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FOREWORD

MAYOR'S FOREWORD

The Combined Authority has made good progress since the publication of the last *Local Transport Plan* in 2020; however, we now need a more ambitious community focused transport strategy to deliver the Combined Authority's and partners' priorities. Particularly the need to take action to address the climate emergency, tackle inequalities, prioritise health and wellbeing (physical and mental); and to ensure we continue to invest to deliver an inclusive, integrated, and sustainable transport network which works for us all.

Trends of private car use have contributed to congestion, pollution, and public health issues therefore we need to fundamentally reconsider how people move around and through our region. In order to address these challenges, we have to reduce the need for some travel and discourage individual private car use. We plan to do this by making active travel, public and shared transport the natural first choice. This Plan will make these modes more attractive and create an increasingly balanced, integrated, affordable, safe, and socially equitable transport system which the community will be willing to rely on.

To deliver our aspirations there will be considerable challenges. Delivering our vision will not be easy and there will be some tough decisions around how we use existing road space and infrastructure. However, the health of our residents and the protection of our environment is paramount. The benefits of this approach will be felt by all as we improve our health, provide cleaner air as well as allowing for easier movement around our region, not just for today but into the future.

Delivering this Plan will require meaningful action and effective collaboration with a range of stakeholders. The importance of that collaboration is demonstrated by our comprehensive engagement with multiple individuals and organisations within the CPCA community during the Plan's development. We will continue to work with them to develop and implement schemes, innovative solutions, and initiatives. Continued engagement with our residents and businesses will be a constant feature in ensuring we deliver the transport network and solutions for you.

We thank everyone who commented on the *Local Transport and Connectivity Plan* consultations and engagement events; and encourage further engagement as we move forward with this project. Working together we can deliver the Plan and a better region for everyone.




INTRODUCTION

OVERVIEW

This Plan establishes a vision and the framework to deliver a modern, safe, and integrated transport system for the people and businesses of Cambridgeshire and Peterborough. The document is an update to our first **Local Transport Plan** (LTP) for Cambridgeshire and Peterborough, published in 2020.

The strategy has been reviewed in consultation and collaboration with key stakeholders, including our two Local Highways Authorities (Cambridgeshire County Council and Peterborough City Council), five District Councils (City of Cambridge, East Cambridgeshire, Fenland, Huntingdonshire, and South Cambridgeshire), Greater Cambridge Partnership, National Highways and Network Rail.

In updating this strategy, we sought comment, feedback, advice, and guidance from a wide range of consultees and stakeholders in the public, private and third sector including Sub-National Transport Bodies, delivery bodies, industry representative groups, businesses, passenger groups, and community organisations.

The Devolution Deal between government, Cambridgeshire, and Peterborough, established a programme of investment for our economic future, with the aim of doubling the size of the economy and creating more good jobs. In pursuing economic growth, we have a responsibility to ensure that rising prosperity makes life better, healthier, and fairer, whilst ensuring that we do not exhaust the resources our children and future generations will need for the future. More and more people are recognising that we do not just need growth: we need good growth. Our aim is not simply to increase our income, but to increase our area's wealth, in a way that is driven by our values.

Since the Devolution Deal was enacted, much has changed – Brexit; the lasting impact of the Covid-19 pandemic; increased awareness of the need to protect our environment; a greater understanding around the impacts our actions are having on

the climate; and our health and wellbeing are all factors that we need to continue to be cognisant of in delivering future growth in a sustainable way.

This **Local Transport and Connectivity Plan** (LTCP) is inextricably linked and integrated with ours and our partners' strategic direction; whilst being sufficiently flexible to drive change to meet the wider objectives. It helps to shape the overarching direction of travel for transport and our associated schemes, whilst also ensuring that when projects are brought forward these align with our key objectives and help us to achieve our vision, aims and aspirations.

It will do so by:

- In conjunction with our Assurance Framework, providing a rigorous process;
- For transport scheme prioritisation and development, which will ensure that investment is directed to those areas where it can contribute most to the wellbeing of the area;
- Setting the framework for a Delivery Plan to be adhered to and monitored that sets out our spending programme, based on the resources available. The Delivery Plan will be reviewed annually through the Medium-Term Financial Planning process; and
- Truly reflecting our Sustainable Growth Ambition Statement. This Plan identifies how we will deliver against our ambitions for capital development under each of the themes and include outcome indicators to show how we will deliver against those themes.

