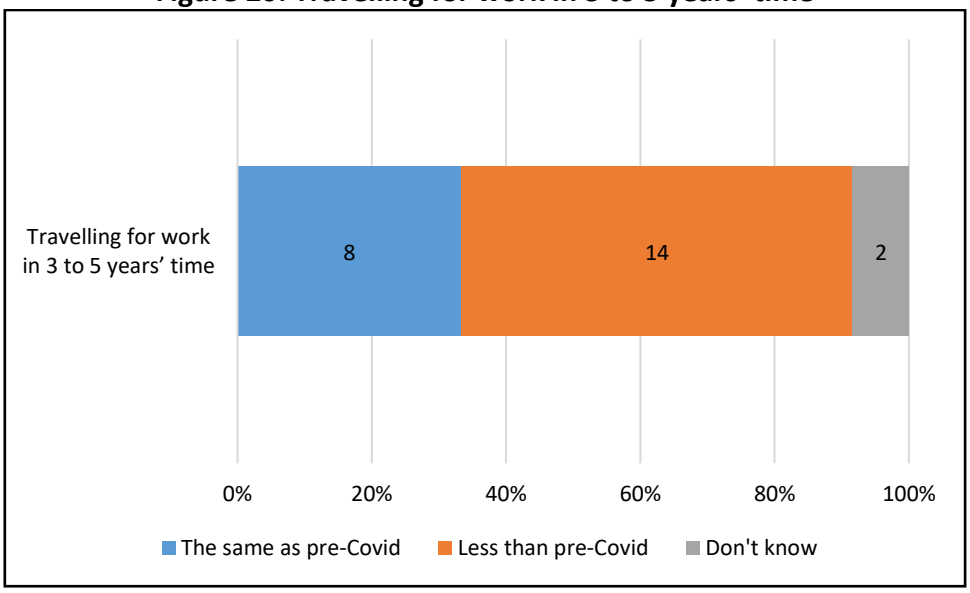
- The one respondent who indicated that employees would be travelling to a fixed workplace 'more than pre-Covid' in 3 to 5 years' time, indicated that **'IT infrastructure/Digital connectivity'** and '**other'** were the reasons behind this change.
    - They specified their '**other'** reason was they had less reason to travel to clients and could work onsite

Question 12: How often will employees be travelling for work (for example to sites of potential customers/meetings outside of usual workplace) in 3 – 5 years' time?

All 24 respondents answered the question on how often employees would be travelling for work in 3 to 5 years' time.

The majority of respondents indicated that employees would be travelling for work 'less than pre-Covid' in 3 to 5 years' time (14 respondents).

Figure 20: Travelling for work in 3 to 5 years' time



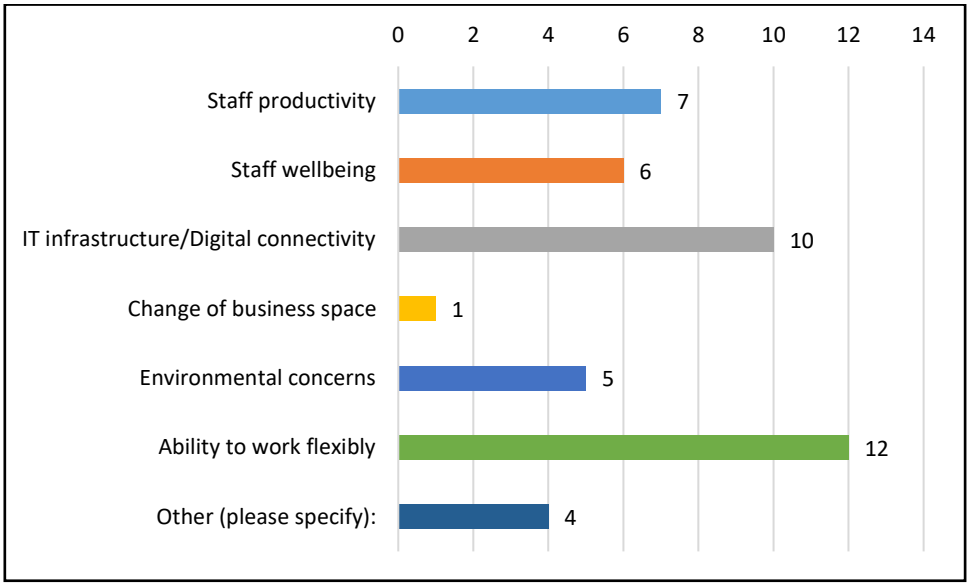
- A third of respondents indicated that employees would be travelling for work **'the same as pre-Covid'** in 3 to 5 years' time (8 respondents)

Question 13: What are the reasons behind this change?

14 respondents answered the question on what the reasons were behind the change of employees travelling for work in 3 to 5 years' time, as they answered 'less than pre-Covid' to question 12 (no respondents indicated they would be travelling for work 'more than pre-Covid'). Respondents could select multiple answers to this question.
The majority of respondents indicated that the 'ability to work flexibly' and 'IT infrastructure/Digital connectivity' were the reasons behind this change.

'Less than pre-Covid'

Figure 21: Reasons for employees travelling for work 'less than pre-Covid' in 3 to 5 years' time



- Of the 14 respondents who indicated that employees would be travelling for work 'less than pre-Covid' in 3 to 5 years' time:
  - The majority indicated that '**Ability to work flexibly'** (12 respondents) and '**IT infrastructure/Digital connectivity'** (10 respondents) were the reasons behind this change
  - Half of respondents indicated that '**Staff productivity'** was the reason behind this change (7 respondents)
  - Less than half of respondents indicated that '**staff wellbeing'** was the reason behind this change (6 respondents)
  - Over a third indicated that '**Environmental concerns'** was the reason behind this change (5 respondents)
  - One respondent indicated that '**change of business space'** was the reason behind this change
  - 4 respondents indicated there were '**other'** reasons behind this change. These included:

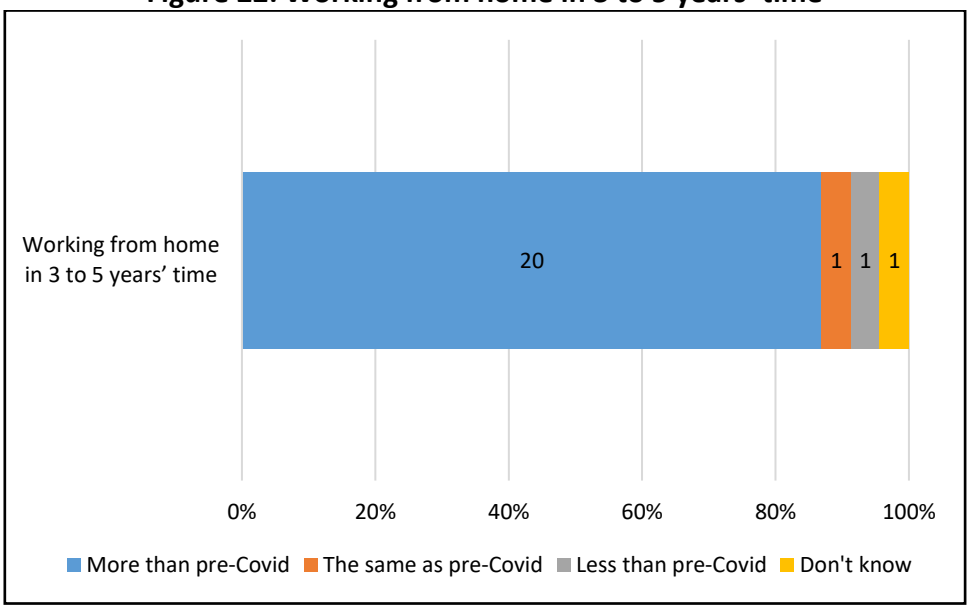
- Cost savings
- Certain members of staff would likely have similar travel behaviours as prior to Covid-19, due to the nature of their work being less flexible than other staff members
- That online meetings have been shown to be effective and it was felt staff would resent giving up time to travel

Question 14: How often will employees be working from home in 3 – 5 years' time?

23 respondents answered the question on how often employees would be working from home in 3 to 5 years' time.

The majority of respondents indicated that employees would working from home 'more than pre-Covid' in 3 to 5 years' time (20 respondents).

Figure 22: Working from home in 3 to 5 years' time



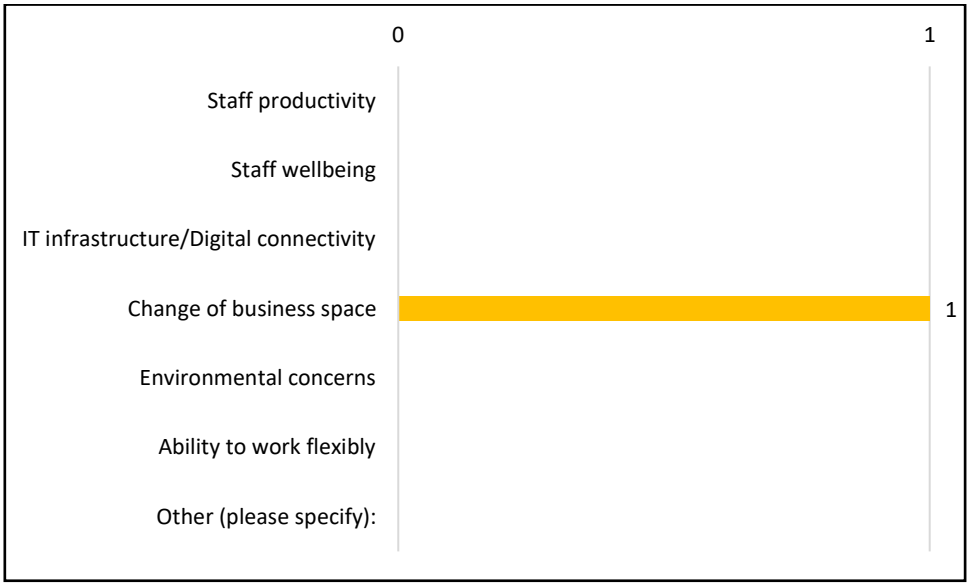
Question 15: What are the reasons behind this change?

21 respondents answered the question on what the reasons were behind the change of employees travelling for work in 3 to 5 years' time, as they answered 'more than pre-Covid' or 'less than pre-Covid' to question 14. Respondents could select multiple answers to this question.

The majority of respondents indicated that the 'ability to work flexibly', 'staff wellbeing', and 'IT infrastructure/Digital connectivity' were the reasons behind this change.

'Less than pre-Covid'

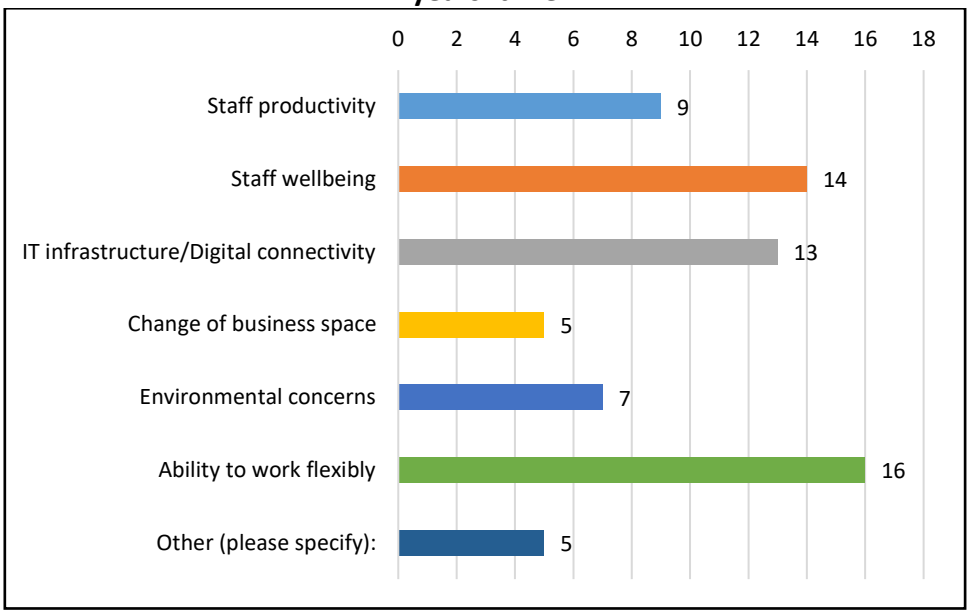
Figure 23: Reasons for employees working from home 'less than pre-Covid' in 3 to 5 years' time



- The one respondent who indicated that employees would be working from home 'less than pre-Covid' in 3 to 5 years' time, indicated that **'change of business space'** was the reason behind this change

‘More than pre-Covid’

Figure 24: Reasons for employees working from home ‘more than pre-Covid’ in 3 to 5 years’ time



- Of the 20 respondents who indicated that employees would be working from home ‘more than pre-Covid’ in 3 to 5 years’ time:
    - The majority indicated that ‘**Ability to work flexibly’** (16 respondents), ‘**staff wellbeing’** (14 respondents), and ‘**IT infrastructure/Digital connectivity’** (13 respondents) were the reasons behind this change
    - Under half of respondents indicated that ‘**Staff productivity’** was the reason behind this change (9 respondents)
    - Over a third indicated that ‘**Environmental concerns’** was the reason behind this change (7 respondents)
    - A quarter of respondents indicated that ‘**change of business space’** was the reason behind this change (5 respondents)
    - Respondents indicating there were ‘**other’** reasons behind this change included:
        - Travel cost savings
        - Employee expectation that home working is an option
        - Prior commitment to flexible working that home working helps them achieve
        - To avoid the impact of illness within the workplace

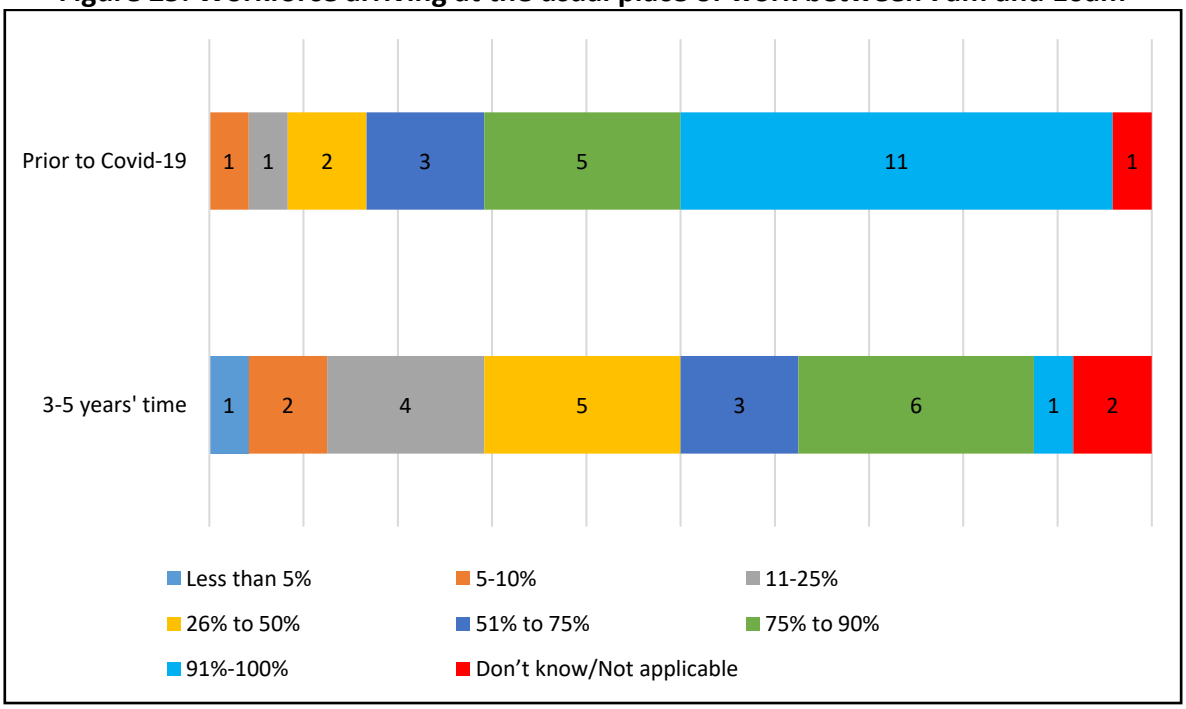
Question 16: Approximately how much of your workforce will be travelling to their usual place of work during morning rush hour (7am -10am)? Please select the approximate percentage of your workforce travelling in 3-5 years' time for the following options:

All 24 respondents answered the question on approximately how much of their workforce were travelling to their usual place of work during morning rush hour (7am to 10am) in 3 to 5 years' time. 3 respondents did not leave answers to some parts of the question, namely around 'workforce spends most of their days 'out of the office', 'workforce working from home all day', and 'workforce can arrive outside the rush hour period (7-10am) most days'.

- **The majority of respondents indicated that the amount of their 'workforce arriving at the usual place of work between 7am and 10am' would reduce in 3 to 5 years' time compared to prior to Covid-19**
- **Little change was seen in the amount of the 'workforce spend[ing] most days 'out of office'' and 'workforce [that] can arrive outside the rush hour period' compared to prior to Covid-19**
- **The majority of respondents indicated that the amount of their 'workforce working from home all day' would increase in 3 to 5 years' time compared to prior to Covid-19**

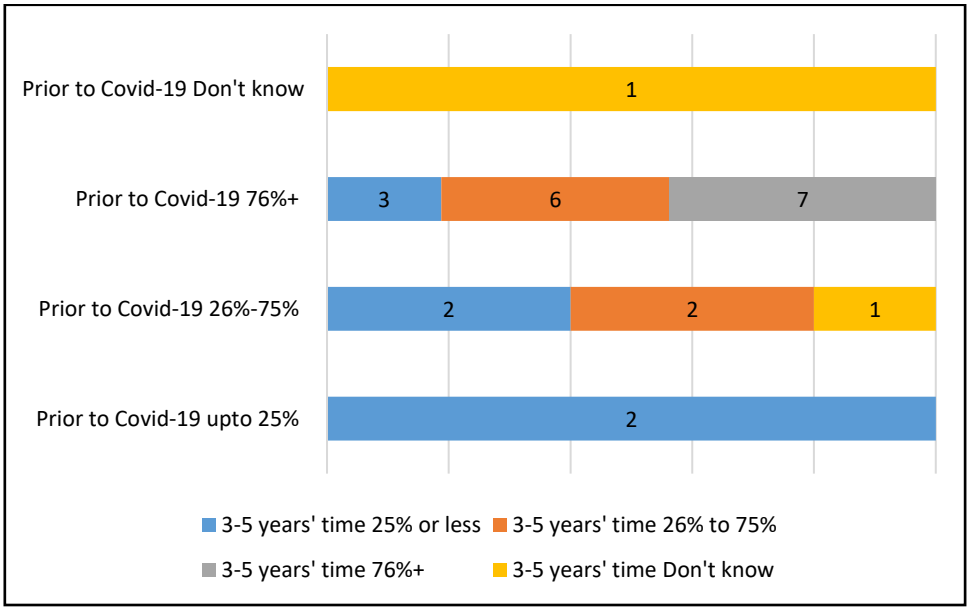
Workforce arriving at the usual place of work between 7am and 10am

Figure 25: Workforce arriving at the usual place of work between 7am and 10am



- **3 to 5 years' time** saw a reduction in '**workforce arriving at the usual place of work between 7am and 10am'**, with the majority of respondents indicating that it was **no more than 75%** (15 respondents)

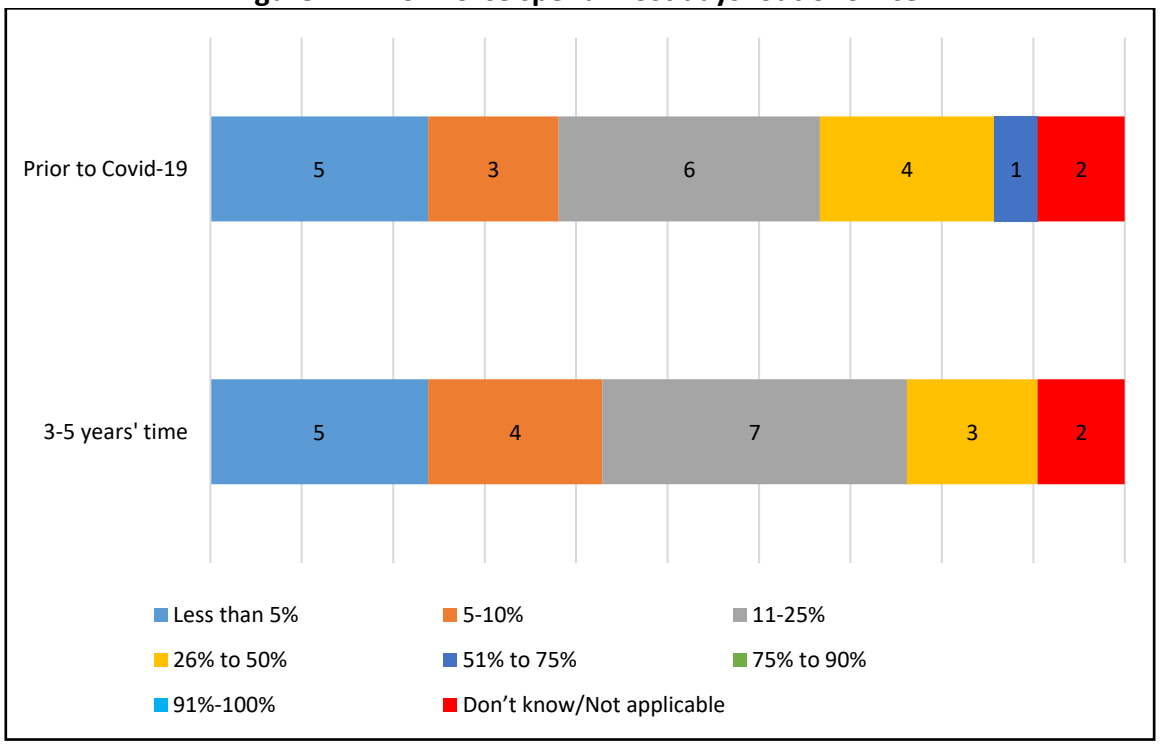
Figure 26: Comparison of percentage of 'workforce arrive at the usual place of work between 7-10am' between 'prior to Covid-19' and '3-5 years' time'