This LTCP has been developed in line with our current understanding of the emerging national LTP guidance and best practice. It is based upon an extensive evidence base that has been updated since the initial document was published in 2020. When the revised guidance is released, it may be that particular elements of this Plan will need to be revisited and revised to align with any change to government's direction of travel.



It is expected that government will require Plans to focus on:

CLIMATE AND ENVIRONMENTAL CHALLENGES

Government recognises the challenges of climate change and the impact that it is already having on our transport systems. Bold actions will be expected within this Plan to ensure the UK will achieve net zero 2050 to limit global temperature rises, halt the deterioration of the natural environment, and counter the negative health outcomes associated with the impact of transport on air quality. To assist in the attainment of this target, our Independent Commission on Climate in 2021 stated that we would rollout electric vehicle charging infrastructure, which provides a 'right to charge' for residents, workers and visitors in the region whilst ensuring a successful transition towards zero emission bus and taxi fleets by 2030.

ECONOMIC AND FISCAL CONTEXT

This Plan supports good growth within the region, allowing for businesses and communities to thrive and prosper. The aim of this Plan is to ensure that no community is left behind and closely aligns with government's commitment to levelling up.

PLANNING BEST PRACTICE

We have incorporated new best practice for transport planning with this Plan allowing for future changes and innovations to be utilised to meet our vision. This Plan truly aligns with government's move away from predicting future traffic growth and providing for it, towards a more integrated, vision-led approach.

NEW TECHNOLOGY

We will create an environment through which new and emerging technologies can be harnessed and explored to create an integrated transport network that meets the needs of businesses, people, and communities. The use of emerging technologies provides new forms of transport, new tools to manage traffic and networks, digital alternatives to travel, new platforms for innovation, and new techniques to engage with and collect data from transport users. We will use these emerging technologies to best deliver the right outcome for the people and businesses of our region.

ALIGNMENT WITH WIDER GOVERNMENT POLICY

This Plan strongly aligns with changes to transport and spatial planning, legislation and policy since the last guidance was published, including:

- Bus Back Better;
- Equalities Act 2010;
- Future of Freight Strategy;
- Gear Change;
- Inclusive Transport Strategy;
- Plan for Drivers;
- Plan for Rail;
- Transport Decarbonisation Plan; and
- Updates to the National Planning Policy Framework.

In addition, this Plan has been subjected to multiple impact assessments, to ensure that it fully considers equalities, environmental, habitats and health impacts.

REASONS FOR NEW LTCP

- ✓ The election of Mayor Dr Nik Johnson and change in values and focus
- ✓ CPCAs Independent Commission on Climate's recommendation
- ✓ Refreshed focus on sustainable economic growth and how we deliver this even better
- ✓ Covid-19 and the long-term effects on travel
- ✓ Government's new plans to cut carbon set out in: a) Decarbonisation of Transport Plan b) The Ten Point Plan for Green Industrial Revolution
- ✓ Government's new national active travel policies and updated guidance on LTPs



STRATEGIC PRIORITIES

The following is not an exhaustive list; however, it does highlight some of the key policies at national, sub-national, regional, and local levels.

NATIONAL

At the national level there are a range of policies that provide context for the LTCP and have set high level ambitions which this Plan will contribute to delivery of:

- **Build Back Better: our plan for growth (2021):** Sets out government's plans to support economic growth through investment in infrastructure, skills, and innovation. The aim to support the transition to net zero has strong links to the LTCP.
- **Environment Plan (2018):** Sets out how government will improve the environment and access to nature thereby enhancing public health and wellbeing.
- **Future of Mobility: Urban Strategy (2019):** Outlines government's approach to maximising the benefits from transport innovation in cities and towns.
- **Gear Change (2020):** Describes the vision to make England a great walking and cycling nation and sets out the actions required to deliver this.
- **Great British Railways and the Integrated Rail Plan (2021):** Outlines proposals to bring the rail network under single national leadership, a new public body called Great British Railways.
- **Local Transport Act 2000:** Establishes Local Transport Plan's (LTP) as statutory documents.
- **National Bus Strategy (2021):** Sets out the vision and opportunity to deliver better bus services for passengers across England.
- **National Planning Policy Framework (2021):** Provides drivers to embed active travel through layout and infrastructure.
- **Plan for Drivers (2023):** Sets out the government's approach in ensuring the needs of drivers are considered.
- **Transport Decarbonisation Plan (2021):** Sets out government's commitments and the actions needed to decarbonise the entire transport system in the UK.
- **Transport Investment Strategy (2017):** Provides context for the levels of funding available and the rationale behind government investment in transport.
- **UK Carbon Budget (2021):** Sets the legally binding target to reduce emissions.

This Plan has a strong strategic fit with central government's policies and priorities whilst ensuring that the needs and priorities of our local communities are delivered in a sustainable and effective way.

In 2022, central government published their Outcome Delivery Plan that defined the five priority outcomes for transport. The three that are most relevant for local transport are:

- **Growing and Levelling Up the Economy** – improving connectivity allowing for good growth by enhancing the transport network;
- **Focus on Transport for the User** – improving the transport users' experience, thereby ensuring a safe, reliable, and inclusive network that is available for all; and
- **Reduce Environmental Impacts** – minimising biodiversity loss, decarbonising the transport system and improving air quality to address the challenge of climate change through a range of measures.



GROWING AND LEVELLING UP THE ECONOMY

Our policies and interventions help to deliver good economic growth and boost productivity by improving access and opportunity for all with an aim of increasing social inclusion and reducing the level of deprivation across the region. Through effective engagement with our businesses and communities we are able to make informed decisions to improve the effectiveness and efficiency of the transport system. A combination of key interventions and our pipeline of schemes, will continue to be developed, revised, implemented, and reviewed as new innovative initiatives and mechanisms become available. This will maximise our ability to level up across our region and improve standards for all.

Our communities must be physically and digitally connected if they are to thrive. This Plan puts transport right at the heart of improvements across our region. Transport plays a significant role in enhancing pride of place, unlocking sustainable growth and new housing, improving access to high streets and town centres, connecting people to green spaces, and strengthening links within and between economic centres in the region.

We will utilise new innovative ways to deliver this Plan's aims and objectives and be at the forefront when it comes to trialling and implementing new technologies. These technologies have the ability to change the way people and goods move, resulting in a transformative impact on the sustainability and efficiency of journeys.

We will continue to work with government, passenger bodies, delivery bodies and key stakeholders, such as National Highways, Network Rail, and others to ensure that our proposals fully integrate with planned major or nationally significant transport infrastructure projects, such as East West Rail, Ely Area Capacity Enhancements, and improvements to the A47 and A428. This will ensure that the benefits and opportunities for economic growth are maximised within both our region and for the whole of the UK.

In addition, we will improve access to education and skills opportunities. As part of this it is imperative that we continue to work with partners to improve the transport offer for those in education, especially for 16–18-year-olds and those within our more rural areas. A range of solutions will be considered and developed with partners, with the aim to increase choice and provide real, reliable, sustainable, safe, accessible, timely, and viable transport options and thereby ensuring their continued use. This upskilling of our community will have a significant benefit to the economy of the area and will deliver levelling up across our region.

IMPROVE TRANSPORT FOR THE USER

We will offer transport users real alternatives to enable people to change their travel behaviours through improved transport choices, accessibility, and journey experience. Our measures will use the principles of good design to create high-quality environments within our urban, peri-urban, and rural areas. Our schemes and initiatives will complement and enhance our unique characteristics and respond to the needs of our communities.

Transport across our region will be accessible and inclusive, considering the needs of all those sharing characteristics that are protected under the Equalities Act 2010. It is important that our transport users feel confident and safe to undertake their journeys on their mode of choice.

Central government aims to transform public transport with an aspiration that by 2030, local connectivity is closer to the standards of London; with improved services, simplified fares, and integrated ticketing. We continue our drive towards reforming the bus framework to allow for greater influence and control over passenger transport in order to make it a more viable and attractive option, including a network and service level that is easy to access and navigate.

We have identified areas of high accessibility by active travel, public transport, and digital services. It is important that these locations optimise the use of land, increase density, and consequently reduce private vehicle dependent housing developments.



To address carbon challenges at the local and national level, central government have reinforced its commitment to electric vehicles and associated infrastructure. Government aims to make charge points accessible, reliable, inclusive, and fairly priced with at least 300,000 public charge points to be implemented by the end of the decade. This Plan and its associated ***East Anglian Alternative Fuel Strategy*** and Implementation Plan will deliver the infrastructure needed to support the transition to zero carbon alternative fuels and electric vehicle charging to decarbonise vehicle fleets and improve the user’s experience.