- **No change** was seen in respondents who indicated that, **'prior to Covid-19', up to 25% of their 'workforce arrive at the usual place of work between 7-10am'**
- Respondents who indicated that, **'prior to Covid-19', 26%-75% of their 'workforce arrive at the usual place of work between 7-10am'**, were split between remaining at **26% to 75% of their 'workforce arrive at the usual place of work between 7-10am'** (2 respondents) and lowering to **less than 25%** (2 respondents) in **'3-5 years' time'**.
- The majority of respondents who indicated that**, 'prior to Covid-19', 76%+ of their 'workforce arrive at the usual place of work between 7-10am'**, indicated that **up to 75% of their 'workforce arrive at the usual place of work between 7-10am'** (9 respondents) **in '3-5 years' time'**. The majority of these respondents indicated it would **lower to 26%-75%** (6 respondents)
    - Under half of respondents who indicated that**, 'prior to Covid-19', 76%+ of their 'workforce arrive at the usual place of work between 7-10am'**, indicated that it would **remain at 76%+ in '3-5 years' time'** (7 respondents)

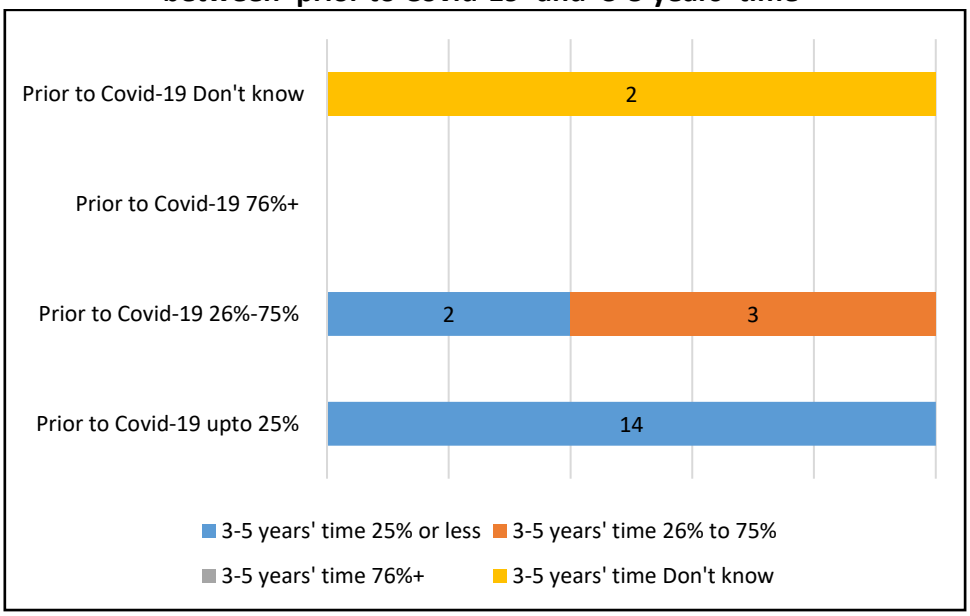
Workforce spend most days ‘out of office’ e.g. to visit customers, have meetings elsewhere

Figure 27: Workforce spend most days ‘out of office’



- The majority of respondents indicated that, in **3 to 5 years’ time, up to 25% of their ‘workforce spend most days ‘out of office’’** (16 respondents), **similar to prior to Covid-19**

Figure 28: Comparison of percentage of ‘workforce spend most days ‘out of office’’ between ‘prior to Covid-19’ and ‘3-5 years’ time’

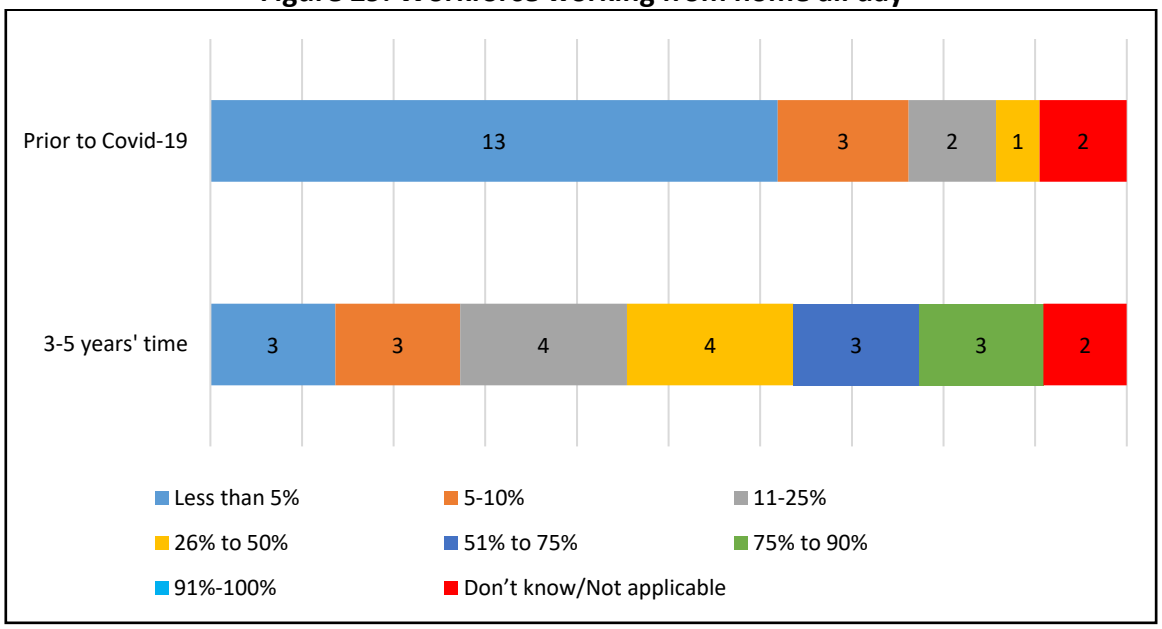


- **No change** was seen in respondents who indicated that, **‘prior to Covid-19’, up to 25% of their ‘workforce spend most days ‘out of office’’**

- Respondents who indicated that, **'prior to Covid-19', 26%-75% of their 'workforce spend most days 'out of office''** were split between **remaining at 26% to 75%** (3 respondents) and **lowering to 25% or less** (2 respondents) in **'3-5 years' time'**

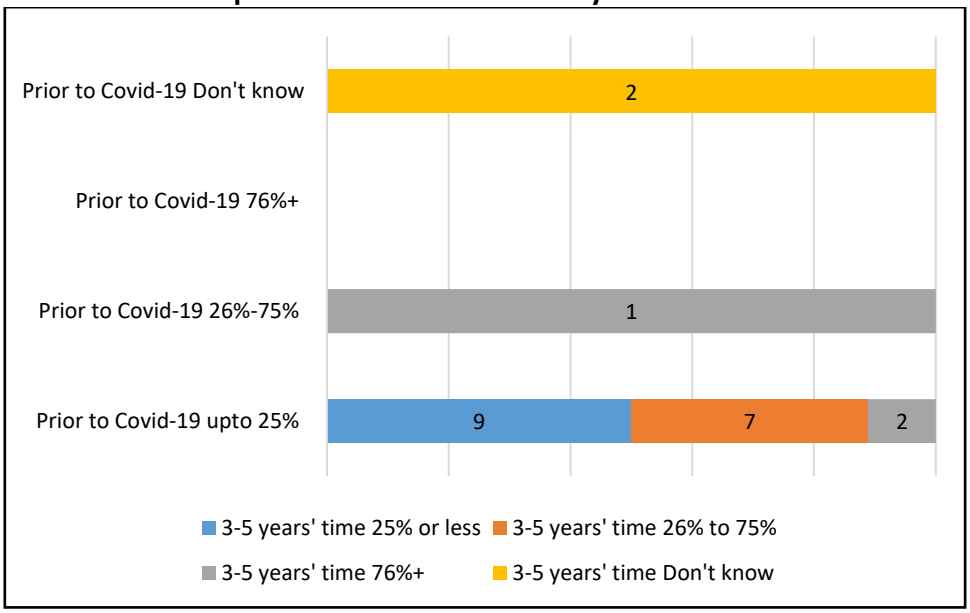
Workforce working from home all day

Figure 29: Workforce working from home all day



- The majority of respondents indicated that, in **3 to 5 years' time**, the amount of their '**workforce working from home all day**' would **increase to 11% to 90%** (14 respondents)

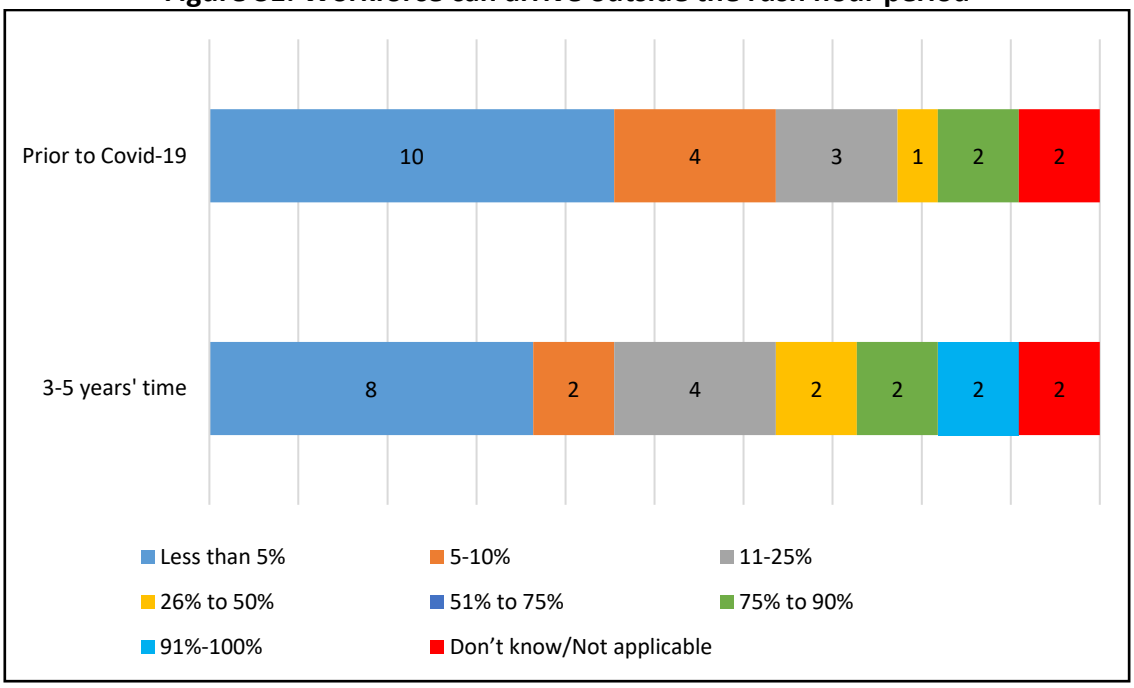
Figure 30: Comparison of percentage of 'workforce working from home all day' between 'prior to Covid-19' and '3-5 years' time'



- Half of the respondents who indicated that, **'prior to Covid-19', up to 25% of their 'workforce working from home all day',** indicated that **26% to 76%+ of their 'workforce working from home all day' in '3-5 years' time'** (9 respondents)
    - Half of respondents who indicated that, **'prior to Covid-19', up to 25% of their 'workforce working from home all day'**, indicated that it **would remain at 25% or less in '3-5 years' time'** (9 respondents)
- The respondent who indicated that, **'prior to Covid-19', 26%-75% of their 'workforce working from home all day'**, indicated it **would increase to 76%+ in '3-5 years' time'**

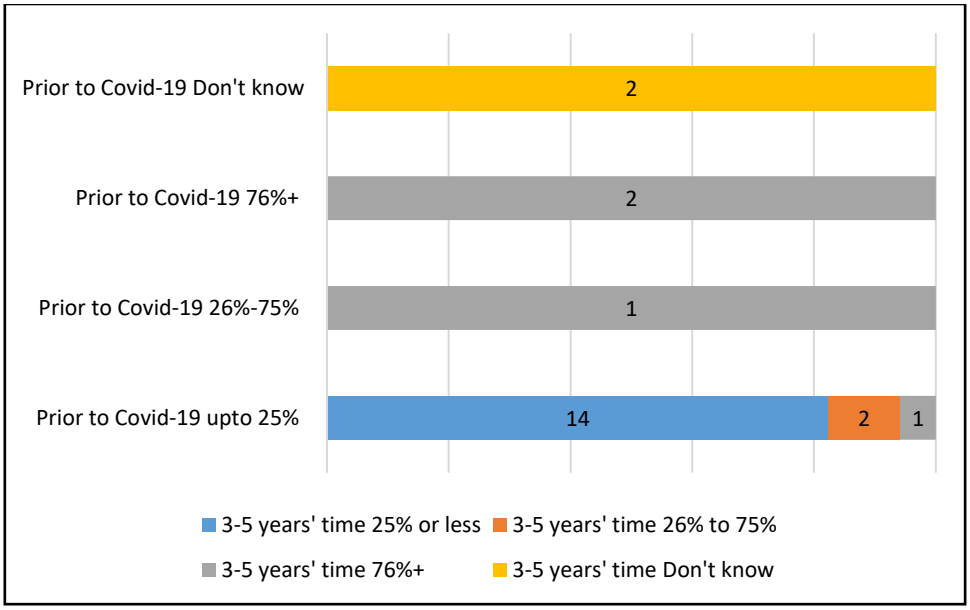
Workforce can arrive outside the rush hour period

Figure 31: Workforce can arrive outside the rush hour period



- The majority of respondents indicated that, in **3 to 5 years' time, up to 25% of their 'workforce can arrive outside the rush hour period'** (14 respondents), **similar to prior to Covid-19**

Figure 32: Comparison of percentage of 'workforce can arrive outside the rush hour period' between 'prior to Covid-19' and '3-5 years' time'



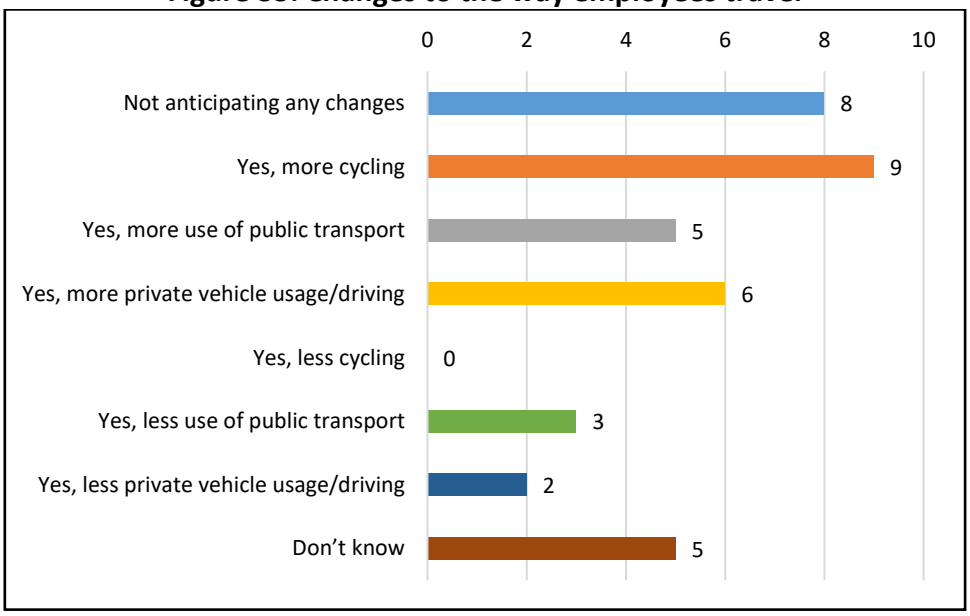
- **No change** was seen from the majority of respondents who indicated that**, 'prior to Covid-19', up to 25% of their 'workforce can arrive outside the rush hour period' in '3-5 years' time'** (14 respondents)
    - 3 respondents who indicated that, **'prior to Covid-19', up to 25% of their 'workforce can arrive outside the rush hour period'**, indicated that **26% to 76%+ of their 'workforce can arrive outside the rush hour period' in '3-5 years' time'**
- The respondent who indicated that, '**prior to Covid-19', 26%-75% of their 'workforce can arrive outside the rush hour period'**, indicated that it **would increase to 76%+ in '3-5 years' time'**

Question 17: There has been a lot of speculation about long-term impacts of the pandemic on people's choice of mode of transport. In a post-pandemic world, are you actively anticipating a change to the way your employees travel to a workplace?

All 24 respondents answered the question on whether they were actively anticipating a change in the way employees travel to a workplace post-pandemic. Respondents could select multiple answers to this question.

Over a third of respondents indicated that they were anticipating 'more cycling' (9 respondents), however, a third of respondents indicated they were 'not anticipating any changes' (8 respondents).

Figure 33: Changes to the way employees travel

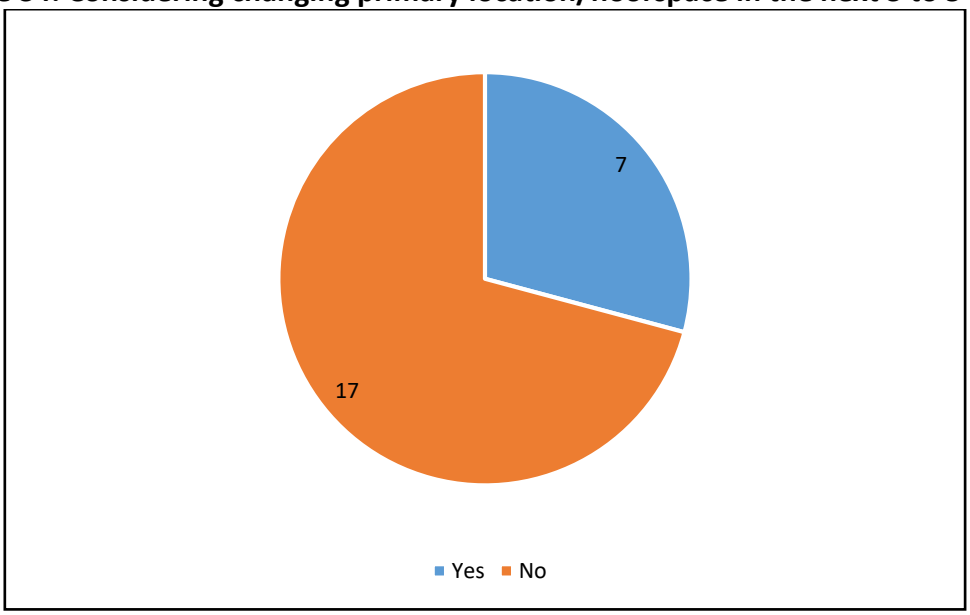


- Less than a quarter of respondents indicated that:
  - They were anticipating 'mo**re private vehicle usage/driving'** (6 respondents)
  - They '**don't know'** if they were anticipating any changes (5 respondents)
  - They were anticipating '**more use of public transport'** (5 respondents)
- Few respondents indicated that they were anticipating:
  - **'Less use of public transport'** (3 respondents)
  - **'Less private vehicle usage/driving'** (2 respondents)
- No respondents indicated that they were anticipating '**less cycling'**

Question 18: Are you considering changing your organisation's current primary location/floorspace in the next 3-5 years?

All 24 respondents answered the question on whether they were considering changing their current primary location/floorspace in the next 3 to 5 years.
The majority of respondents indicated that, 'no', they were not considering changing their primary location/floorspace in the next 3 to 5 years (17 respondents).

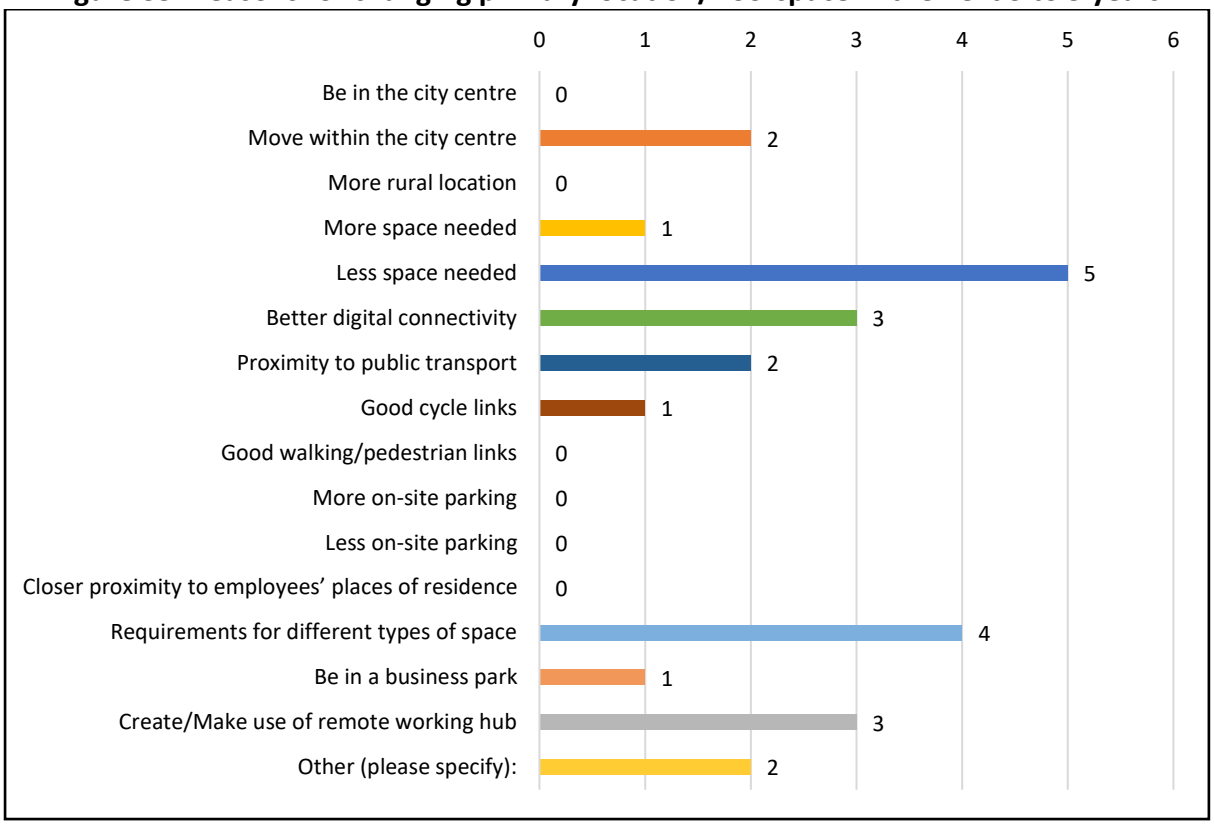
Figure 34: Considering changing primary location/floorspace in the next 3 to 5 years



Question 19: What are the reasons behind changing your organisation's current primary location/floorspace in the next 3-5 years?