The condition of our highways and transport assets impacts on the attractiveness and usability of our network. We will work with partners to ensure that the networks are well maintained and reliable to meet the expectations of our residents and businesses. To reduce the impacts on transport users, we will ensure that our assets are as resilient as possible to the effects of climate change and extreme weather events.

REDUCE ENVIRONMENTAL IMPACTS

Due to the significant focus by local and central government in relation to decarbonising the local transport network, this forms a key objective for our Plan. We have considered a mixture of options available to us to achieve transformational change.

To meet both central government’s and our objectives it is important that we reduce the negative environmental and health impacts and deliver positive transformational change through a mix of incentives and disincentives. No single intervention is enough to achieve the carbon reduction necessary to meet our carbon budgets and net zero target by 2050.

This Plan demonstrates how we support the legal limits and targets for improving air quality and reducing emissions, and the legal duty to conserve and enhance biodiversity. This includes identifying the scale of impacts generated by network use and a range of transport measures necessary to help meet these targets, whilst also helping to create healthier, quieter, better connected, sustainable and more inclusive and safe communities. In addition, we will be using a cautious and considered

approach when delivering new transport infrastructure projects, especially in relation to new embedded carbon.

The importance of conservation areas and designated sites, such as Sites of Special Scientific Interest, and Sites of International Importance, have been integral in the development of this Plan. In addition, we have considered how to increase sustainable access to natural assets such as parks, green spaces, and water environment (blue spaces).

A CONNECTED REGION



Our Plan is closely aligned to that at the regional level. Strategies that are linked to typically longer travel flows, can be more suited to being considered at a regional scale. Such strategies can include freight, rail, and longer-distance coach/bus travel. It is therefore important that we continue to work closely with neighbouring Local Authorities, Great British Rail, Network Rail, National Highways and Sub-National Transport Bodies to achieve joint ambitions.

This Plan is closely aligned to the further aspirations for the region as outlined in ***England Economic Heartland’s Transport Strategy*** (EEH 2021). This document sets out that a step-change in approach is required to address the challenges our transport system already faces and to realise the region’s economic potential and deliver sustainable growth.

OTHER BORDERING BODIES

We also border the Sub-National Transport Bodies of Transport East and Midlands Connect. Whilst not a member of these groups, there are matters such as cross-



boundary transport movements that need careful consideration. We will continue to have positive, proactive discussions to ensure true integration between strategies and strategic schemes.

IMPACT ON OUR ABILITY TO DELIVER

Transport is not limited by Authority, County, City or District boundaries and it is recognised that our residents need to travel to surrounding areas for work and leisure, and residents from neighbouring areas travel into our region. Working with partners will help to improve travel choices and journey experiences for residents through the development and implementation of innovative and tailor-made solutions to meet the aims and aspirations of the people of Cambridgeshire and Peterborough.

We recognise the value and benefits of developing good working relationships with our neighbouring Local Authorities, regional/sub-national and statutory bodies. These include:

- A single voice to funding bodies creating a unified and stronger message;
- More efficient and effective use of resources; and
- Understanding local and regional issues in a holistic way, to ensure greater compatibility in the development of policies and projects.

LOCAL PRIORITIES

The Cambridgeshire and Peterborough Combined Authority was established as a Mayoral Combined Authority in 2017 to make life better, healthier, and fairer for all. As we revise our focus, much of the original purpose and ambition remains with increased attention to address post-pandemic areas of deficit and the impact of climate, energy, and cost of living crises. Our overall strategy aligns with this Plan as we aim to enable a prosperous Cambridgeshire and Peterborough region; one that is more equitable, more environmentally sustainable, and securing good growth for its residents and businesses.

Our overarching ambitions and objectives are set out within our Devolution Deal – to deliver a leading place to live, learn and work. This will be realised through achieving the following ambitions:

- Accelerating house building rates to meet the local and UK need;
- Delivering outstanding and much needed connectivity in terms of transport and digital links;
- Doubling the size of the local economy over 25 years;
- Growing international recognition for our knowledge-based economy;
- Improving quality of life by tackling areas suffering from deprivation;
- Providing the UK’s most technical skilled workforce; and
- Transforming public service delivery to be much more seamless and responsive to local need.

This Plan demonstrates a golden thread and strongly aligns with our vision to deliver:

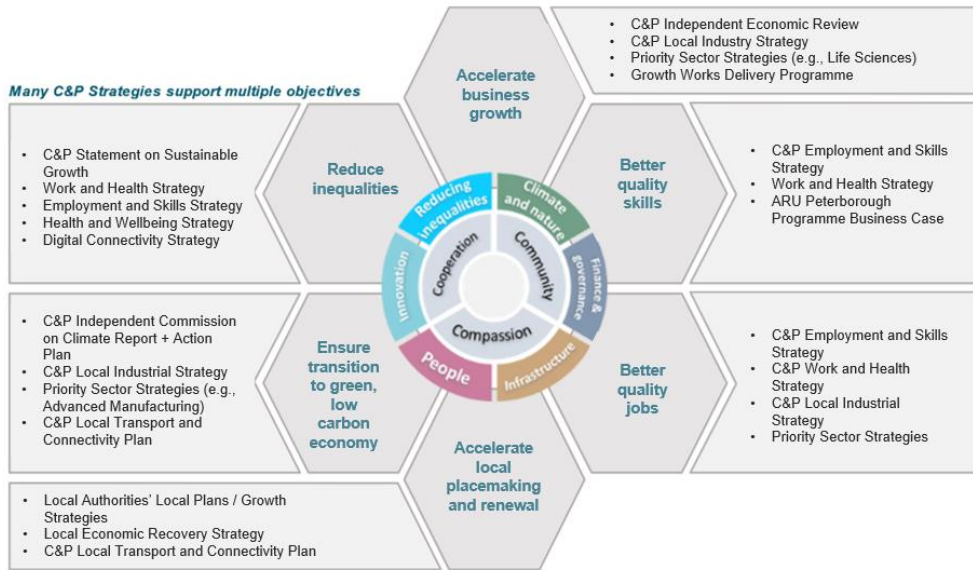
“A prosperous and sustainable Cambridgeshire and Peterborough. Driven by our values and using our collective voice and strengths, we seek inclusive good growth for an equitable, resilient, healthier, and connected region”.

Our strategic priorities provide additional clarity on our areas of focus. Fundamentally these priorities are supported by a strong strategic framework that ensures all delivery is assessed by its impact and contribution to climate and nature, health, infrastructure, innovation and reducing inequalities.

Transport is an enabler. Ultimately this Plan will allow us to achieve our overarching objectives and priority areas of focus, namely:

- Achieving Good Growth;
- Ambitious Skills and Employment Opportunities;
- Increased Connectivity; and
- Enabling Resilient Communities.





LTCP VISION AND MISSION STATEMENT

Transport has a key role to play in achieving our vision, aims and objectives by contributing towards the delivery of our priorities. These priorities have been developed with communities in mind, remaining mindful of the available budgets both now and in future years.

Our key identified transport priorities reflect our commitment to improve strategic connectivity to reduce commuting times, support future development and increase people's life chances and opportunities.

Our vision is:

“A transport network which secures a future in which the region and its people can thrive”.

Our mission statement is:






“The transport network must put improved health at its core, it must help create a fairer society, it must respond to climate change targets, it must protect our environment and clean up our air, and it must be the backbone of sustainable economic growth in which everyone can prosper.

And it must bring a region of cities, market towns and very rural areas closer together. It will be achieved by investing in a properly joined-up, net zero carbon transport system, which is high quality, reliable, convenient, affordable, safe, and accessible to everyone. Better, cleaner public transport will reduce private car use, and more cycling and walking will support both healthier lives and a greener region. Comprehensive connectivity, including digital improvements, will support a sustainable future for our region's nationally important and innovative economy”.



GOALS

Whilst this vision guides the overall direction of travel for our Plan, we have developed a series of key goals around which the LTCP is focused. These six goals are intended to outline (at a high level) what wider outcomes we want our transport network to achieve in Cambridgeshire and Peterborough.