7 respondents answered the question on what the reasons were behind the change of their organisation's current primary location/floorspace in 3 to 5 years' time, as they answered 'no' to question 18. Respondents could select multiple answers to this question.
The majority of respondents indicated that 'less space needed' (5 respondents) and 'requirements for different types of space' (4 respondents) were the reasons behind the change.

Figure 35: Reasons for changing primary location/floorspace in the next 3 to 5 years



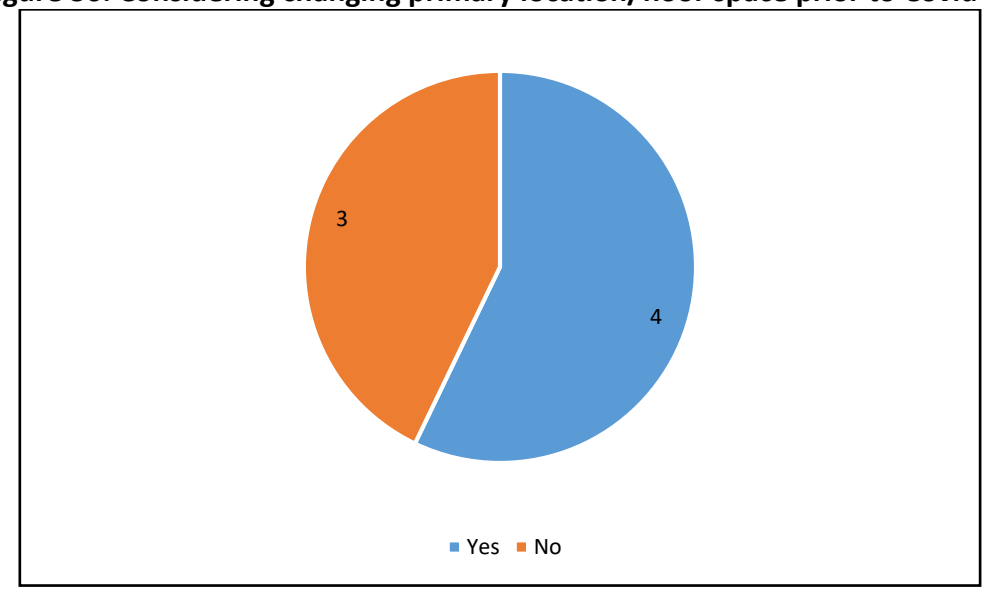
- Under half of respondents indicated that '**create/make use of remote working hub'** (3 respondents) and **'better digital connectivity'** (3 respondents) was the reason behind the change
- Over a quarter of respondents indicated '**Move within the city centre'** (2 respondents) and '**Proximity to public transport'** (2 respondents) were the reasons behind the change
- 2 respondents indicated there were '**Other'** reasons behind the change. These respondents were asked to specify. These included:
    - To improve quality of space
    - That employees were more likely to want to work in the office for team/group work and training, with less solo work at desk, meaning a need for a different office configuration

Question 20: Were you considering changing your organisation's current primary location/floor space prior to the Covid-19 pandemic?

7 respondents answered the question on whether they were considering changing their organisations current primary location/floor space prior to the Covid-19 pandemic, as they answered 'no' to question 18.

4 respondents indicated, 'yes', they were considering changing their current primary office location/floor space before the Covid-19 pandemic and 3 respondents indicated, 'no', they were not.

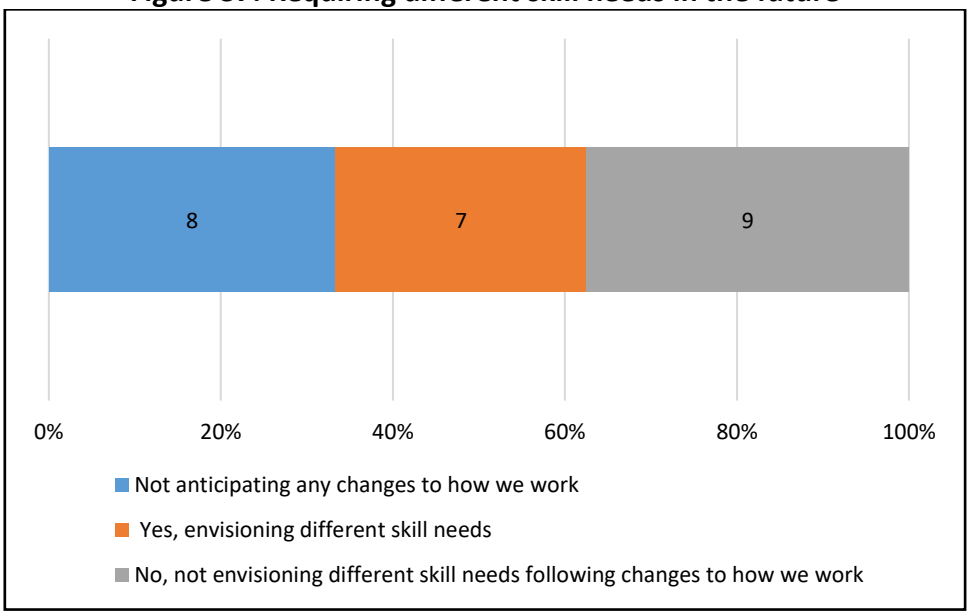
Figure 36: Considering changing primary location/floor space prior to Covid-19



Question 21: As the result of any changes to how you work, are you envisioning any different skill needs in the future?

All 24 respondents answered the question on whether, as a result of any changes to the way they worked, they were envisioning any different skill needs in the future.
The majority of respondents indicated they were not envisioning different skill needs in the future (17 respondents), either because they were **'not anticipating any changes to how we work' (8 respondents)** or because **'no, not envisioning different skill needs following changes to how we work (9 respondents).**

Figure 37: Requiring different skill needs in the future



- Under a third of respondents indicated '**yes, envisioning different skill needs'** (7 respondents)

Question 22: What skill needs are you envisioning?

6 respondents left comments on the question asking what skill needs they were envisioning, as they answered 'yes, envisioning different skill needs' to question 21. 1 respondent skipped this question.

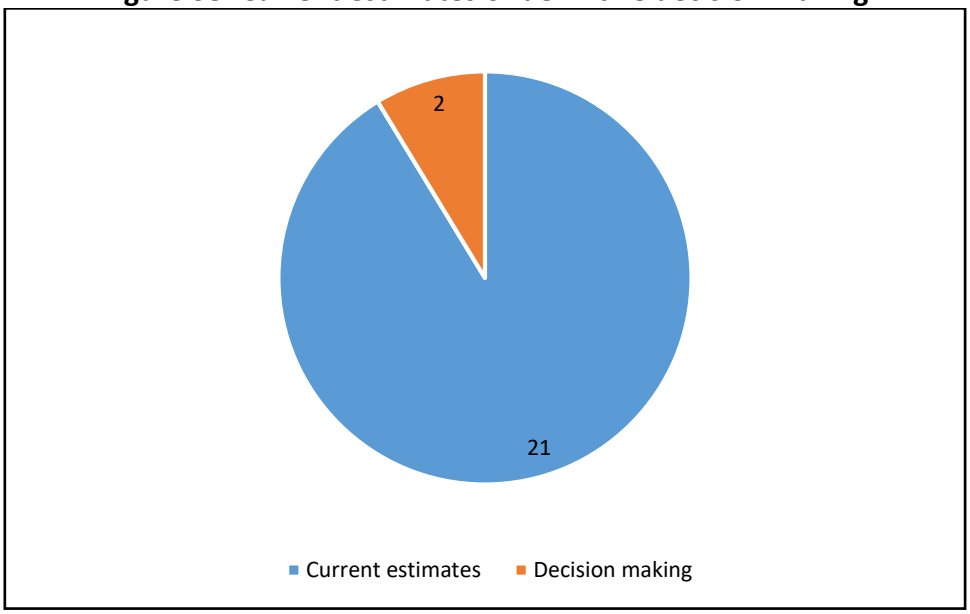
- These comments included:
  - In-house I.T. skills, particularly due to increased reliance on technology due to remote working
  - Leadership skills relating to remote management, including performance management
  - Digital skills to improve independent working in digital environments, particularly with client facing roles

Question 23: Have your answers to this section (Section 3 – Situation in 3-5 years' time) been based on your current estimates or definitive decision making?

23 respondents answered the question on whether their answers to section 3 – situation in 3-5 years' time (relating to questions 10 to 22), were based on current estimates or definitive decision making.

The majority of respondents indicated their answer had been based on 'current estimates' (21 responses).

Figure 38: Current estimates or definitive decision making



Question 24: Do you have any other comments, examples of how your organisation is working, or any further detail you would like to add?

8 respondents left comments on the question that asked if they had any other comments, examples of how your organisation is working, or any further detail they would like to add. These comments included:

- Feeling that affordable parking was needed for the success of Cambridge's retailers and restaurants
- That, although flexible working policies were in place for those that could, some staff required coming into an office/floorspace due to the nature of their work
- That, due to the nature of their work, office space was not central so flexible hours would be introduced and supported by technology
- That due to the number of staff and nature of the jobs in the business, estimating staff travel was difficult

- That staff wellbeing had been mixed both from those coming on site and those working from home
- That they were envisioning increases in all modes of travel as the business would be expanding
- That staff had previously had stressful commutes that current home/flexible working patterns had relieved
- That technology was being utilised to conduct daily team meetings that were improving staff wellbeing and understanding of others work
- That the office was being used by a limited number of staff at a time to manage team/group working
- That on site working would still be needed for staff creativity, wellbeing, support, and development but there were some areas of work that could be replaced with technological solutions
- That they were looking to adopt new systems and process that had improved efficiency during the pandemic, while reviewing working and travel patterns, likely with more flexible working. However, definitive decisions were being withheld until the pandemic is over.

Appendix 3 – Future Investment Strategy: summary of existing and new allocations

Future Investment Strategy 2020	
Existing allocations – prior to FIS review and December Board	
Project	**Allocation**
GCP corridor schemes: CAM phase 1 routes	£408m
Public transport schemes	£79.09m
Public transport services	£75m
City Access	£11.23m
Cycling	£97.95m
Rail	£1.75m
Operational	£4.8m
Housing	£0.6m
Skills	£4.66m
Smart	£2.27m
Energy Capacity	£25.14
Total	**£710.49m**
December Board proposals	
Haslingfield Greenway	£8m
City Access	£9.9m
Total (*if approved*)	**£728.39m**

Future Investment Strategy 2020	
New allocations	
Project	**Indicative allocation**
Forward-funding public transport services	Proposals to be developed utilising £75m "public transport services" allocation (see above)
Zero emission bus fund	
Active travel network – addressing gaps	
Unlocking housing delivery	£20m (recoverable)
Smart programme	£2.8m
Total additional investment allocation	**£22.8m**
Total minus recoverable investment	**£2.8m**
Programme total	£751.19m
Programme total minus recoverable investment	£731.19m

Agenda Item No: 10

Public Transport Improvements and City Access Strategy

Report to: Greater Cambridge Partnership Executive Board

Date: 10th December 2020

Lead Officer: Peter Blake – Director of Transport, GCP

1 Purpose

1.1. This paper provides an update on the city access project, building on papers considered by the Executive Board in February and June 2020:

- In January and February 2020, the Joint Assembly and Executive Board received and considered evidence and technical work looking at issues around congestion, public transport, and transport's contribution to air pollution and carbon emissions. The report of the Citizens' Assembly was presented alongside this work. The Joint Assembly subsequently passed a motion recommending that the Executive Board agree to develop detailed options for a package of phased interventions. The Executive Board agreed to develop a set of packages of measures for consideration, as well as prioritising and implementing a series of short term interventions to support the uptake of sustainable travel.

- In June 2020, the Joint Assembly and Executive Board received an update on this work in the context of the Covid-19 pandemic. The Executive Board agreed a prioritised and refined set of short term measures, and agreed a response to the Citizens' Assembly recommendations.

1.2. Monitoring of transport data has been ongoing throughout the pandemic and, alongside other evidence and indicators, demonstrates a continued need for action to support the uptake of sustainable travel options through the city access project. Travel patterns remain very different to the pre-pandemic period but, in the longer-term, it is likely that many of Greater Cambridge's transport challenges will remain. There is, however, uncertainty in the medium-term as to the scale and nature of potential changes.

1.3. This paper provides an update on the delivery of the short term measures, sets out work on potential packages of longer-term intervention and proposes additional action is taken in the context of the GCP's ambitions and the continuing pandemic situation.

2 Recommendations

2.1 The Executive Board is recommended to:

a) Note the current transport context as set out at paragraph 4.5;

b) Agree the proposed approach to taking forward public transport improvements and city access in this context, namely:
   - Continue to develop and deliver the short-term measures aimed at encouraging uptake of sustainable transport as outlined at paragraphs 4.7-4.16, with a focus on supporting economic recovery;
   - Build on these measures by developing further interventions to reduce air pollution and carbon emissions, and reallocate road space to better prioritise sustainable modes of transport as outlined at paragraphs 7.2-7.17 and in figure 2. This would include:
     - building on the electric bus pilot, setting an ambitious but achievable time period for all buses to become zero emission;
     - developing a model for supporting operator investment in zero emission vehicles;
     - working with the County Council and others to develop measures to ensure only clean buses operate within defined areas;
     - working with the County Council and City Council to review the city road network to better reflect the needs of sustainable transport; and,
     - working with partners to further develop plans to maintain access particularly for disabled groups and blue badge holders.
   - Recognising the points made at the Joint Assembly, consider how additional progress can be made towards a final package of measures aiming to improve public transport and reduce congestion, air pollution and carbon emissions, at the next GCP Executive Board meeting in March 2021;

c) Agree to allocate £9.9m of additional funding as set out in section 9.

3 Joint Assembly Feedback

3.1 The Joint Assembly welcomed the paper and supported the implementation of the short-term measures. Members urged the Executive Board to consider how implementation of these measures could be accelerated to take the opportunity to shape travel behaviours as the area emerges from the pandemic and avoid a return to high levels of congestion and air pollution.

3.2 In discussing longer-term packages, several Members felt strongly that more progress needed to be made in agreeing further measures, particularly those to improve public transport and reduce congestion. It was suggested that an explicit medium-term offering may be needed, and that the Executive Board should review next steps at the next opportunity in order to agree proactive action to enable the delivery of GCP objectives during the transition out of the pandemic.

3.3 Reflecting the feedback from the Joint Assembly, an additional recommendation is proposed to review possible additional measures in March 2021. This would include

setting out how the agreed short-term measures to expand public transport services and develop a fare pilot could be taken forward to encourage the uptake of public transport as the area transitions out of the pandemic, in line with government guidance.

4 Issues for Discussion

Background

4.1 The City Access project is designed to reduce congestion, deliver a step-change in public transport, cycling and walking, significantly improve air quality and reduce carbon emissions in Greater Cambridge. The project has worked with stakeholders and the public to develop a vision for the future that would include:

- A world-class, sustainable transport system that makes it easy to get into, out of, and around Cambridge, giving people more choice about how they travel and better sustainable travel options for their journeys;
- A transformed public transport network that better serves employment and residential areas, and offers people from across the travel to work area a reliable, competitive and sustainable alternative to travelling by car;
- Significant enhancements to walking and cycling provision to develop a comprehensive network for the city and wider area;
- Delivery of the current infrastructure programme and continued investment to address further priorities identified through the GCP's Future Investment Strategy; and
- Investment in new digital technology to support the transport system by providing seamless journeys and better managing road traffic.

4.2 The vision supports the realisation of a series of benefits aligning with City Deal ambitions, as set out in section 8.

Evidence and Analysis of Transport Situation and Impacts

4.3 Previous papers have set out a comprehensive evidence base looking at Greater Cambridge's transport challenges (pre-pandemic) and the options available to address these. Since the onset of the Covid-19 pandemic, the GCP has been closely monitoring transport and economic data to understand changes. The latest data is included as an appendix to the *Future Investment Strategy* report at item 9. The report emphasises the continued importance of GCP's programme to economic recovery through investment in sustainable transport.

4.4 Additionally, the *Future Investment Strategy* report includes a summary of responses to a survey of local businesses that was carried out to understand current thinking around future trends in terms of working practices and possible implications for travel. The survey showed that, whilst many businesses have changed the way they work, there is still uncertainty about what changes may remain in the medium-longer term. Home working and flexible working are likely to be more prevalent, but the extent of this is unclear. Uptake of the survey was lower than anticipated, possibly because many firms did not feel in a position, with continued uncertainty surrounding the pandemic and restrictions, to speculate on the future working practices of their business and workforce.

4.5 Taking these data sources together, the following points should be considered in the development and delivery of the city access project at this point in time:

- The impact of the pandemic on public transport has been more severe than other modes, with journey numbers still significantly below usual levels. The government is currently funding bus and railway operations, and public subsidy is likely to be needed for some time unless circumstances enable patronage to recover back to near pre-pandemic levels. With government deferring big spending and policy decisions until next year, the regulatory, operational and funding environment for public transport remains very uncertain.

- At the same time, it remains highly likely that a high quality public transport network will be crucial to the success of Greater Cambridge and the wider area in the long term. Greater Cambridge was experiencing severe congestion prior to the lockdown, and car trips have recovered faster than other modes of transport: in early autumn, even with c.40-50% fewer trips to workplaces in Cambridge City, car trips were only down c.20%. Anticipated jobs growth may balance out additional home working, particularly as many businesses run laboratories or other operations requiring onsite staff presence. Much of Greater Cambridge's success has been built on the networks and opportunities of being present in the region and that sort of contact will be important going forward. In addition, there is a strong environmental imperative to increase the number of people taking public transport and reduce car trips in order to meet zero carbon objectives. Provision of fast, reliable public transport continues to offer the opportunity to create a more inclusive economy and improve access to employment.

- With uncertainty over the duration and type of restrictions locally and nationally, and the medium-long term economic impacts of the pandemic still unclear, the GCP will need to balance investment to support a shift to sustainable travel modes and sustainable growth, with the reality of the current uncertain climate for public transport and difficult to predict medium-term travel patterns.

- Even with changes to travel, it is clear that air quality remains a concern. Since restrictions eased, Cambridge has seen NO_2 levels increase towards pre-pandemic averages. Analysis suggests correlations between both reduced bus numbers and better air quality, and reduced overall traffic levels and better air quality.

- Lower traffic levels have also demonstrated the link between congestion and public transport speeds and reliability. With limited bus segregation on many routes, the impact of lower traffic levels has been marked. As well as being able to provide better services, operators have also reported that less congestion reduces operating costs.

- The current sensor network is recording lower levels of cycling and walking compared to 2019, though this is likely to be driven by fewer people commuting to work and more people working from home. In lockdown, quieter streets encouraged more people to try cycling and, nationally, there has been an increase in the number of people owning and using a bike regularly. Active travel has been recognised as an important part of economic

recovery, both while social distancing endures but also in building healthier, more resilient communities.

4.6 Close monitoring of transport and economic data will continue over the coming months and will be reported to the Joint Assembly and Executive Board as appropriate. With the current uncertain circumstances likely to continue for some time, decisions will need to account for this context.

Short Term Measures

4.7 Given the evidence and analysis set out in 4.5 above, delivery of the short term measures agreed by the Executive Board to support the uptake of sustainable travel remains a key priority. In June 2020, the Executive Board agreed how these measures should be taken forward in the context of Covid-19 and these have since been progressed as set out in the following paragraphs.

Road Space Reallocation

4.8 The GCP has delivered 6 experimental schemes as part of a wider programme of emergency active travel measures led by the County Council: at Carlyle Road, Luard Road, Newtown area, Nightingale Avenue, Silver Street and Storey's Way. These schemes, designed to encourage more people to walk and cycle during the pandemic and support economic recovery and social distancing by prohibiting through traffic movements, were introduced using Experimental Traffic Regulation Orders (ETROs) which were made on 29 July. The schemes can be in place for a maximum of 18 months. During the first 6 months, anyone can comment on or object to making the schemes permanent after that date. Other representations can be submitted at any time. The GCP is currently undertaking consultation on all six schemes to seek feedback. A report will be brought to the Joint Assembly and Executive Board outlining this feedback as well as any objections, comments or representations. The Executive Board will be asked to make a recommendation to the County Council for each scheme on whether it should be made permanent, altered in some way or removed. Monitoring of the schemes is also underway to inform this decision.

4.9 The June Executive Board paper also identified five further schemes which are being considered as a second tranche: in the historic centre pedestrian zone, St Andrew's Street/Hobson Street, Maid's Causeway/Victoria Avenue, and Grange Road. The GCP has undertaken additional work to understand stakeholder, in particular business, views and potential impact of the schemes.

4.10 Community road closure schemes were also identified as a potential short-term measure. The County Council's emergency active travel programme will support several school street closures, and the GCP has also provided funding for a play streets scheme.

Public Transport Improvements

4.11 Three areas were identified in the February 2020 city access report as potential short-term improvements to public transport: investment in additional services, development of a fare pilot, and expanding the electric bus pilot. As discussed above, the impact of the pandemic on public transport has been severe and the

regulatory, operational and funding environment remains uncertain. This has meant that it has not been possible to progress service enhancements or fare pilots at this time. Work has been undertaken to identify options for expanding the electric bus pilot, and this is outlined in more detail below.

Encouraging Cycling and Walking

4.12 The February 2020 city access report suggested delivering additional cycle parking infrastructure and support for the uptake of ecargo bikes and ebikes to encourage cycling. The GCP has provided match funding for an ecargo bike scheme launching this Autumn, which will provide bikes for businesses and residents to try out. Additionally, the Combined Authority has entered a partnership with Voi to provide shared ebikes and escooters in Cambridge City.

4.13 Options to deliver additional cycle parking are also being developed. Cycle theft is a potential deterrent to some potential cyclists, particularly those wishing to use ebikes which are more expensive. The GCP wants to encourage the uptake of ebikes as these support more people to cycle, particularly those who are able to ride a bike but find cycling physically challenging and people travelling longer distances. Increased provision of secure cycle parking at key destinations would support more people to cycle and a scheme is being explored to offer match funding (up to a set percentage of total value) to install secure facilities such as lockers and lockable/controlled access parking at workplaces and on business parks and campuses. The scheme would be similar to the "Workplace Sustainable Travel Grant" mechanism operated by the County Council and Travel for Cambridgeshire in 2013/14. Under any new scheme, employers would be expected to meet expectations to promote cycling and deter driving in their organisations. This, combined with the investment in secure parking, would maximise the opportunity to support the uptake of active travel and healthier lives. Officers are also working with the City Council to explore options for locating additional secure cycle parking in one of the city centre car parks.

City Centre Freight Pilot

4.14 The Covid-19 pandemic has seen changes to delivery patterns for businesses and households. Businesses have worked to adapt to the restrictions but there are longer-term concerns that high levels of goods vehicles can impact on air quality, as well as creating a less pleasant environment for walking and cycling. With limited space available in the city centre, there is the opportunity to provide more space for outdoor tables and chairs and for walking and cycling which would necessitate changes to the way businesses receive and send out goods.

4.15 A deliveries consolidation pilot is being developed that would explore the potential for delivery consolidation in Cambridge and provide an opportunity to assess the basis on which it could operate commercially in the longer term, either independent of or in partnership with local authorities. Measures to aid deliveries and customer collections would provide a level of mitigation to lessen the impact of potential further access restrictions and allow businesses and academic institutions to adapt to new ways of working during and post-covid. The model being explored would involve goods being delivered to a consolidation centre on the edge of the city for onward deliver by electric bike or other electric vehicle depending on the size of the goods. A secondary site in the city centre would act as a holding point for smaller

goods before onward delivery by electric bike and for goods collected for delivery to external customer collection points. Initial discussions have been held with business organisations including the Cambridge BID and Cambridge Ahead, and also the University of Cambridge. Further feedback will be sought from businesses before finalising proposals.

Integrated Parking Strategy

4.16 The Covid-19 pandemic saw changes to parking patterns across the city. Both city centre car parks and park&ride sites saw reduced use during the main lockdown, though use of city centre car parks has recovered more strongly than park&ride, likely at least in part due to lower parking charges in the city centre and guidance around use of public transport. Both the City and County councils made temporary changes to parking operations in response to the pandemic. Parking remains a key tool in reducing congestion and encouraging the uptake of sustainable transport options, and data from the changes through the pandemic will be used to inform development of the strategy. The GCP will work with the City and County Councils in developing the integrated parking strategy, for review by the Joint Assembly and Executive Board in 2021.

Development of Packages for Longer-Term Action

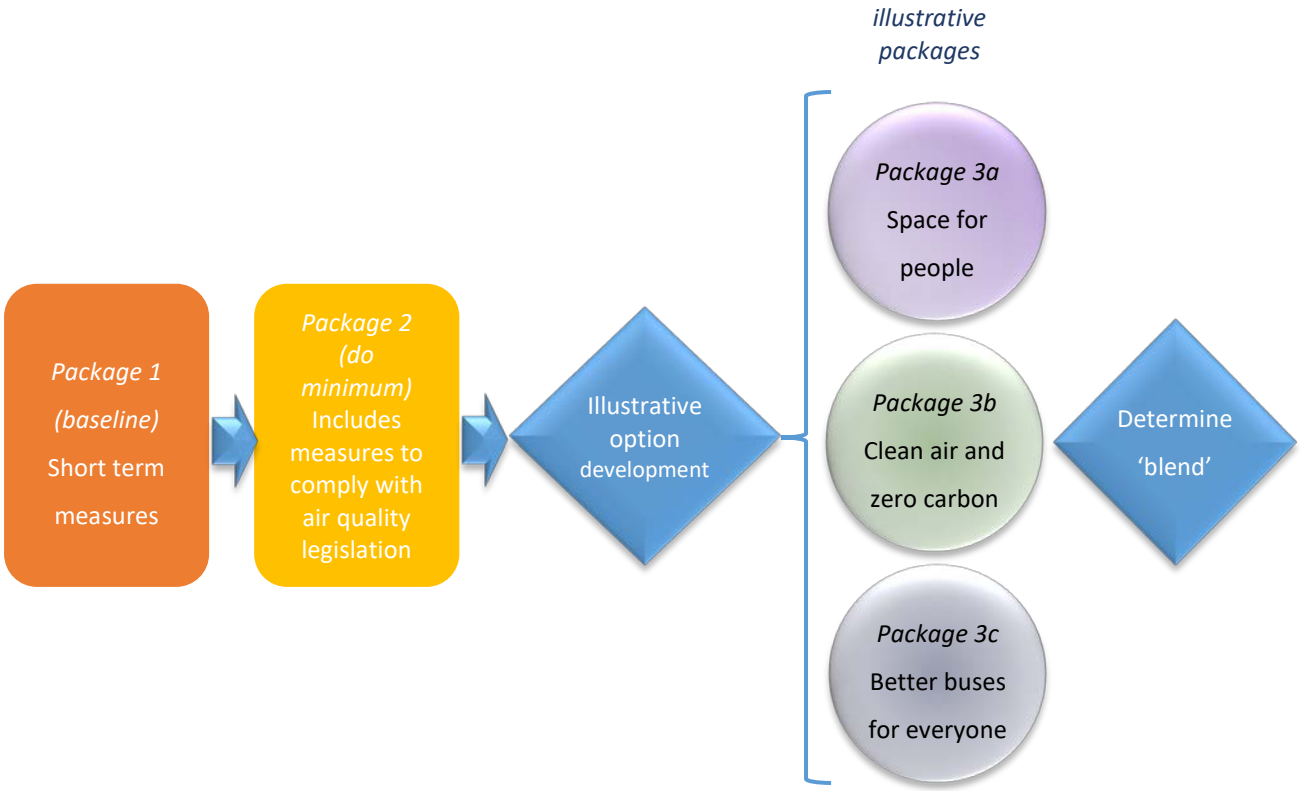
4.17 Alongside developing and delivering the short-term measures, the Executive Board agreed to develop a set of packages providing options for different levels of intervention in the medium-long term. This work is designed to support discussion of possible options for further intervention, though it is recognised that the current circumstances will make analysis of some measures more difficult.

4.18 A series of five packages has been developed, drawing on the technical work outlined in the February 2020 city access report and the city access principles developed and agreed by the Board in June 2019. The packages take into account the recommendations of the Citizens' Assembly, building on three key themes: creating space for people, being environmental and zero carbon, and delivering high quality, affordable public transport. The packages have been designed to demonstrate the potential impacts of different levels and types of interventions in order to support discussions about which elements may be most important in refining a final package. In practice, it is likely a blend of measures from different packages would form any future proposals.

4.19 Figure 1 summarises the development of the five packages and how they relate to one another:

- Package 1 is a baseline package including the agreed short term measures.
- Package 2 builds on the baseline by including measures to comply with air quality legislation, creating a 'do minimum' package.
- The three further packages, 3a, 3b and 3c, take the three Citizens' Assembly themes above and build on packages 1 and 2, with each exploring a different approach and utilising different sets of measures.

Figure 1: City Access Package Development



4.20 Each package would be implemented using a phased approach, beginning with investment in measures to improve sustainable travel options, followed by (in packages 2, 3a,b+c) early implementation of measures to tackle air pollution. Once GCP public transport and active travel infrastructure improvements had started to come on stream, packages 3a,b+c would then see more significant demand management measures rolled out to support the uptake of sustainable transport.

4.21 The measures contained in each package are summarised in table 1.

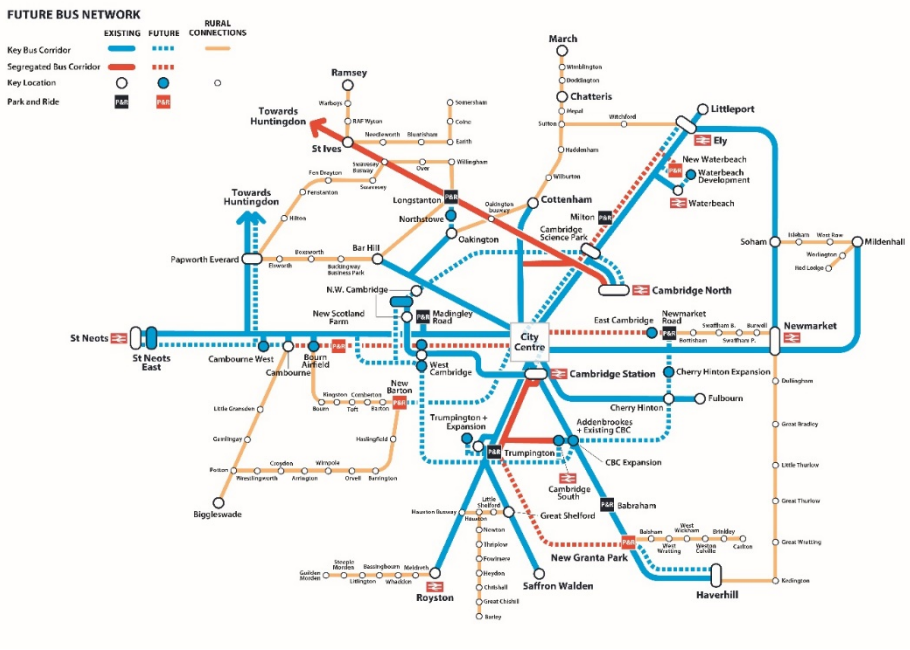
Table 1: Summary of Measures in Each Package

Package	Measures
1 Future Baseline	This package includes all of the measures outlined at para 4.7-4.16 above.
2 Do minimum	This package includes all of the measures in package 1, as well as a regulatory measure targeting the biggest contributors to air pollution in central Cambridge: older commercial vehicles. A 'Class C'[1] Clean Air Zone would ban all non-compliant vehicles excluding private cars from a zone with a penalty charge notice for vehicles breaching this restriction. It is assumed to operate 24 hours/day, 7 days/week with penalty charges broadly equivalent to those in other Clean Air Zones. Emergency vehicles and those providing disabled access would be exempt. The CAZ zone would lie within but not include Cambridge's inner ring road. The package aligns

[1] See Appendix 1 for Clean Air Zone definition

	with the stated ambition of GCP to run clean vehicles on corridor scheme/CAM phase 1 routes.
3a Space for people	This package includes the measures in packages 1 and 2, with the addition of measures focused on the reallocation of road space to create more space for walking and cycling provision, improved public realm, as well as bus priority measures where possible. This includes early measures to reduce on- and off- street parking, as well as improvements to public realm and a programme of modal filtering and measures to improve bus priority. More substantial measures to reallocate road space on key routes and in the city centre would follow, once GCP infrastructure improvements started coming on stream offering alternatives to car travel.
3b Clean air and zero carbon	This package includes the measures in packages 1 and 2, with the addition of measures focused on achieving air quality and zero carbon objectives by prioritising and investing in electrification of transport. Alongside the baseline measures and national schemes to support people and businesses to switch to cleaner vehicles, there would be early investment in roll out of electric car clubs, moving the bus fleet towards zero emission, in the electric charge point network and potentially a scrappage scheme for the most polluting vehicles. Once GCP infrastructure improvements were in place offering more sustainable travel alternatives, an Ultra-Low Emission Zone (ULEZ) would be introduced covering the city within the bounds of the park&ride sites. The ULEZ would see all vehicles not meeting certain emission standards charged to drive within the zone – these standards could increase over time. For the purposes of technical analysis only, the charge is assumed to apply 24 hours/day, 7 days/week and an illustrative amount of £5/day has been used. Vehicle exemptions would be considered for emergency vehicles and blue badge holders. The proceeds of the ULEZ could be used to fund moving commercial and private vehicles to zero emission, as well as supporting uptake of sustainable travel.
3c Better buses for everyone	This package includes the measures in packages 1 and 2, with the addition of measures focused on providing a high quality public transport network covering the travel to work area, and reducing traffic levels to improve bus journey times and reliability. Early steps would be taken to trial improvements to bus services and fare subsidies, followed by roll out of the full bus network improvements proposed in the Systra report[2]:

[2] 'Cambridge Bus Network Planning Final Report', Systra, 2020
https://greatercambs.filecamp.com/s/8waVgal1mMlYNfJ9/d



This would provide new orbital routes and rural connections, as well as higher frequencies and longer operating hours across the whole network. Once GCP infrastructure improvements were in place offering more sustainable travel alternatives, as well as the new bus network, a flexible charge would be introduced to encourage uptake of sustainable travel, create space for sustainable transport and provide income to sustain the bus network on an ongoing basis. The flexible charge would apply to journeys within a zone covering the city within the bounds of the park&rides. For the purposes of technical analysis only, the charge is assumed to apply in the morning peak, Monday to Friday and an illustrative amount of £10/day has been used. Vehicle exemptions would be considered for emergency vehicles and blue badge holders.

4.22 The measures outlined in each package are illustrative and do not represent firm proposals. Assumptions have been made about the blend and operation of different measures in each package in order to enable technical analysis to be carried out and to demonstrate how different measures work together. Detailed costings have not been undertaken, although the measures in each package have been designed to include capital investment and forward funding from the City Deal in line with the Future Investment Strategy, and measures with ongoing costs are only included alongside measures designed to fund these. In refining any future package, further work would be needed on the chosen measures to inform decisions about their design and operation.

Integrated Impact Assessment of Packages

4.23 A preliminary Integrated Impact Assessment (IIA) of the five packages has been undertaken by Steer which is published alongside this report.[3] This builds on the earlier Baseline and Scoping summary report undertaken by Steer and published

[3] Preliminary Integrated Impact Assessment, Steer and Temple Group, 2020
https://greatercambs.filecamp.com/s/thZgVi8Xqm1eClkj/fi

with the February 2020 City Access report, and covers equalities, business/economic, environmental, health and community safety impacts to ensure that decision makers have appropriate evidence about the implications of the different packages to inform next steps.[4] The approach avoids the need to undertake and report on separate assessments, seeks to reduce any duplication of assessment work and benefits from a shared understanding of the policies and common interpretation of baseline evidence.

4.24 The preliminary Integrated Impact Assessment explores the impacts of each package, including outlining a range of additional mitigation and enhancement measures that should be considered. The report is intended to support the future development of one or more refined packages, by informing discussions around how different combinations of measures may impact.

Package 1: Future Baseline

4.25 The IIA indicated that this package will have a relatively low impact on congestion and air quality, and so will not, by itself, produce a substantial change. However, the measures may have some localised impacts, can be delivered quickly, and will provide a baseline to create momentum and inform future measures. The overall impact is likely to be beneficial. Elements of the package aimed at reducing vehicle emissions will have minor localised benefits, mostly within Cambridge City. Elements aimed at encouraging modal shift are likely to produce some small benefits. Improvements in public transport contained in this package provide benefits particularly for younger, older, and lower income groups.

4.26 The preliminary IIA highlights potential negative impacts and mitigating measures – these will need to continue to be considered as the short-term measures develop. This includes consideration that those who are more reliant on private cars tend to live in the outer areas of the Travel to Work Area and this is likely to limit their ability to benefit from the positive impacts resulting from some of the proposed measures. Road space reallocations need to be carefully designed to mitigate the risk of traffic displacement. Pregnant women, parents with young children and people with disabilities are more likely to be negatively impacted by road space reallocation as they are less likely to be able to easily switch mode. Mitigating measures need to be implemented to address those who cannot easily switch mode.

Package 2: Do Minimum

4.27 The preliminary IIA indicates that the Clean Air Zone in this package will encourage the commercial fleet in the city centre to become cleaner, creating air quality benefits particularly within the inner ring road. However, it does not address congestion or create physical benefits such as space for walking and cycling or improvements to bus reliability and speeds.

4.28 Given the contribution of buses to air pollution within the city centre, and the likely increase in bus numbers if service improvements are implemented, improving air quality is highly dependent on switching to cleaner bus fleets. The CAZ is likely to

[4] 'Greater Cambridge Partnership: Integrated Impact Assessment – Draft Baseline & Scoping Report Summary Report', Steer and Temple Group, 2020, https://greatercambs.filecamp.com/s/UY0HyTe1emd3zzgg/d

deliver long-term benefits to air quality by incentivising operators to move to cleaner vehicles. Possible wider impacts include:

- There is a risk that vehicles do not upgrade and instead avoid the city centre, displacing pollution issues.
- Businesses in the city centre will be impacted as deliveries would need to be made by cleaner vehicles which could incur additional costs.
- Positive air quality and noise benefits are likely to extend out from the city centre on routes used by cleaner, newer vehicles.
- There is a risk that the cost of upgrading the bus fleet is passed on to bus users, which would disproportionately impact those on low incomes and, more generally, disincentivise bus use.

4.29 The preliminary IIA suggests that the risk of negative impacts could be addressed by using any funds raised through penalty charge notices to support bus operators and SMEs to move to cleaner vehicles, and by considering impacts on diversion routes and exemptions for some protected groups.

Package 3a: Space for People

4.30 The preliminary IIA indicates that this package is likely to reduce private car trips and increase active travel in areas of reallocated road space but is unlikely to achieve substantial modal shift due to insufficient measures to increase the coverage, availability and attractiveness of non-car modes, and the package does not raise any funds to support such measures. It is likely to improve air quality, especially in the city centre.

4.31 In isolation, the road space reallocation forming part of this package is likely to displace rather than reduce vehicle trips. It is therefore vital that parking reductions are implemented before or simultaneously with the road space reallocations. The displacement of trips may be somewhat offset by the measures in Packages 1 and 2, but further measures to make public transport and active travel more attractive are likely to be required to mitigate against negative impacts. Where road space is reallocated in favour of public transport vehicles it is likely bus journeys will be faster and more reliable. Care needs to be taken particularly in relation to provision for protected characteristic groups who may find it more difficult to switch modes.

4.32 The road space reallocation measures included in this package are illustrative and do not represent proposals. Early, illustrative modelling suggested that areas with road space reallocation would experience decreases in vehicle trips but with some increases on other routes.[5] Road space reallocation would need to be implemented at scale and alongside improvements to sustainable travel to support modal shift rather than displacing traffic.

Package 3b: Clean Air and Zero Carbon

4.33 Successful implementation of this package is expected to significantly improve air quality and accelerate the move to cleaner vehicles, thereby reducing carbon emissions. There are also likely to be some congestion and mode shift benefits

[5] 'Technical Note: CSRM2 City Access Study', Atkins, 2018, https://greatercambs.filecamp.com/s/Y7X1ZanYaeSdFkSP/d

arising from the Ultra-Low Emission Zone. However, as electric car technology becomes more affordable and ubiquitous it is unlikely this package would address congestion in the long-term, with benefits particularly declining post-2030. Income would also reduce over time, meaning less opportunity to provide incentives or improvements for sustainable transport, though the funding need to support a transition to cleaner vehicles also would have reduced.

4.34 The preliminary IIA highlights that those on higher incomes who can afford clean vehicles or the ULEZ charge are less likely to be dissuaded from making private car trips. However, the package itself is expected to minimise negative effects on certain protected characteristic groups as financial aid would be available to support the switch to cleaner vehicles, and complementary measures such as expansion of electric bus subsidies and car clubs would benefit those who cannot afford to upgrade and/or rely on public transport. Electric buses subsidies would make it less likely that any increased costs associated with fleet upgrades would be passed onto customers. Those on the lowest incomes and unable to afford a car would benefit from improvements to air quality. That said, there is a clear risk that the ULEZ could impact disproportionately on protected characteristic and low income groups and care would need to be taken to mitigate these. Exemptions or subsidies may need to be considered where impacts cannot be mitigated.

4.35 This package may have a negative impact for SMEs, traders and others relying on vehicles for work, as they will incur additional costs, either to pay the charge or to upgrade their fleets to cleaner ULEZ standards. However, the package would facilitate the switch to cleaner vehicles with financial aid.

4.36 There could be a negative impact outside the charge area as vehicles re-route into areas outside the ULEZ. To ensure the benefits of cleaner air are enjoyed by those who need it most, electric bus expansion should begin on bus routes that run through areas with poor air quality, followed by routes through areas with higher proportions of low-income households who are more likely to own a polluting vehicle.

4.37 The design of the ULEZ in this package is illustrative and does not represent a proposal. Previous modelling suggests that a £5 all-day charge on polluting vehicles would reduce vehicle trips in line with City Deal ambitions, with decreasing impacts as the fleet becomes cleaner.[6]

Package 3c: Better Buses for Everyone

4.38 The preliminary IIA indicates that this package is expected to have a significant positive effect on congestion, access to key employment areas and other key destinations, as well as benefits to air quality and carbon emissions resulting from a reduction in car trips and modal shift. The significantly expanded bus network is expected to provide significant benefits to people and businesses across the travel to work area, particularly those who are more reliant on public transport or who live in areas that currently suffer from poor connectivity such as rural areas and places in the wider travel to work area.

[6] 'Choices for Better Journeys: CSRM2 Runs', Atkins, 2020, https://greatercambs.filecamp.com/s/KpFq8bMrR0YLpSII/d

4.39 This package is likely to have the largest impact in terms of reducing vehicle travel, primarily in the flexible charge area, with a particular focus on commuters with regular working hours through improved public transport connectivity and the introduction of a flexible charge. This, in combination with measures to make the use of public transport and active travel more attractive (most notably through the expansion of the bus network), means that there is likely to be noticeable mode shift.

4.40 Some trips may be shifted to outside the morning peak in order to avoid the charge and there is likely to be increased congestion on roads leading to park&ride sites. This package would affect everyone who uses a private or commercial vehicle to travel. The flexible charge is likely to fall disproportionately on those with lower incomes in addition to sole traders, carers and SMEs as they are less likely to be able to afford the charge. This impact could be mitigated by the significantly improved public transport network and targeted exemptions to the charge, as well as supporting transition to more sustainable freight models.

4.41 Improvements to air quality will be highly dependent on having clean public bus fleets, especially because a significantly larger bus fleet would be required to cater for the significant modal shift from commuters with regular working hours.

4.42 The design of the flexible charge in this package is illustrative and does not represent a proposal. Previous modelling suggests that a £10 morning only charge on polluting vehicles would reduce vehicle trips in line with City Deal ambitions, though the impact outside of the charge time would be reduced.[7]

Summary

4.43 Overall, the preliminary IIA found that packages 1 and 2 are likely to have smaller and more localised effects and would not achieve City Deal ambitions. Packages 3a,b+c build on these, and are likely to have more significantly positive effects. However, the nature of the measures included in these packages (i.e. designed around a single theme) mean that the benefits are not maximised. Each package is likely to have a range of positive and negative impacts, but the benefits could be maximised by potentially considering how the measures in packages 3a,b+c could be combined to work together in a complementary manner. In doing so, the specific design and implementation of measures should carefully consider the potential for negative effects to simply be displaced, rather than reduced. This will be particularly important in relation to demand management measures.

4.44 The report also outlines that, across the packages, the relative timing of implementation of each measure is key. In order to change travel behaviour, public transport and active travel should be made more accessible and attractive, where possible, in advance of measures that make car travel more difficult and/or costly. However, potentially improving public transport and active travel may require funding that could be raised by applying charges to car travel – as such, an incremental approach may be necessary.

[7] 'Choices for Better Journeys: CSRM2 Runs', Atkins, 2020, https://greatercambs.filecamp.com/s/KpFq8bMrR0YLpSII/d

4.45 Importantly, the preliminary IIA highlights that changing travel behaviour may be more difficult for some groups compared to others, for example those on lower incomes, those with disabilities and SMEs. Measures to ease the transition to new travel behaviours should therefore be particularly targeted at such groups.

4.46 It should be noted that the analytical work and evidence base used to inform the preliminary Integrated Impact Assessment were developed prior to Covid-19. As set out elsewhere in this paper, with the current uncertainty around the impacts of Covid-19 on transport it was not possible to make assumptions in the report. Discussion of the packages and next steps should bear this in mind.

5 Consultation and Engagement

5.1 Extensive engagement on the issues considered in this paper has previously been undertaken and reported to the Joint Assembly and Executive Board in earlier reports. Engagement has included Our Big Conversation (2018), Choices for Better Journeys (2019) and the Greater Cambridge Citizens' Assembly (2019).

5.2 Consultation of the six Experimental Traffic Order schemes outlined in paragraph 4.8 is now underway.

6 Citizen's Assembly

6.1 In July 2020 the GCP published the response to the Citizens' Assembly which set out that GCP:

- Supports the vision set out by the Citizens' Assembly and will seek to bring forward proposals to meet it.
- Is taking forward a series of short-term interventions, prioritising those that respond to the Covid-19 context.
- Will build on this initial response by developing packages of longer-term measures, for consideration by Joint Assembly and Executive Board in November and December.
- Agrees with the principles that public transport should come first, that measures should be fair, and that money raised should be ringfenced for transport in Greater Cambridge and wider area.
- Will keep participants engaged and updated, and report regularly on progress.

6.2 This paper forms the next point in the response to the Citizens' Assembly and should be read in conjunction with the *Citizens' Assembly: One Year On* report at item 11.

6.3 In September 2020, the GCP invited participants from the Citizens' Assembly to a workshop in order to reflect on their recommendations, particularly in the light of the Covid-19 pandemic. The report of the workshop is included with the *Citizens' Assembly: One Year On* paper. Comments from the workshop have informed the proposals set out in this paper.

7 Options and Emerging Recommendations

7.1 As discussed in this report, the Covid-19 pandemic has created uncertainty around future travel patterns and behaviours, working practices, and the ongoing regulatory, operational and funding environment for public transport. This situation is likely to continue into the new year, and so decisions will need to be taken in that context. At the same time, there is a clear imperative to take action to shape how Greater Cambridge emerges from the pandemic and support a green recovery, and this was emphasised by the Citizens' Assembly participants who attended the follow-up workshop in September.

7.2 This report therefore proposes the following approach:

- Continuing to develop and deliver the short-term measures as outlined at paragraphs 4.7-4.16, with a focus on supporting sustainable economic recovery, particularly through encouraging uptake of sustainable transport.
- Building on these measures, taking a phased approach to developing a refined package of measures by:
  - progressing further work, as outlined below, to reduce air pollution and carbon emissions, and enable future road space reallocation to better prioritise sustainable modes of transport.
  - Recognising the points made at the Joint Assembly, considering at the next Executive Board meeting in March 2020 how additional measures might make up a final package aiming to improve public transport and reduce congestion, air pollution and carbon emissions.

7.3 The pandemic has raised the possibility of a range of different scenarios for transport in Greater Cambridge, ranging from a return to normal travel patterns (with some hangover of increased car use and lower public transport patronage), to scenarios where more people work from home or social distancing continues longer-term. Whilst the future is uncertain, the GCP has a role to play in shaping the way our communities emerge from the pandemic by supporting a green recovery. In all future scenarios, there are two areas in particular where additional measures could be progressed now:

- Reallocating road space to better reflect the modal share that we need to support the area to recover and grow sustainably, providing more space for public transport and active travel; and
- Addressing air quality issues and supporting the move to zero carbon through measures to support and encourage the decarbonisation of transport.

Reallocating Road Space

7.4 As outlined in paragraphs 4.8-4.9 above, the GCP are working closely with the County Council to progress schemes to reallocate road space as part of the emergency active travel programme supporting walking and cycling during the pandemic. Some of the proposed measures may offer potential longer-term benefits and ongoing engagement, consultation and monitoring will help to inform this.

7.5 Alongside delivery of six experimental schemes earlier this year, the GCP has sought stakeholder feedback on a further five proposed schemes as set out at

paragraph 4.9. This feedback had been considered by the Executive Board, and the GCP will now work with the County Council to agree final proposals at the following locations, as well as the consultation process prior to implementation in 2021: in the historic centre pedestrian zone, at Maid's Causeway/Victoria Avenue, and at Grange Road. The proposal for St Andrews St / Hobson St will remain under review.

7.6 In addition, the GCP is proposing to work with the County Council to review the city road network hierarchy to better reflect the needs of sustainable transport and to guide investment in further measures to improve bus reliability and create safer environments for walking and cycling. The emergency active travel programme has created a renewed focus on the operation of the city's road network. Additionally, the early themes emerging from the City Council's city centre Spaces and Movement study suggest a need for additional traffic restrictions to create an environment that better meets the needs of pedestrians and cyclists and which would support improved air quality. Bus reliability and speeds are particularly impacted by traffic levels and, if electric buses are rolled out more widely, this could impact on their effectiveness. As demonstrated in the work on packages and the preliminary Integrated Impact Assessment, road space reallocation has the potential to provide benefits in terms of promoting sustainable travel, improving bus reliability and journey times, and creating more pleasant, less polluted places to drive economic recovery, but there are risks to this approach. A review of the city road network hierarchy would enable a strategic and considered approach to future road space reallocation measures by setting expectations about future use and informing further investments.

7.7 The preliminary Integrated Impact Assessment highlights that road space reallocation can have a particular impact on those who are less able to switch to other modes, including disabled groups and blue badge holders. If a more comprehensive approach to road space reallocation is to be pursued then it is important that potential impacts are understood and addressed or mitigated. It is therefore proposed that the GCP works with partners to further develop plans to maintain access particularly for disabled groups and blue badge holders.

7.8 The preliminary Integrated Impact Assessment also sets out that it is important to consider parking alongside road space reallocation. The work to develop an Integrated Parking Strategy set out at para 4.16 will help to inform this.

7.9 Ensuring that the transport network is proactively monitored and operated is considered fundamental to optimising the benefits from the wider GCP investment programme. Future investment in network management systems and resources, in partnership with the County Council, will underpin travel reliability and deliver the required priority for sustainable transport modes.

Reducing Air Pollution and Carbon Emissions

7.10 The data monitored through the pandemic period suggests that air pollution from transport remains an issue and is likely to do so in future, therefore actions to address this should continue. In addition, previous analysis has shown that more buses will be needed to meet the GCP's ambitions for an expanded public transport network – and that these buses need to be cleaner in order to avoid a detrimental impact on air quality leading to exceeding of the current limits.

7.11 The work on an expanded zero emission bus pilot has identified two areas where additional trials would be helpful:

- The current electric bus pilot includes two vehicles that charge overnight. It would be helpful to trial vehicles that use 'opportunity charging' (i.e. charging during the day), particularly for the park&ride services. An expanded trial could therefore look to support purchase and trial of opportunity charging single-decker buses (which are already available), with the aim of trialling double-decker opportunity charging buses when these are available.
- The range of purely electric buses currently limits the routes that they can use and is likely to do so for some time. An expanded pilot could also look to support purchase and use of one or more extended range hybrid buses, similar to those operating in Brighton. These buses run on an electric battery, with a diesel engine used to charge the battery during operation – this 'diesel fuel cell' model is similar to the way hydrogen buses operate. Work is underway to understand the potential carbon saving and air quality impact of these buses. Geofencing would be used to ensure that when the bus was in certain areas it could only use its zero emission mode.

7.12 It is proposed that officers continue to work up an expanded pilot on the lines above. The operation of electric buses is impacted if they have to run in congestion, so the work to reallocate road space is also a key part of creating a successful environment for the wider roll out of these vehicles. Given the current funding environment, careful consideration will need to be given to the investment model for this. Expanding the pilot will support the development of more comprehensive proposals to improve air quality.

7.13 In this respect, it is proposed that in addition to expanding the pilot, the GCP sets an ambition to support the bus fleet to move towards zero emission vehicles and begins work with partners to define how this will be achieved. The work would include:

- Setting an ambitious but achievable time period for all buses to be zero emission, and agreeing the milestones to achieving this. The work will need to take into account the future of bus operations, potential funding models and the government's wider strategy on decarbonising transport.
- Developing a model for supporting operator investment in zero emission vehicles, as identified in the *Future Investment Strategy* report.
- Working with the County Council and other partners to develop measures to drive forward the upgrade of the bus fleet to zero emission vehicles, ensuring investment made in the zero emission bus pilot or additionally through the Future Investment Strategy is retained within the area, and only clean vehicles operate in defined areas.
- Considering the potential impacts set out in the preliminary Integrated Impact Assessment and whether any enhancements or mitigations are needed for a future approach to driving forward and capturing air quality benefits.

Further Refinement of the Packages – Phased Approach

7.14 The proposals above represent the first step in developing a refined package of measures: work to set an ambition for moving the bus fleet to zero emission and

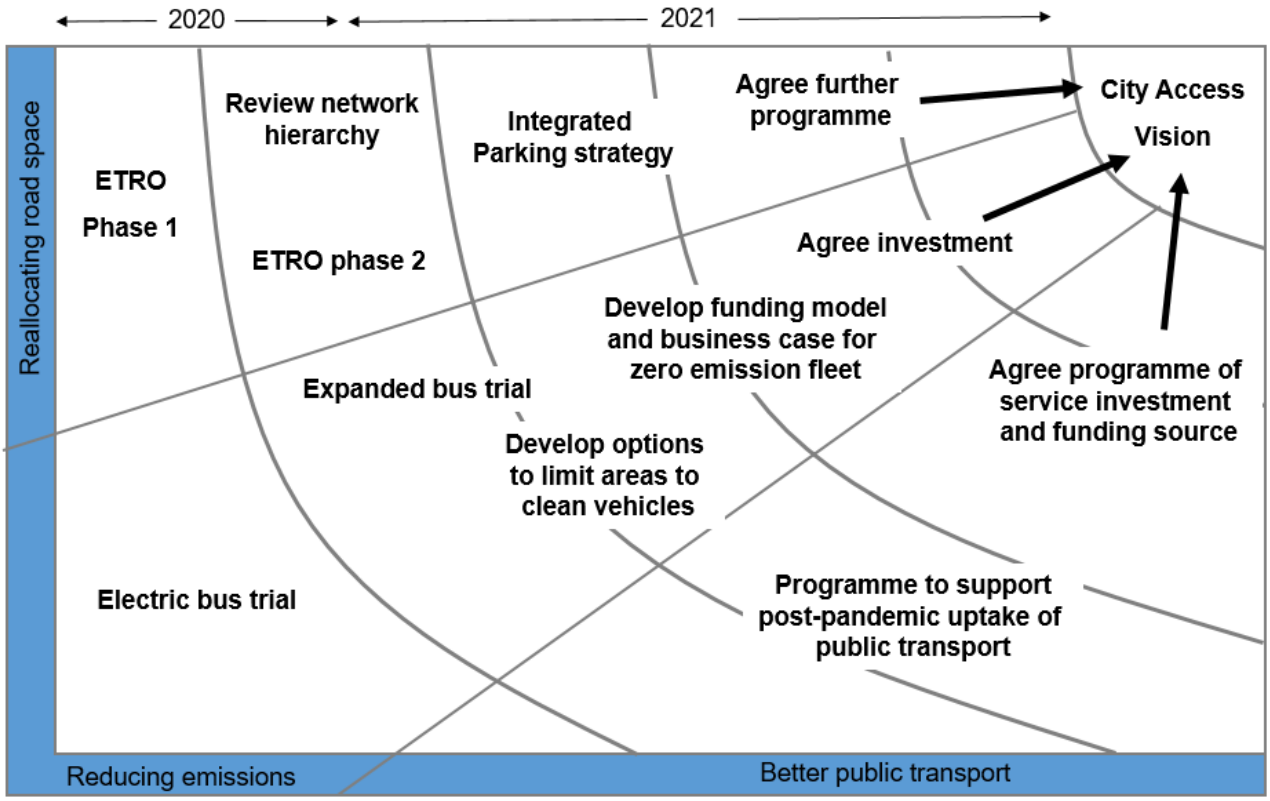
developing a plan for achieving this will enable an improvement in air quality and is particularly important for any future expansion of the bus network. The review of network classification will support the development of a comprehensive approach to the city's streets that can then guide any future road space reallocation aimed at improving public transport and active travel options.

7.15 A phased approach to package development would then continue with further review points where a final set of measures could be agreed based on more certainty around the future transport operating environment and potential future transport trends. Following the Joint Assembly, it is suggested that an early review should be undertaken in March 2021 to consider additional measures to support achievement of the GCP's ambitions to reduce congestion and emissions and improve public transport. This would include considering whether further actions could be taken to shape travel behaviours coming out of the pandemic. In particular, the Executive Board previously agreed to invest in additional bus services and develop a fare pilot for public transport. Whilst the current situation has prevented the delivery of these measures, they could be deployed to support the uptake of public transport as the area transitions out of the pandemic, in line with government guidance.

7.16 Any final proposed package would need to demonstrate how it meets the GCP's long-term ambitions and the Citizens' Assembly's vision, and have regard to the preliminary Integrated Impact Assessment.

7.17 This approach will enable further progress to be made, whilst recognising the impact of the current uncertain circumstances on how we move forward to meet the agreed ambitions for the project. The actions set out for Executive Board approval and the suggested approach are set out figure 2.

Figure 2 – city access and public transport improvements: steps towards a final package



8 Alignment with City Deal Objectives

8.1 The City Access project is designed to reduce congestion, deliver a step-change in public transport, cycling and walking, significantly improve air quality and reduce carbon emissions in Greater Cambridge. The project supports the realisation of a series of benefits identified through the City Deal and further work to develop the city access strategy, including:

- Securing the continued economic success of the area.
- Significant improvements to air quality and enhancements to active travel, supporting a healthier population.
- Reducing carbon emissions in line with the partners' zero carbon commitments.
- Helping to address social inequalities where poor provision of transport is a contributing factor.
- Wellbeing and productivity benefits from improving people's journeys to and from employment.

9 Financial Implications

9.1 To date, the short term measures have been progressed within the city access budget agreed by the Executive Board as part of the programme-wide budget setting process in February 2020. Delivery of these will ramp up in the coming months as further measures are progressed. In particular, further road space reallocation, additional secure cycle parking, a freight pilot and, depending on the model, the expansion of the electric bus pilot will require funding in the next financial period. Furthermore, as an approved package of measures to tackle congestion and improve air quality emerges, it will be necessary to ensure that appropriate funding is allocated from within the overall GCP budget.

9.2 Given current uncertainties, it is not possible at this stage to confirm a detailed long-term budget, but the Executive Board will be asked to approve budget allocations for the next 2 years in order to progress the work that has been identified to date and provide an indication of possible expenditure arising from implementation of further schemes to support reductions in congestion, air pollution and zero carbon and improve sustainable travel options.

9.3 It is proposed to spend £19m in the next two years (£6m in 2021-22 and £13m in 2022-23). This would use £7.5m of funding for public transport improvements already identified in the Future Investment Strategy as well as the remaining £1.6m City Access budget. The Executive Board will therefore be asked to approve an additional £9.9m of new funding to support this work. Subject to the Executive Board's agreement, this would be reflected in the Future Investment Strategy.

9.4 If approved (along with the other reports on this agenda), this will increase the planned over-programming to £128m, and either additional funding will be required to fully implement the programme, or schemes will need to be prioritised and some reconsidered at appropriate points in future decision making. Planned over-programming in this way is in place to provide future flexibility in programme delivery.

Have the resource implications been cleared by Finance? Yes
Name of Financial Officer: Sarah Heywood

10 Next Steps and Milestones

10.1 As agreed previously, the measures identified for immediate action will continue to be developed with the aim that most will be implemented within the next year, subject to constraints arising from Covid-19. These will help to support a green recovery and maintain momentum in achieving City Deal objectives relating to congestion, air quality, carbon emissions and sustainable travel. This will include the following:

- Phase 2 emergency active travel road space reallocation schemes;
- Roll out of an extended electric bus pilot.
- Additional cycle parking in the city centre and launch of a scheme to increase secure cycle parking at workplaces and business parks.
- Commencing delivery of the freight pilot.
- Development of an Integrated Parking Strategy for consideration by the Joint Assembly and Executive Board.

10.2 Subject to Executive Board views, the additional work identified in this paper on air quality and road space reallocation will be undertaken with partners. Figure 2 above sets out the phased approach in more detail. It is suggested that, following feedback from the Joint Assembly, as early review is undertaken to consider this work and any additional measures in March 2021.

10.3 The coming months are likely to see continued changes to how we live, work and travel. Monitoring of transport and economic data will continue in order to inform the development and implementation of the measures proposed in this paper.

List of Appendices

Appendix 1	Clean Air Zone classes

Background Papers

Source Documents	**Location**
Preliminary Integrated Impact Assessment of Packages, Steer and Temple Group 2020	https://greatercambs.filecamp.com/s/thZgVi8Xqm1eClkj/fi
GCP Citizens' Assembly response	https://www.greatercambridge.org.uk/asset-library/City-Access/Citizens-Assembly/GCP-Citizens-Assembly-response-July-2020.pdf
Citizens' Assembly workshop report	https://www.greatercambridge.org.uk/greater-cambridge-citizens-assembly-workshop-2020
Cambridgeshire & Peterborough Independent Economic Review	https://www.cpier.org.uk/final-report/
Technical assessment of alternative measures proposed as an alternative to fiscal options to address future congestion in Greater Cambridge	https://greatercambs.filecamp.com/s/kLtJXgfboUIdzqnC/d
Lessons from Elsewhere	https://greatercambs.filecamp.com/s/R1havJ4AXniu9Byr/d
Cambridge Clean Air Zone Feasibility Study	https://consultcambs.uk.engagementhq.com/1836/documents/2050
'Reducing air pollution, CO_2 emissions and congestion in Cambridgeshire'	www.greatercambridge.org/reducingairpollutionreport/
Technical Note – Public Transport Investment Analysis	https://greatercambs.filecamp.com/s/vkcSQOwBi6wkfbhC/d
SYSTRA: Future Bus Network Concept	https://greatercambs.filecamp.com/s/8waVgal1mMlYNfJ9/d
Making Spaces for People Baseline Report, BDP	https://www.cambridge.gov.uk/media/7672/making-space-for-people-spd-baseline-report-chapters-1-to-4.pdf ; https://www.cambridge.gov.uk/media/7673/making-space-for-people-spd-baseline-report-chapters-5-to-8.pdf
Making Spaces for People: Central Cambridge Vision, Aims, Objectives & Strategies,	https://www.cambridge.gov.uk/media/7671/making-space-for-people-spd-central-cambridge-vision.pdf
'Cambridge Access Study: City Centre Traffic Management Options', Mott MacDonald	https://greatercambs.filecamp.com/s/vui4k4dFhZzfpNwg/d

‘Technical Note: CSRM2 City Access Study’, Atkins	https://greatercambs.filecamp.com/s/Y7X1ZanYaeSdFkSP/d
‘Demand Management options report’, Arup	https://greatercambs.filecamp.com/s/FLUgILPtqfnSuJdz/d
‘Choices for Better Journeys: CSRM2 Runs’, Atkins	https://greatercambs.filecamp.com/s/KpFq8bMrR0YLpSll/d
‘Greater Cambridge Partnership: Integrated Impact Assessment – DRAFT Baseline & Scoping Report Summary Report’, Steer and Temple Group	https://greatercambs.filecamp.com/s/UY0HyTe1emd3zzgg/d
‘Report and recommendations – Greater Cambridge Citizens’ Assembly on congestion, air quality and public transport’, Involve	https://www.involve.org.uk/sites/default/files/field/attachemnt/GCCA%20on%20Congestion%20Air%20Quality%20and%20Public%20Transport%20-%20Full%20Report%20_0.pdf
‘Our Big Conversation: Summary Report of Survey Findings’, Greater Cambridge Partnership	https://cambridgeshire.cmis.uk.com/CCC_live/Document.ashx?czJKcaeAi5tUFL1DTL2UE4zNRBcoShgo=lT89Qvi2wNJefHSXNA3sktDKOhbbfuaFCHA5pO4gXOVa%2f2ym848cdw%3d%3d&rUzwRPf%2bZ3zd4E7Ikn8Lyw%3d%3d=pwRE6AGJFLDNlh225F5QMaQWCtPHwdhUfCZ%2fLUQzgA2uL5jNRG4jdQ%3d%3d&mCTIbCubSFfXsDGW9IXnlg%3d%3d=hFflUdN3100%3d&kCx1AnS9%2fpWZQ40DXFvdEw%3d%3d=hFflUdN3100%3d&uJovDxwdjMPoYv%2bAJvYtyA%3d%3d=ctNJFf55vVA%3d&FgPlIEJYlotS%2bYGoBi5olA%3d%3d=NHdURQburHA%3d&d9Qjj0ag1Pd993jsyOJqFvmyB7X0CSQK=ctNJFf55vVA%3d&WGewmoAfeNR9xqBux0r1Q8Za60lavYmz=ctNJFf55vVA%3d&WGewmoAfeNQ16B2MHuCpMRKZMwaG1PaO=ctNJFf55vVA%3d
‘Choices for Better Journeys: Summary report of engagement findings’, Greater Cambridge Partnership	https://consultcambs.uk.engagementhq.com/1836/documents/2464

Appendix 1 – Clean Air Zone classes

The government's Clean Air Zone Framework suggests four classes of zone based on the type of vehicles included. Package 2 includes a Class C Clean Air Zone, the definition of which is included here for ease of reference:

Class C - Buses, coaches, taxis, PHVs, HGVs and light goods vehicles (LGVs)

Vehicle type	Euro Category	Euro standard
Bus	M3 (GVW over 5000 kg and more than 8 seats in addition to the driver)	Euro VI
Coach		
HGV	N2 (GVW over 3500 kg) N3 (GVW over 5000kg)	Euro VI
Van	N1 (GVW not exceeding 3500 kg)	Euro 6 (diesel) Euro 4 (petrol)
Minibus	M2 (GVW not exceeding 5000 kg, and more than 8 seats in addition to the driver)	Euro 6 (diesel) Euro 4 (petrol)
taxi and private hire	Minibus - M2 (GVW not exceeding 5000 kg, and more than 8 seats in addition to the driver) Passenger vehicle with up to 8 seats in addition to the driver	Euro 6 (diesel) Euro 4 (petrol)
Ultra low emission vehicles with significant zero emission range will never be charged for entering or moving through a Clean Air Zone		

Agenda Item No: 11

Greater Cambridge Citizens' Assembly: One-Year On Report

Report to:	Greater Cambridge Partnership Executive Board
Date:	10th December 2020
Lead Officer:	Isobel Wade – Head of Transport Strategy, GCP

1 Purpose

1.1. The Greater Cambridge Citizens' Assembly was held in September and October 2019 to consider the question: 'How do we reduce congestion, improve air quality and provide better public transport in Greater Cambridge?' The report and recommendations of the Citizens' Assembly was published in November 2019.

1.2. The response to the Citizens' Assembly was considered by the Joint Assembly and Executive Board in June 2020. This included a commitment to "report back regularly on progress in achieving this response, including bringing a report to the Joint Assembly and Executive Board at the end of this year to mark the 'one year on' point". A draft 'one year on' report is at Appendix 1.

2 Recommendations

2.1 The Executive Board is recommended to:

a) Note the progress in implementing the response to the Citizens' Assembly recommendations, including the further actions proposed as part of the paper at item 10, *Public Transport Improvements and City Access Strategy*;

b) Agree the one-year-on report at Appendix 1;

c) Agree to provide a further report on progress in a year's time; and

d) Note the findings from a workshop held with Citizens' Assembly participants in September, seeking their reflections on their recommendations and priorities particularly in the light of Covid-19.

3 Joint Assembly Feedback

3.1 The Joint Assembly welcomed the Citizens' Assembly report and supported the suggestion to report again in a year's time.

4 Issues for Discussion

4.1 The Greater Cambridge Citizens' Assembly was part of the Government's Innovation in Democracy programme which aimed to trial the involvement of citizens in decision-making at local government level through innovative models of deliberative democracy. As part of the response to the Citizens' Assembly, the GCP agreed to bring a 'one year on' report to the Joint Assembly and Executive Board.

Follow Up Workshop for Citizens' Assembly Participants

4.2 In September 2020, the GCP held a follow up workshop for Citizens' Assembly participants. The workshop aimed to understand participants' reflections on their recommendations, particularly given the changes seen to transport during the pandemic. Undertaking the workshop also reflected the Joint Assembly and Executive Board's desire to keep participants engaged and updated on progress in developing proposals to respond to their recommendations.

4.3 The full report of the workshop has been made available online, alongside the workshop presentations and materials.[1] This sets out the points that were made in detail, and highlights the following priorities in particular:

- Covid-19 reduction in traffic and improved air quality showed what is possible and maintained participants' priority on:
    - traffic reduction measures.
    - shifts to less environmentally damaging transport.
    - measures to stop reverting to the car and maintaining a people (rather than car) centred approach.
    - underpinning drivers of sustainability, climate change and the environment.

- Maintaining a strong focus on public transport investment and its viability in changing circumstances particularly safety and ways to adapt provision to maintain services.

- The Covid-19 crisis enabling the opportunity to do more, not less – especially for public transport.

- Continued focus on walking and cycling infrastructure and addressing new safety concerns that come from less traffic and different modes of travel.

- Opportunities for reducing congestion, improving air quality and providing better public transport raised by implications of changing work, travel and land use patterns. This included support for:
    - the vision of the 15-minute city / community.
    - Homeworking.
    - last mile delivery given the rise in online shopping.
    - an integrated, holistic approach linking economy, health and climate.

- Think bold but act local. Improving small things that don't take huge budgets but have a big impact on wellbeing.

[1] https://www.greatercambridge.org.uk/greater-cambridge-citizens-assembly-workshop-2020

4.4 The GCP would like to thank the 12 Assembly members who participated in the workshop and shared their thoughts and reflections as part of the discussions. The considered feedback set out in Involve's report has informed the GCP's continued activity in response to the Citizens' Assembly recommendations including the 'one year on' report.

5 Options and Emerging Recommendations

5.1 The draft 'one year on' report is included at Appendix 1. This sets out progress to date in implementing the Greater Cambridge Partnership's response to the Citizens' Assembly's report and recommendations. It also considers the feedback from the workshop held for Citizens' Assembly participants in September to reflect on their recommendations and priorities for action, particularly in the light of Covid-19.

5.2 The report should be read in parallel with the *Public Transport Improvements and City Access Strategy* paper at item 10. This marks the next key point in the response to the Citizens' Assembly's recommendations and the Executive Board is asked to consider further proposed action to reduce congestion, air pollution and carbon emission and improve public transport. The outcome of the Executive Board meeting will be reflected in the final 'one year on' report prior to publication.

6 Alignment with City Deal Objectives

6.1 Citizens' Assemblies are a pioneering and innovative form of deliberative democracy that enable considered and thoughtful debate of issues and the opportunity to make recommendations to a public body on a way forward. The Greater Cambridge Citizens' Assembly is a key example of how the GCP has involved local people in the development of the City Deal programme. Alongside wider engagement, the recommendations of the Citizens' Assembly have supported the evolution of the City Deal's objectives and the updated Future Investment Strategy, which will be considered alongside this report at item 9.

7 Financial Implications

7.1 There are no financial implications arising from this report.

Have the resource implications been cleared by Finance? Yes.
Name of Financial Officer: Sarah Heywood

8 Next Steps and Milestones

8.1 The Executive Board are asked to consider and approve the draft 'one year on' report, which will be updated to reflect the outcome of the Executive Board meeting and published on the GCP website.

8.2 The GCP committed to keeping Citizens' Assembly participants engaged and updated, and to demonstrating how we are responding to their recommendations. This will continue through ensuring all GCP papers include reference to how proposals support the response to the Citizens' Assembly. It is also proposed, particularly given the impact of current uncertainty on the GCP's work, that a further

report is brought to the Joint Assembly and Executive Board in a year's time to set out additional progress by the GCP in tackling congestion, reducing air pollution and carbon emissions, and improving public transport.

List of Appendices

Appendix 1	Draft report: Greater Cambridge Citizens' Assembly: One-Year-On

Background Papers

Source Documents	**Location**
Greater Cambridge Citizens' Assembly: report of follow-up workshop (Involve) and workshop materials	https://www.greatercambridge.org.uk/greater-cambridge-citizens-assembly-workshop-2020
Citizens' Assembly report and recommendations (Involve)	https://www.greatercambridge.org.uk/asset-library/imported-assets/GCCA%20on%20Congestion%20Air%20Quality%20and%20Public%20Transport%20-%20PEP%20final%20version.pdf
GCP response to the Citizens' Assembly	https://www.greatercambridge.org.uk/asset-library/City-Access/Citizens-Assembly/GCP-Citizens-Assembly-response-July-2020.pdf

One year on: progress implementing the Greater Cambridge Partnership response

GREATER CAMBRIDGE CITIZENS' ASSEMBLY: How do we reduce congestion, improve air quality and provide better public transport in Greater Cambridge?

December 2020

Introduction

In July 2020, the Greater Cambridge Partnership (GCP) published its response to the Greater Cambridge Citizens' Assembly which met in September and October 2019. The response set out that the GCP:

- Supports the vision set out by the Citizens' Assembly and will seek to bring forward proposals to meet it;
- Is taking forward a series of short-term interventions, prioritising those that respond to the Covid-19 context;
- Is building on this initial response by developing packages of longer-term measures, for consideration by Joint Assembly and Executive Board in November and December;
- Agrees with the principles that public transport should come first, that measures should be fair, and that money raised should be ringfenced for transport in Greater Cambridge and wider area;
- Will keep participants engaged and updated, and report regularly on progress.

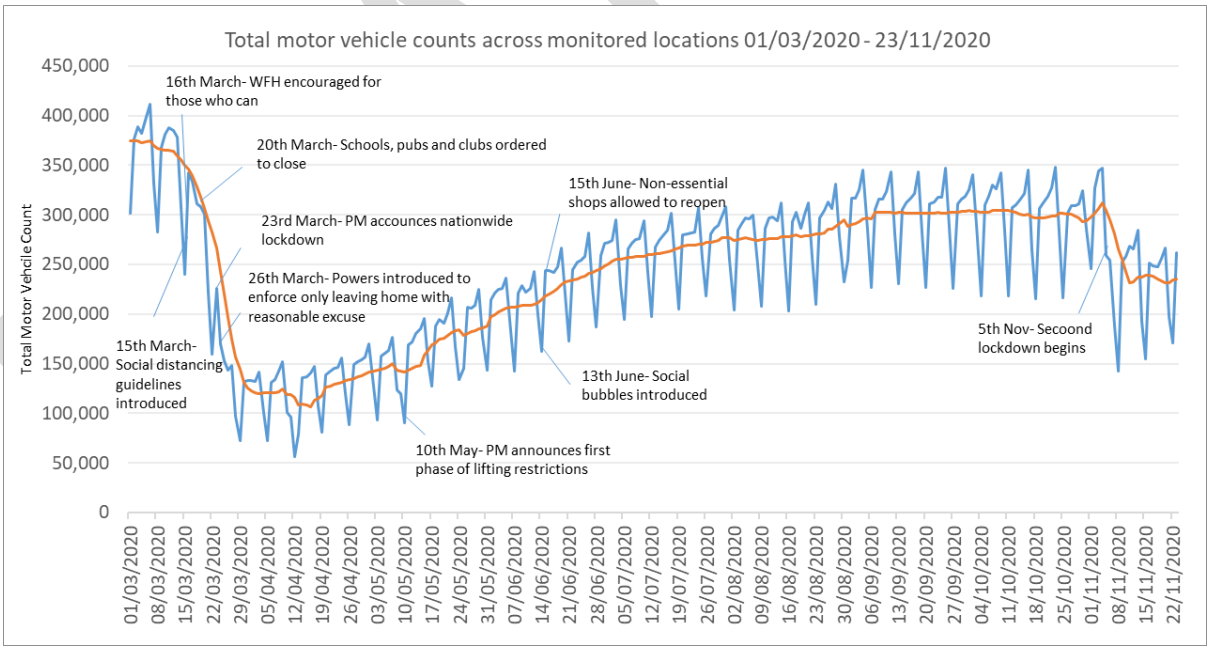
This report provides an update on progress in implementing the GCP's response.

Covid-19 and transport in Greater Cambridge

Since the Citizens' Assembly met in autumn 2019, the Greater Cambridge area has seen huge changes to transport resulting from the Covid-19 pandemic and the restrictions on travel, work and leisure activities. As set out in the response to the Citizens' Assembly, this has impacted on how the GCP has been able to make progress, particularly in designing and implementing improvements to public transport. The situation is constantly evolving, as national and local restrictions change, but to date the following key trends have been observed:

- Traffic levels fell significantly during the spring lockdown, but rose as restrictions eased, recovering more quickly than other forms of transport. Within Cambridge City, traffic levels remained around 20% lower than pre-lockdown levels but in South Cambridgeshire and across Cambridgeshire more widely, levels rose to above pre-lockdown levels. With high levels of working from home continuing, the rise in car trips suggest more people using their car for journeys they may have made a different way in the past.

Figure 1: Total motor vehicles recorded daily across Cambridge Vivacity Sensors and CA counters from 1 March to 23 November

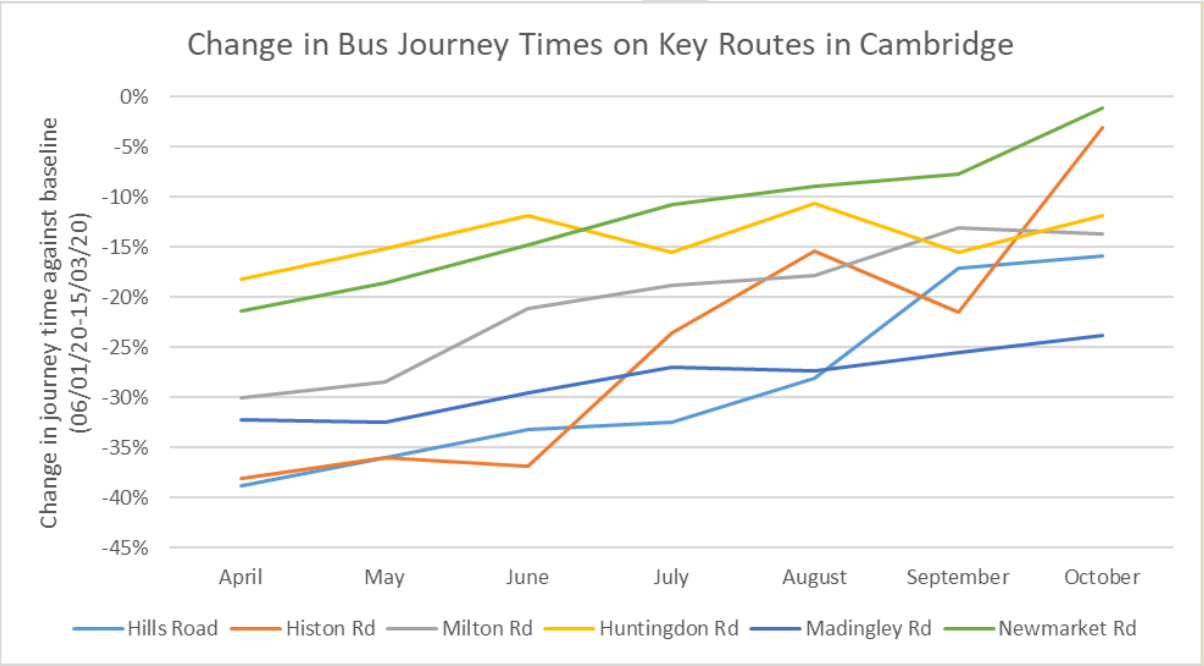


- In contrast, the impact of the pandemic on public transport has been more severe than other forms of transport. The number of journeys being made by bus or train fell by around 95% in the spring lockdown and, although there has been some recovery, public transport patronage remains significantly below usual levels. The government is currently funding bus and railway operations because fare revenue is not enough to cover operating costs. Unless the number of people using public transport increases, this subsidy is likely to be needed for some time.

- Equally, it remains the case that a high quality public transport network is likely to be crucial to the success of Greater Cambridge and the wider area in the longer term, to address the issues around congestion, air pollution and carbon emissions discussed by the Citizens' Assembly.

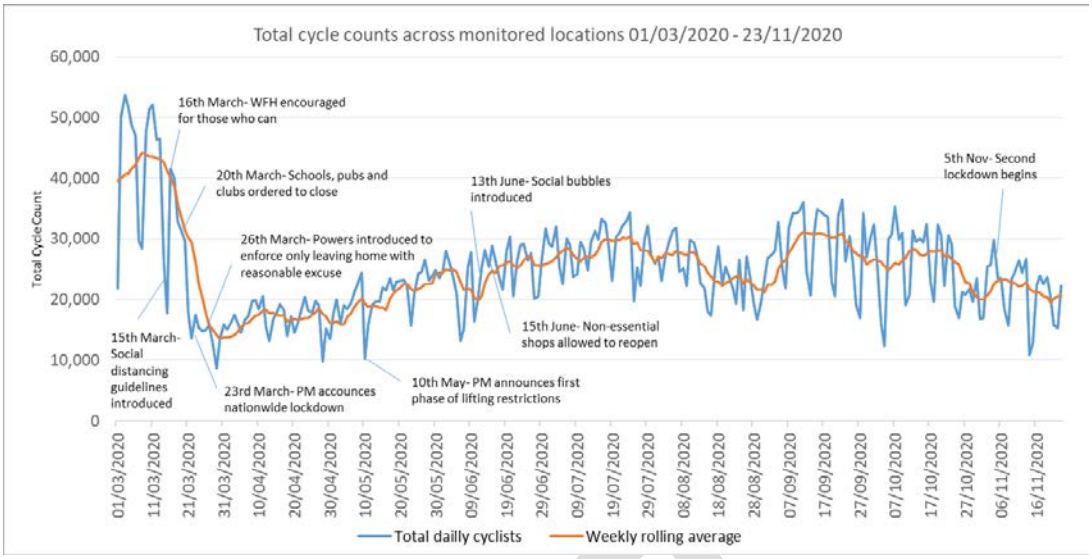
- Lower traffic levels have shown how congestion can slow down public transport and make it less reliable. In the spring lockdown, buses were completing their journeys faster and arriving on time more often. As traffic levels have increased, so have bus journey times. This impacts on operators' ability to provide a good service.

Figure 2: Change in bus journey times on key routes in Cambridge



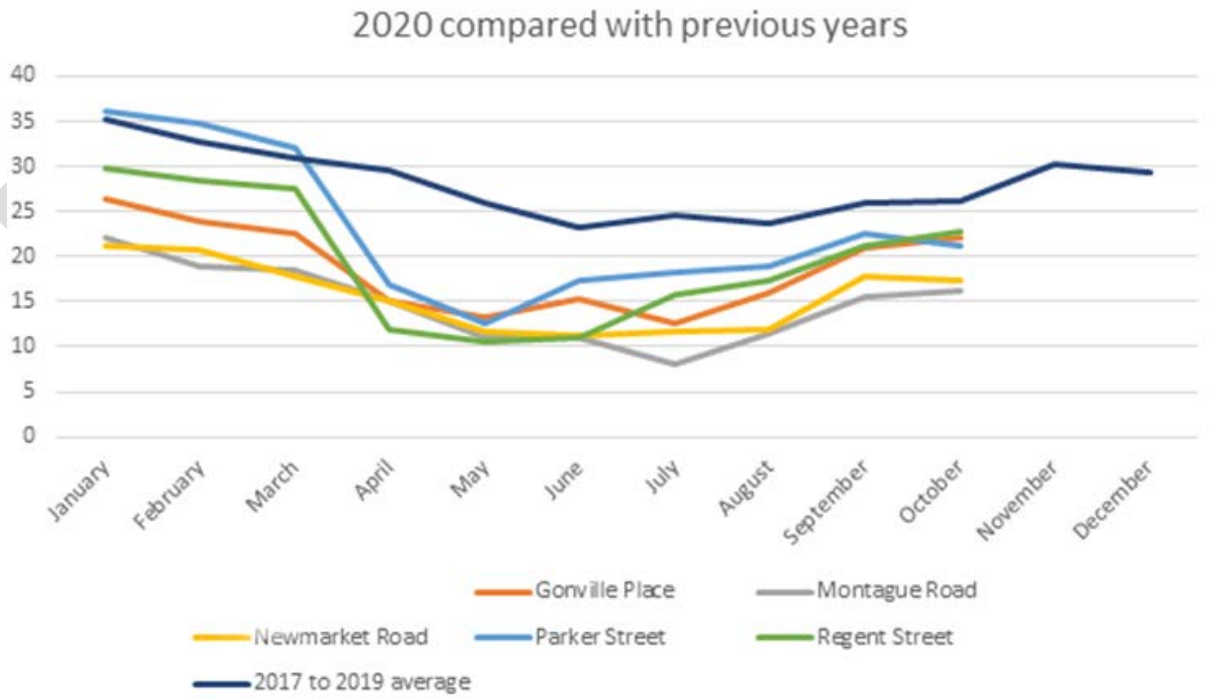
- In terms of walking and cycling, the current sensor network is recording lower levels compared to 2019, though this is likely to be driven by fewer people commuting to work and more people working from home. In lockdown, quieter streets encouraged more people to try cycling and, nationally, there has been an increase in the number of people owning and using a bike regularly. Active travel has been recognised as an important part of economic recovery, both while social distancing endures but also in building healthier, more resilient communities.

Figure 3: Cyclists recorded on all sensors and CA counters from 1 March to 23 November



- Air quality showed a marked improvement during the spring lockdown, with levels of NO_2 40-65% lower than usual. However, since restrictions eased, Cambridge has seen NO_2 levels increase towards pre-pandemic averages, even with changes to travel. Analysis suggests that both lower overall traffic levels and lower numbers of buses contributed to better air quality during the lockdown.

Figure 4: 2017-2019 average NO2 compared to 2020, plotted against Defra estimated background levels



It remains unclear what restrictions will be in place over the coming months, and what their impact will be on the economy and the way we travel – both in the short- and longer-term. The GCP will need to balance this uncertainty with the commitments made in the City Deal and in the response to the Citizens' Assembly to

deliver investment that supports more people to use sustainable modes of travel and reduce congestion, air quality and carbon emissions. Close monitoring of data will continue and Cambridgeshire Insight is publishing information about key indicators here: https://cambridgeshireinsight.org.uk/coronavirus_cambridgeshire/covid-19-travel-impacts/

Follow up online workshop: understanding the views of Citizens' Assembly participants in the light of this changing context

In September 2020, the GCP held a follow up workshop for Citizens' Assembly participants. The workshop aimed to understand participants' reflections on their recommendations, particularly given the changes seen to transport during the pandemic. Undertaking the workshop also reflected the Joint Assembly and Executive Board's desire to keep participants engaged and updated on progress in developing proposals to respond to their recommendations.

Due to ongoing social distancing requirements the workshop was held online, and facilitated by Involve. All Citizens' Assembly members who had indicated they wanted to stay in touch were invited and a £10 Love Cambridge gift card was offered for those that took part. The workshop focused on two areas:

- Progress in implementing the response to the Citizens' Assembly and the impact of COVID-19 – what were the Citizens' Assembly members' reflections on their recommendations and short term priorities?
- Shaping the future – what were the Citizens' Assembly members' reflections on longer-term directions, opportunities and key messages.

A full report from the workshop, as well as the agenda and video recordings of the presentations, are available here: https://www.greatercambridge.org.uk/greater-cambridge-citizens-assembly-workshop-2020. A full write up of the discussions is included and sets out the points that were made in detail. The report highlights in particular the following priorities:

- COVID-19 reduction in traffic and improved air quality showed what is possible and maintained participants' priority on:
    - traffic reduction measures
    - shifts to less environmentally damaging transport
    - measures to stop reverting to the car and maintaining a people (rather than car) centred approach
    - underpinning drivers of sustainability, climate change and the environment.

- Maintaining a strong focus on public transport investment and its viability in changing circumstances particularly safety and ways to adapt provision to maintain services.

- The COVID-19 crisis enabling the opportunity to do more, not less – especially for public transport.

- Continued focus on walking and cycling infrastructure and addressing new safety concerns that come from less traffic and different modes of travel.

- Opportunities for reducing congestion, improving air quality and providing better public transport raised by implications of changing work, travel and land use patterns. This included support for:
    - the vision of the 15-minute city / community.
    - homeworking
    - last mile delivery given the rise in online shopping
    - an integrated, holistic approach linking economy, health and climate

- Think bold but act local. Improving small things that don't take huge budgets but have a big impact on wellbeing

The GCP would like to thank the 12 Assembly members who participated in the workshop and shared their thoughts and reflections as part of the discussions. The considered feedback set out in Involve's report will inform the GCP's continued activity in response to the Citizens' Assembly recommendations, as set out in the following sections.

Taking action: progress to date

The GCP sustainable transport programme

As the delivery body for the Greater Cambridge City Deal, the GCP is delivering a comprehensive programme of sustainable transport initiatives, working with local authority partners to create a world-class transport network that can meet the needs of the area now and into the future. In May 2020, a Government 'Gateway review' hailed 'significant success and progress' the Partnership has made since 2015 on ambitious plans ranging from city cycleways to better public transport routes to transform travel for thousands of people.

The GCP's sustainable transport programme aims to deliver a public transport and infrastructure network for the future, supporting sustainable and inclusive growth by creating new and improved infrastructure for better, greener journeys. The infrastructure programme includes:

- The GCP's four corridor schemes – Cambourne to Cambridge, Waterbeach to Cambridge, Cambridge Eastern and Cambridge South East are offering better public transport and active travel[1] routes along four corridors identified as essential to link growing communities to the north, south east, east and west. The schemes form an integral part of delivery of the Cambridgeshire and Peterborough Combined Authority's (CPCA) Cambridge Autonomous Metro (CAM) and part of the GCP's vision for a future bus network;

- Further improvement schemes at Milton and Histon Road are creating better connections for faster and more reliable public transport journeys and better walking and cycling links

- The GCP is providing over 10,000 additional park and ride spaces by creating and enhancing Travel Hub capacity on busy routes outside the city. New facilities will be equipped with charging points for electric vehicles and integrated with walking and cycling routes.

- The GCP is creating safe and easy routes for more active travel journeys to accommodate Greater Cambridge's growing number of cyclists, along with those walking and horse-riding. A network of 12 Greenways for between connections for those travelling into the city and inner city Cross City Cycling, Chisholm Trail and Madingley Road schemes are all underway.

These infrastructure projects sit alongside the work being developed through the city access project, as well as by Smart Cambridge and others. The recommendations of the Citizens' Assembly are being used to inform the development of the programme as a whole. Reports going to the Joint Assembly and Executive Board now include a

[1] Active travel is any means of travelling that requires physical activity, such as cycling or walking. It is defined in the Cambridgeshire and Peterborough Local Transport Plan as 'Physically active modes such as cycling, walking, or horse riding. It also includes walking or cycling as part of a longer journey'.

section so each project can set out how the proposals will help to deliver the response to the Citizens' Assembly.

Short-term interventions

The GCP's response to the Citizens' Assembly set out a series of immediate actions that had been agreed in February 2020, and how these would be taken forward in the context of the pandemic with the aim of supporting the uptake of sustainable travel options and a sustainable recovery. Given current uncertainty around the longer-term impacts of the pandemic and restrictions on the economy and transport, delivery of these measures remains a key priority.

Road space reallocation

Recognising the key focus of the Citizens' Assembly on creating more space for pedestrians and cyclist and reallocating road space away from cars, the GCP agreed to pilot further road closures and road space reallocation, both in the city centre and on local roads, including the development of community-led schemes.

During the pandemic, the GCP has delivered 6 experimental road space reallocation schemes as part of a wider programme of emergency active travel measures led by the County Council: at Carlyle Road, Luard Road, Newtown area, Nightingale Avenue, Silver Street and Storey's Way. These schemes, designed to encourage more people to walk and cycle during the pandemic and support economic recovery and social distancing by prohibiting through traffic movements, were introduced using Experimental Traffic Regulation Orders (ETROs) which were made on 29 July.

The schemes can be in place for a maximum of 18 months. During the first 6 months, anyone can comment on or object to making the schemes permanent after that date. Other representations can be submitted at any time. The GCP is currently undertaking consultation on all six schemes to seek feedback. All representations, objections and feedback, as well as monitoring information, will be considered by the GCP Executive Board in 2021, and they will made a recommendation to the County Council for each scheme on whether it should be made permanent, altered in some way, or removed.

The GCP is continuing to work with the County Council on possible further measures. The County Council's emergency active travel programme will also support several school street closures, and the GCP has also provided funding for a play streets scheme.

Public transport improvements

Three areas were identified as potential short-term improvements to public transport: investment in additional services, development of a fare pilot, and expanding the electric bus pilot. The impact of the pandemic on public transport has been severe and the regulatory, operational and funding environment remains uncertain. This has

meant the GCP has not been able to progress service enhancements or fare pilots at this time, although these both remain a priority for action when possible.

Work has been undertaken to identify options for expanding the electric bus pilot, and has identified two areas where additional trials would be helpful: trialling vehicles that charge during the day (opportunity charging) rather than overnight, and, for routes where the mileage is higher than electric vehicles can currently offer, trialling extended range hybrid buses, with geofencing in place to ensure that when the bus was in certain areas it could only use its zero emission mode.

Encouraging cycling and walking

The initial measures also looked to encourage more people to cycle through provision of additional cycle parking at key locations, and by funding a lease scheme for electric and cargo bikes to encourage longer distance, family and business cycle commuting.

The GCP has provided match funding for an ecargo bike scheme launching this Autumn, which will provide bikes for businesses and residents to try out. Additionally, the Combined Authority has entered a partnership with Voi to provide shared ebikes and escooters in Cambridge City. A further ebike scheme – Big Issue eBikes – will launch next year as a partnership between ShareBike and The Big Issue.

Options to deliver additional cycle parking are also being developed. Cycle theft is a potential deterrent to some potential cyclists, particularly those wishing to use ebikes which are more expensive. The GCP wants to encourage the uptake of ebikes as these support more people to cycle, particularly those who are able to ride a bike but find cycling physically challenging and people travelling longer distances. The GCP is working with the City Council to look at options to increase the amount of secure cycle parking in the city centre, as well as developing a support business investment in secure facilities at workplaces, on business parks and on campuses.

City centre freight pilot

Responding to the Citizens' Assembly's recommendations on freight, the GCP agreed to develop a deliveries consolidation pilot for the city centre.

The Covid-19 pandemic has seen changes to delivery patterns for businesses and households. Businesses have worked to adapt to the restrictions but there are longer-term concerns that high levels of goods vehicles can impact on air quality, as well as creating a less pleasant environment for walking and cycling. With limited space available in the city centre, there is the opportunity to provide more space for outdoor tables and chairs and for walking and cycling which would necessitate changes to the way businesses receive and send out goods.

A deliveries consolidation pilot is being developed that would explore the potential for delivery consolidation in Cambridge and provide an opportunity to assess the basis on which it could operate commercially in the longer term, either independent of or in

partnership with local authorities. The model being explored would involve goods being delivered to a consolidation centre on the edge of the city for onward delivery by electric bike or other electric vehicle depending on the size of the goods. A secondary site in the city centre would act as a holding point for smaller goods before onward delivery by electric bike and for goods collected for delivery to external customer collection points. Initial discussions have been held with business organisations including the Cambridge BID and Cambridge Ahead, and also the University of Cambridge. Further feedback will be sought from businesses before finalising proposals.

Integrated parking strategy

To support future decisions around parking policy and provision across Greater Cambridge, the GCP agreed to work with partners to develop an integrated parking strategy. The Covid-19 pandemic saw changes to parking patterns across the city. Both city centre car parks and park&ride sites saw reduced use during the main lockdown, though use of city centre car parks recovered more strongly than park&ride, likely at least in part due to guidance around use of public transport. Both the City and County councils made temporary changes to parking operations in response to the pandemic. Parking remains a key tool in reducing congestion and encouraging the uptake of sustainable transport options, and data from the changes through the pandemic will be used to inform development of the strategy. The GCP will work with the City and County Councils in developing the integrated parking strategy, for review by the Joint Assembly and Executive Board in 2021.

Developing longer-term packages

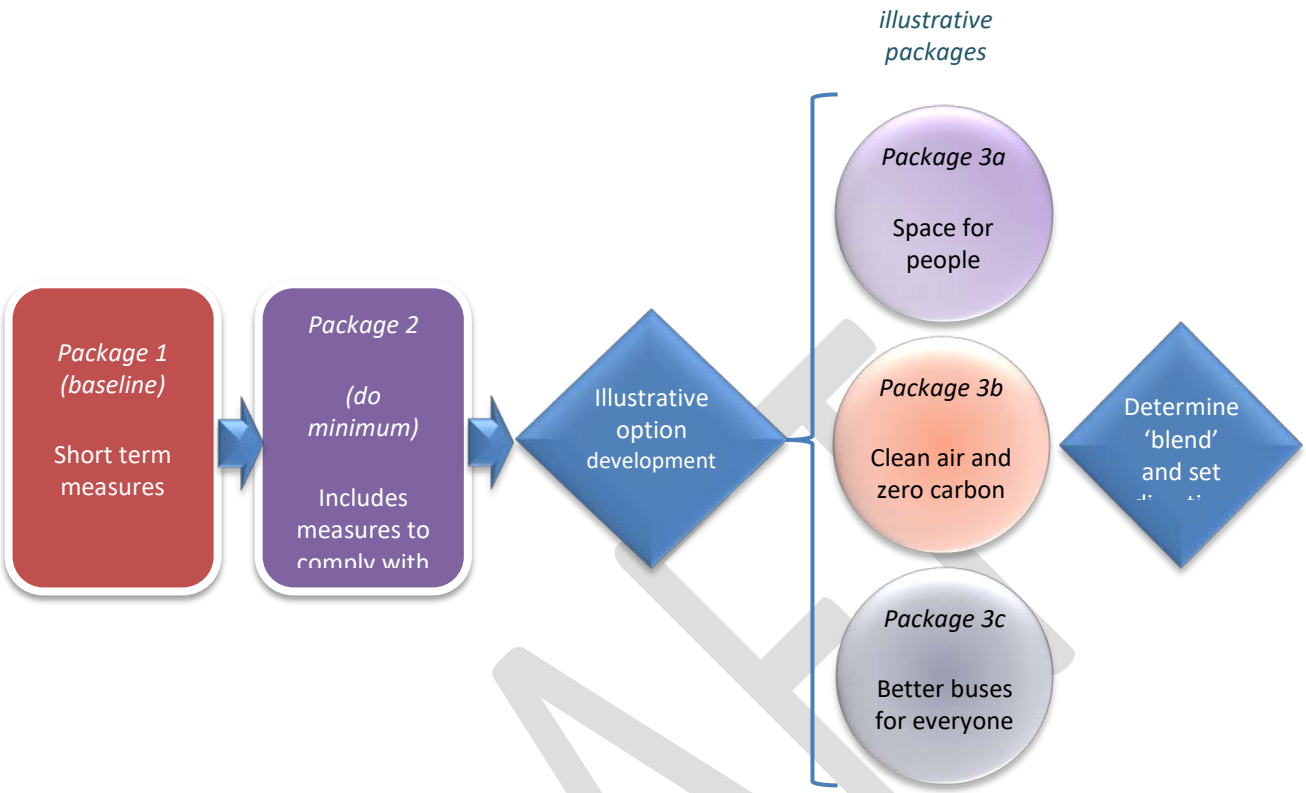
Alongside developing and delivering the short-term measures, the GCP response to the Citizens' Assembly agreed to develop a set of packages informed by the Citizens' Assembly recommendations and providing options for different levels of intervention in the medium-long term.

A series of five packages has been developed, drawing on earlier technical work and the city access principles developed and agreed by the Executive Board in June 2019. The packages build on three key themes from the Citizens' Assembly's recommendations: creating space for people, being environmental and zero carbon, and delivering high quality, affordable public transport.

Figure 5 summarises the development of the five packages and how they relate to one another:

- Package 1 is a baseline package including the agreed short term measures;
- Package 2 builds on the baseline by including measures to comply with air quality legislation, creating a 'do minimum' package;
- The three further packages, 3a, 3b and 3c, take the three Citizens' Assembly themes above and build on packages 1 and 2, with each exploring a different approach and utilising different sets of measures.

Figure 5: city access package development



Each package would be implemented using a phased approach, beginning with investment in measures to improve sustainable travel options, followed by (in packages 2, 3a,b+c) early implementation of measures to tackle air pollution. Once GCP public transport and active travel infrastructure improvements had started to come on stream, packages 3a,b+c would then see more significant demand management measures rolled out to support the uptake of sustainable transport.

The packages have been designed to demonstrate the potential impacts of different levels and types of interventions in order to support discussions about which elements may be most important in refining a final package. Assumptions have been made about the blend of measures, which are designed to be illustrative rather than forming firm proposals. In practice, it is likely a blend of measures from different packages would form any future proposals.

As part of developing the packages, the GCP commissioned a preliminary Integrated Impact Assessment to explore the impacts of each package, including outlining a range of additional mitigation and enhancement measures that should be considered.[2] The report found that packages 1 and 2 are likely to have smaller and more localised effects and would not achieve City Deal ambitions. Packages 3a,b+c build on these, and are likely to have more significantly positive effects. However, the

[2] https://greatercambs.filecamp.com/s/thZgVi8Xqm1eClkj/fi

nature of the measures included in these packages (i.e. designed around a single theme) mean that the benefits are not maximised. Each package is likely to have a range of positive and negative impacts, but the benefits could be maximised by potentially considering how the measures in packages 3a,b+c could be combined to work together in a complementary manner. In doing so, the preliminary Integrated Impact Assessment recommends that specific design and implementation of measures should carefully consider the potential for negative effects to simply be displaced, rather than reduced.

The report also outlines that:

- the relative timing of implementation of each measure is key.
- changing travel behaviour may be more difficult for some groups compared to others, for example those on lower incomes, those with disabilities and SMEs. Measures to ease the transition to new travel behaviours should therefore be particularly targeted at such groups.

A detailed description of the packages and the full findings of the preliminary Integrated Impact Assessment are being presented to the Joint Assembly and Executive Board in November and December 2020 for their consideration.[3]

[3] The reports can be read here: https://cambridgeshire.cmis.uk.com/ccc_live/Meetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/1301/Committee/36/SelectedTab/Documents/Default.aspx

Further action: a phased approach

[This section will be updated to reflect discussions and decisions at the Executive Board in December]

The Executive Board will consider a paper in December setting out proposals for further action. The Joint Assembly discussed this report in November. They supported the short-term measures but wanted to see delivery of these accelerated to support uptake of sustainable travel in advance of the end of pandemic, to avoid a return to previous levels of congestion and air pollution. Several members expressed a wish to see further action taken at the earliest opportunity to meet this objective, including progress with some of the medium-longer term measures suggested as part of the packages work.

In agreeing next steps and areas for intervention, the Executive Board will need to take into account the current transport context arising from the pandemic and restrictions. At the same time, there is a clear imperative to take action to shape how Greater Cambridge emerges from the pandemic and support a green recovery, and this was emphasised by the Citizens' Assembly participants who attended the follow-up workshop in September.

The report being considered by the Executive Board proposes a phased approach to further action, which would involve:

- Continuing to develop and deliver the short-term measures outlined earlier in this report;
- Building on these measures by progressing further work to reduce air pollution and carbon emissions and reallocate road space to better prioritise sustainable modes of travel;
- Recognising the Joint Assembly feedback – and building further on the Citizens' Assembly's desire for additional action – considering how additional progress can be made towards a final package of measures aiming to improve public transport and reduce congestion, air pollution and carbon emissions, at the next Executive Board meeting in March 2021.

This approach is proposed so that areas where action can be taken now continue to progress, with additional areas added as soon as circumstances allow. Two areas are suggested for immediate progress.

Reducing air pollution and carbon emissions

Analysis shows that air pollution remains an issue and is likely to do so in the future. In particular, in order to deliver an expanded public transport network, cleaner buses will be needed to avoid adverse impacts on air quality. This has therefore been identified as a key part of any future package and one where progress can be made now. In December, the Executive Board will consider proposals to expand the electric bus pilot, and to build on this by working with partners to support the bus fleet to move to zero emission vehicles. This would include:

- Setting an ambitious but achievable time period for all buses to be zero emission, and agreeing the milestones to achieving this. This will take into account the future of bus operations, potential funding models and the government's wider strategy on decarbonising transport;
- Developing a model for supporting operator investment in zero emission vehicles;
- Working with our partners to develop measures that drive forward the upgrade of the bus fleet and ensure zero emission buses operate in defined areas;
- Considering the potential impacts set out in the preliminary Integrated Impact Assessment and whether any enhancements or mitigations are needed for a future approach to driving forward and capturing air quality benefits.

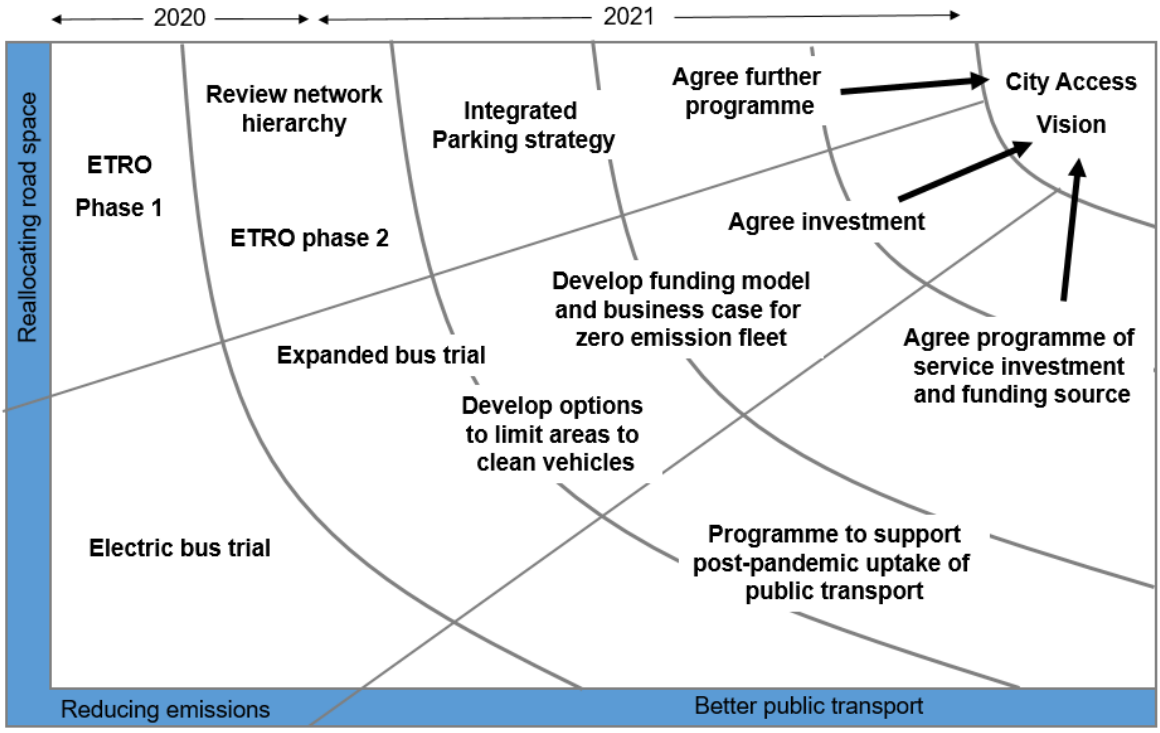
Future road space reallocation

Ensuring we make best use of Greater Cambridge's road space is also going to be a key part of any future package, and another area where additional progress can be made at the current time. Building on the measures to reallocate road space as part of the County Council-led emergency active travel programme, in November and December the Executive Board will consider proposals to work with the County Council to review the city road network hierarchy to better reflect the needs of sustainable transport and to guide investment in further measures to improve bus reliability and create safer environments for walking and cycling. This will enable a strategic and considered approach to future road space reallocation measures by setting expectations about future use and informing further investments.

Proposed approach

The following diagram sets out actions that will be taken and the proposed approach.

Figure 6: city access and public transport improvements: steps towards a final package



Future Investment Strategy

The GCP has also reviewed its Future Investment Strategy, and an updated Strategy will be considered by the Executive Board in December. The Future Investment Strategy is designed to look across the whole period of the City Deal and identify funding priorities in order to secure the objectives set out in the deal and agreed subsequently. The Citizens' Assembly has informed the updated Future Investment Strategy. In particular, the Strategy sets out the importance of the wider GCP programme in delivering new public transport and active travel infrastructure to transform Greater Cambridge's transport network and enable people across the area and beyond to travel easily and sustainably. Delivering this new infrastructure will support economic recovery and speaks to the priority coming through from the Citizens' Assembly workshop to maintain a strong focus on public transport investment.

Conclusion

One year on from the Greater Cambridge Citizens' Assembly, the recommendations made by participants are being used to inform and shape the Greater Cambridge Partnership's work to tackle congestion, reduce air pollution and carbon emissions, and improve public transport. This includes taking action across a range of areas in the short term to improve sustainable travel options, informed by the Citizens' Assembly's priorities, as well as looking at how packages of measures might work in the longer-term and identifying additional areas to progress. The Covid-19 pandemic continues to shape the GCP's response to the Citizens' Assembly and the recent workshop gave useful insight into participants' reflections on their priorities for action. The Citizens' Assembly's call to 'be bold, be brave, and take action' will continue to be recognised in the GCP's programme.

The GCP is committed to keeping Citizens' Assembly participants engaged and updated, and to demonstrating how we are responding to their recommendations. This will continue through ensuring all GCP papers include reference to how proposals support the response to the Citizens' Assembly. It is also suggested, given the impact of current uncertainty on the GCP's work, that a further report is brought to the Joint Assembly and Executive Board in a year's time to set out additional progress by the GCP in tackling congestion, reducing air pollution and carbon emissions, and improving public transport.

The GCP would like to reiterate its thanks to every member of the Greater Cambridge Citizens' Assembly for participating and giving up their time to develop the recommendations that are now shaping the GCP's programme and activities.

Agenda Item No: 12

Greenways: Haslingfield

Report to: Greater Cambridge Partnership Executive Board

Date: 10th December 2020

Lead Officer: Peter Blake – Transport Director, Greater Cambridge Partnership

1. Background

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

1.2 This programme takes on even greater importance in light of Covid-19 and the likely increase in commuters wanting to access active travel solutions for their daily journey to work.

1.3 Greenways have the potential to significantly ease access to a range of sites, including planned housing and employment growth at Babraham Research Campus, Cambridge Biomedical Campus, Cambridge Northern Fringe, Cambridge Southern Fringe, Cambridge Science Park, Granta Park, Wellcome Trust Genome Campus and West Cambridge (collectively around 10,500 new homes and 19,000 new jobs between 2011 and 2031).

1.4 £500,000 was previously approved to develop the Greenway routes through early engagement and public consultation to determine the route, extent, form and associated links for each of the 12 Greenway routes. This work has now been completed.

2. Recommendations

2.1 The Executive Board is recommended to:

(a) Note the progress made in developing the Greenways, working with local communities and stakeholders to date.

(b) Note the outcome of public consultations.

(c) Approve an outline budget for the Haslingfield scheme of £8m.

(d) Note the outline programme and key risks.

3. Joint Assembly Feedback

3.1 Details of feedback from the Joint Assembly are set out in the Joint Assembly Chairperson's report. This contains details of matters discussed at the recent Joint Assembly meeting.

3.2 The Joint Assembly supported the Greenways schemes and raised a number of general comments and questions on local design issues. These points will be addressed as part of the design process of scheme development.

4. Issues for Discussion

4.1 Haslingfield is located approximately 9.5km south west of Cambridge between the A10 to the south and the A603 to the north. For cyclists the village is currently served only by on-road routes. Notably however, a local farmer and landowner allows residents of Haslingfield to use a private road across his farm between 06:30 and 21:30 if they purchase a permit for their bicycles for an annual fee. The private road allows resident cyclists to reach Grantchester and avoid the dangers of riding on the public highway. The number of permits offered is understood to be limited due to the increased liability which the scheme places on farm operations. The Haslingfield Greenway would bypass the farm and follow existing public rights of way enabling unrestricted access.

4.2 In network terms, the Haslingfield Greenway would link to the Melbourn Greenway in Hauxton to the south and the Barton Greenway to the north.

4.3 Many of the existing footpaths and bridleways on the Haslingfield Greenway route are recognised as environmentally sensitive locations and further work with stakeholders will be undertaken to determine the detailed design, profile, surfacing and landscaping of the path. Decisions on path surface materials are yet to be taken but they will be sympathetic to the surrounding environment. It is intended that the Greenway will become accessible to all non-motorised users and there will be no loss of amenity to existing users.

4.4 The preferred option for the route between Grantchester and Newnham, now presented in this report is an adaptation of the route behind the hedge parallel to the Grantchester Road that was proposed in the consultation. By largely following the route of an existing permissive footpath the Greenway will avoid the narrower section of road on The Broadway in Grantchester. The 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 is acknowledged that there are still challenges to be met during the detailed design process to ensure that the route has minimal environmental impact, provides for all users and doesn't encroach upon the operational requirements of the Rugby Club. The link to Barton Road will be made along Grantchester Road which already has a 20 mph speed limit in this location. The addition of a short section that is segregated from the road as well as some traffic calming features will make the route direct and safe.

5. Consultation and Engagement

5.1 Early community engagement was undertaken on all 12 Greenway routes, with 22 events held, between July 2017 and April 2018, the results and ideas from which informed the options then taken to public consultation.

5.2 There was a phased approach to public consultation on the routes, starting in July 2018 and completing in October 2019, with a total of 21 events taking place. There were 460 responses to the Haslingfield consultation. 85% of respondents supported the formation of the Greenways network. Recommendations presented in this report are based on the preferences identified from the consultation responses as well as engagement with key stakeholders. Further stakeholder engagement and negotiation with landowners will be required to progress the detailed design of the routes.

5.3 The route of the Greenway between Grantchester and Newnham has been a matter of considerable discussion during the consultation. Options to make Grantchester Road a one-way road for motor traffic in either direction, to allow space for the Greenway route, have been rejected at this point following 60% opposition from respondents to the consultation. A petition against these options was also received from Grantchester residents.

5.4 Similarly an option to route the Greenway behind the hedge parallel to the existing Grantchester Meadows path and through Newnham Croft has been rejected. This option was supported by 53% of respondents to the consultation, however a petition against this option was also received from residents of Newnham Croft.

6. Options and Emerging Recommendations

6.1 The table below sets out the proposed details for each section of the Greenway, though these are subject to landowner agreement, road safety audit, planning and other statutory processes.

Haslingfield Greenway	
Section	Proposed Form of Greenway
Haslingfield to Hauxton	3m wide all-weather, multi-user path alongside the route of an existing bridleway. Modification of the existing bridge over the River Cam. This route will link directly to the Melbourn Greenway and the Cambridge South West Travel Hub (CSWTH) project at Hauxton.
Haslingfield to Cantelupe Farm	Following the existing farm access road with localised repairs and surface improvements.
Cantelupe Farm to M11 Bridge	3m wide all-weather, multi-user path alongside the route of an existing bridleway. A wider bridge over Bourn Brook will cater for all users. Upgrade of an existing footpath to link to the M11 Bridge. A further link northwards will follow the route of a farm track parallel to the M11. This will connect to the Barton Greenway and follow Bridle Way and The Baulk path towards Cambridge. Landscaping will minimise visual impact and include pollinator promoting planting.
M11 Bridge	Convert the existing steps to ramps on both sides of the bridge. This will include a fully accessible approach with a shallower gradient.
M11 Bridge to Burnt Close Grantchester	Upgrade of an existing footpath to a 3m wide all-weather, multi-user path with a 3m wide grass verge alongside. Landscaping will minimise visual impact and include pollinator promoting planting.

Grantchester - Burnt Close to Broadway	Supporting Grantchester Parish Council Local Highway Improvement (LHI) plans for traffic calming within the village with additional junction improvements and localised improvements to surfacing of road and paths.
Broadway to The Baulk path (north east end)	Following Broadway for a short distance but crossing, before the road narrows, to a 3m wide all-weather, multi-user path with a 3m wide grass verge alongside largely following the route of an existing permissive footpath behind hedges parallel to Grantchester Road.
Cambridge Rugby Club to Barton Road	3m wide all-weather, multi-user path with a 3m wide grass verge alongside, landscaping as well as new hedging or fencing (to be agreed) will most likely be required to enable the Rugby Club to control access to their site on match days. The path will continue along Grantchester Road, segregated from traffic for a short distance before joining a traffic calmed carriageway. A raised table feature will assist in calming motor traffic and enabling cyclists to cross the road safely to connect to an existing signalised crossing on Barton Road which is already adapted for pedestrian and cycle usage.

7. Alignment with City Deal Objectives

7.1 The Greenways project is an important piece of the jigsaw that will enable the Greater Cambridge Partnership to deliver against the objectives that were set out in the City Deal. Greenways will be an extensive network of new multi-user paths that directly connect people to homes, jobs, study and opportunity, across the city and neighbouring villages.

7.2 Greenways will ease congestion and prioritise greener and active travel, improving quality of life and making it easier for people to travel and enjoy the natural environment around Cambridge, whether travelling for work or leisure purposes on foot, by bicycle, or on horseback.

8. Citizens' Assembly

8.1 Citizens' Assembly members developed and prioritised their vision for transport in Greater Cambridge. The range of solutions being considered for the Greenways projects directly contributes to the delivery of a number of priorities highlighted in the Citizens' Assembly Report, namely and in prioritised order:

- Be environmental and zero carbon.
- Be people centred – prioritising pedestrians and cyclists.
- Enable interconnection (e.g. north/south, east/west, urban/rural).
- Have interconnected cycle infrastructure.
- Provide safe layouts for different users.
- Educate people about different options.
- Provide transport equally accessible to all.

8.2 The Citizens' Assembly voted on a series of measures to reduce congestion, improve air quality and public transport. Of the other measures considered, Assembly members

voted most strongly in favour of closing roads to cars (restricting cars in certain lanes, roads or zones) and restricting or removing parking (prohibiting parking and/or removing parking spaces). These will be considered further as the Greenways schemes develop.

9. Financial Implications

9.1 The proposed total scheme budget is £8,000,000 and this allocation will be requested for approval at the Executive Board on 10th December. If approved (along with the other reports on this agenda), this will increase the planned over-programming to £128m and either additional funding will be required to fully implement the programme, or schemes will need to be prioritised and some reconsidered at appropriate points in future decision making. Planned over-programming in this way is in place to provide future flexibility in programme delivery.

9.2 The estimated potential number of cycle journeys for commuting purposes between Haslingfield and Cambridge is between 300 and 600 per day. This would mean an increase of between 12.5% and 32.5% from 2011 census figures if the Greenway is constructed. Further work on the business case will be undertaken if the project receives board approval in December.

Have the resource implications been cleared by Finance? Yes
Name of Financial Officer: Sarah Heywood

10. Next Steps and Milestones

10.1 Engage statutory bodies, including Environment Agency, Historic England and Highways England along with stakeholders such as parish councils in readiness for statutory processes.

10.2 Appoint land agents to progress and complete land negotiations.

10.3 Appoint consultants to undertake detailed design and prepare packages for planning applications where required.

10.4 An indicative delivery timetable is outlined in Appendix 3. Officers continue to review the programme to reduce the delivery timelines.

10.5 The Greenways programme will be brought back to the Executive Board in mid 2021 for final approval and agreement to implement.

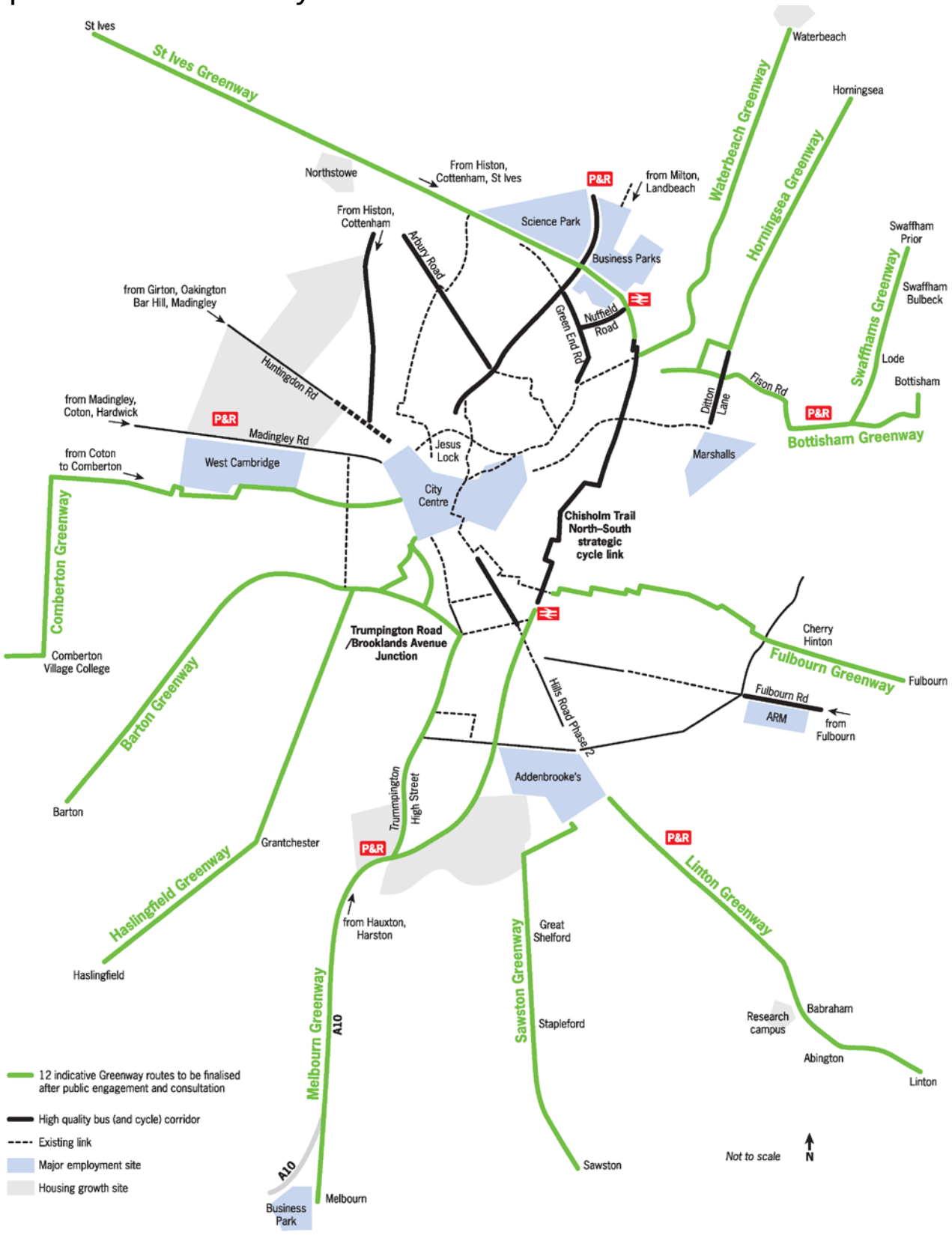
List of Appendices

Appendix 1	Greenways Map
Appendix 2	Plan showing Haslingfield Greenway
Appendix 3	Forecasted milestones and key risks

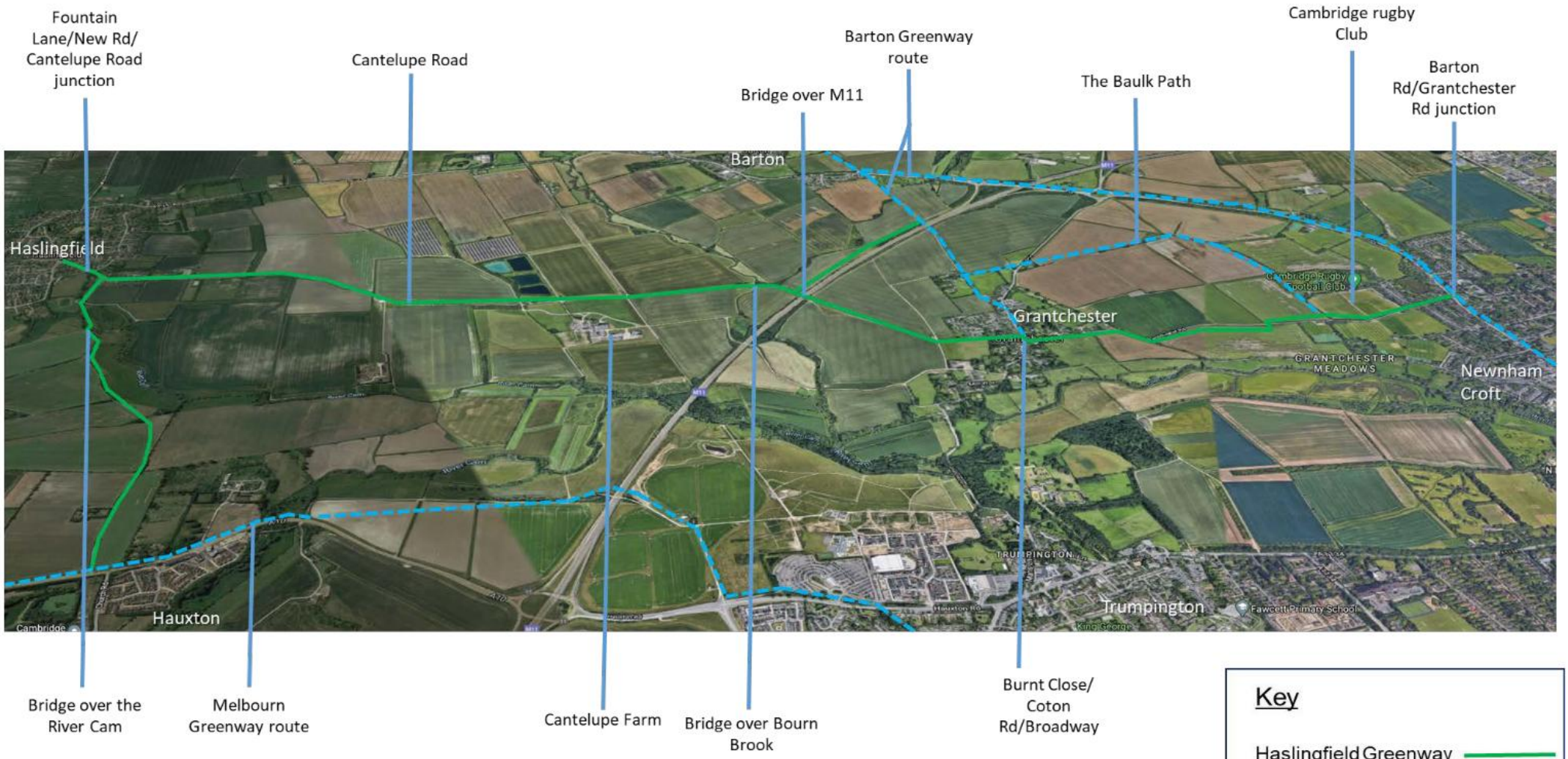
Background Papers

Source Documents	Location
Greenways feasibility reports by Nigel Brigham and Associates, 2016	https://www.greatercambridge.org.uk/transport/transport-projects/greenways
Scheme development report - Barton and Haslingfield by 5th Studio	https://www.greatercambridge.org.uk/transport/transport-projects/greenways/haslingfield-greenway
Haslingfield Greenway consultation report	https://www.greatercambridge.org.uk/transport/transport-projects/greenways/haslingfield-greenway

Appendix 1 – Greenways Plan

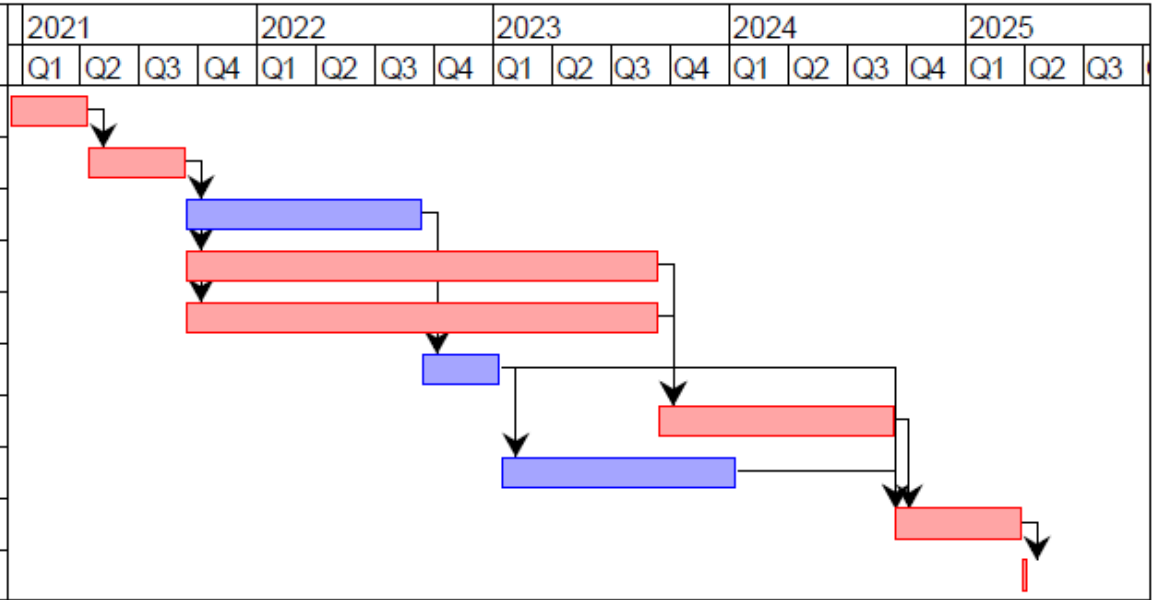


Appendix 2 – Haslingfield Greenway



Appendix 3 – Indicative High Level Delivery Timeline

	Name	Start	Finish
1	Project Set-up	14/12/20...	15/04/21 ...
2	Procurement of consultants	15/04/21...	14/09/21 ...
3	Develop detailed design	14/09/21...	14/09/22 ...
4	Land negotiations	14/09/21...	14/09/23 ...
5	Env. surveys/ Impact Ass...	14/09/21...	14/09/23 ...
6	ECI Procurement	14/09/22...	12/01/23 ...
7	Planning permission process	14/09/23...	12/09/24 ...
8	Procurement of contractor	12/01/23...	15/01/24 ...
9	Construction	12/09/24...	01/04/25 ...
10	Completion	02/04/25...	02/04/25 ...



Key Risks

Resource – Project Team and Comms
Procurement process – Time/Cost
Consents – Planning / Highways England
Cost escalation – Project controls
Other infrastructure schemes/developments taking precedent