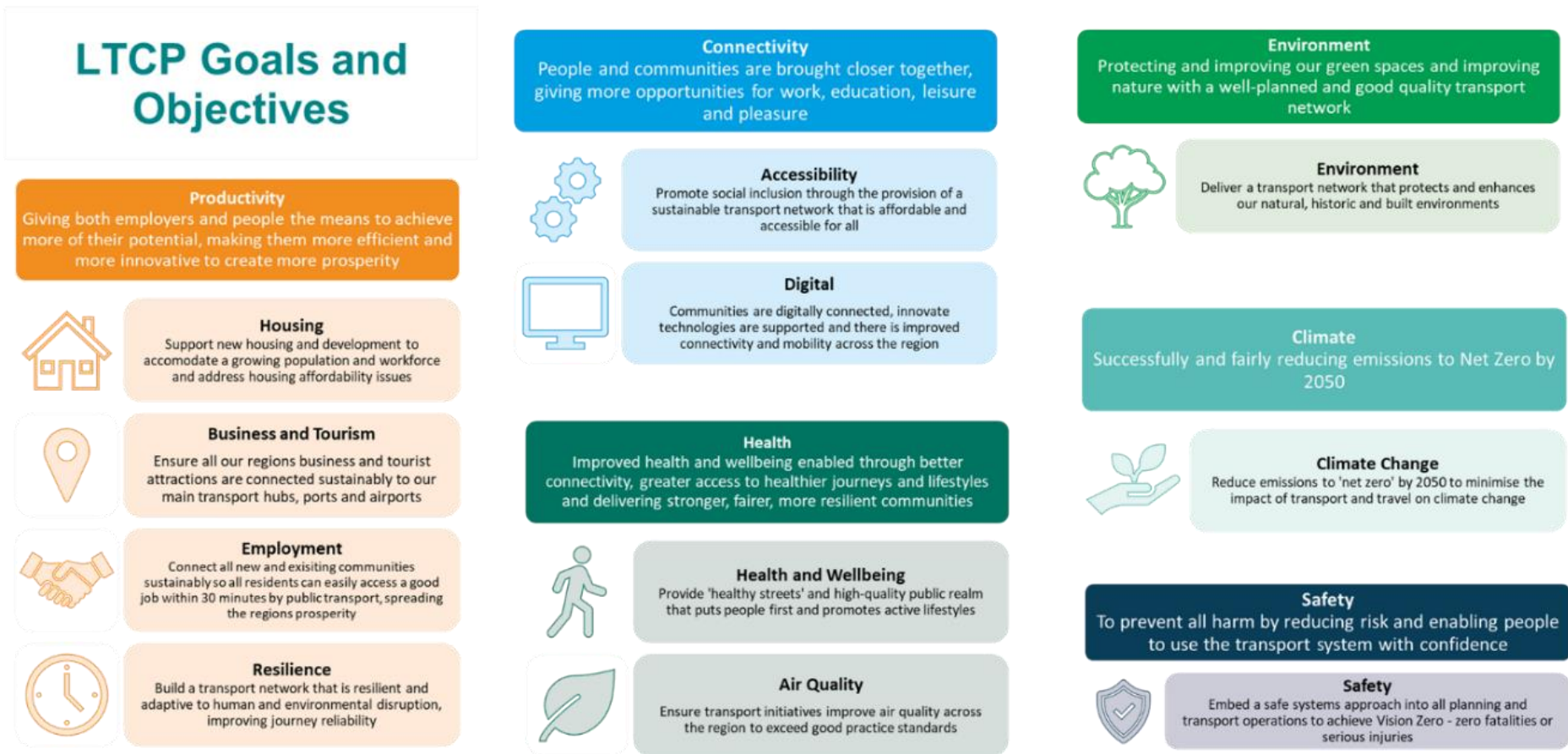
 <p>Productivity</p> <p>Giving both employers and people the means to achieve more of their potential, making them more efficient and more innovative to create more prosperity.</p>	 <p>Connectivity</p> <p>People and communities are brought closer together, giving more opportunity for work, education, leisure and pleasure.</p>	 <p>Climate</p> <p>Successfully and fairly reducing emissions to net zero by 2050.</p>
 <p>Environment</p> <p>Protecting and improving our green spaces and improving nature with a well-planned and good quality transport network.</p>	 <p>Health</p> <p>Improved health and wellbeing enabled through better connectivity, greater access to healthier journeys and lifestyles and delivering stronger, fairer, more resilient communities.</p>	 <p>Safety</p> <p>To prevent all harm by reducing risk and enabling people to use the transport system with confidence.</p>



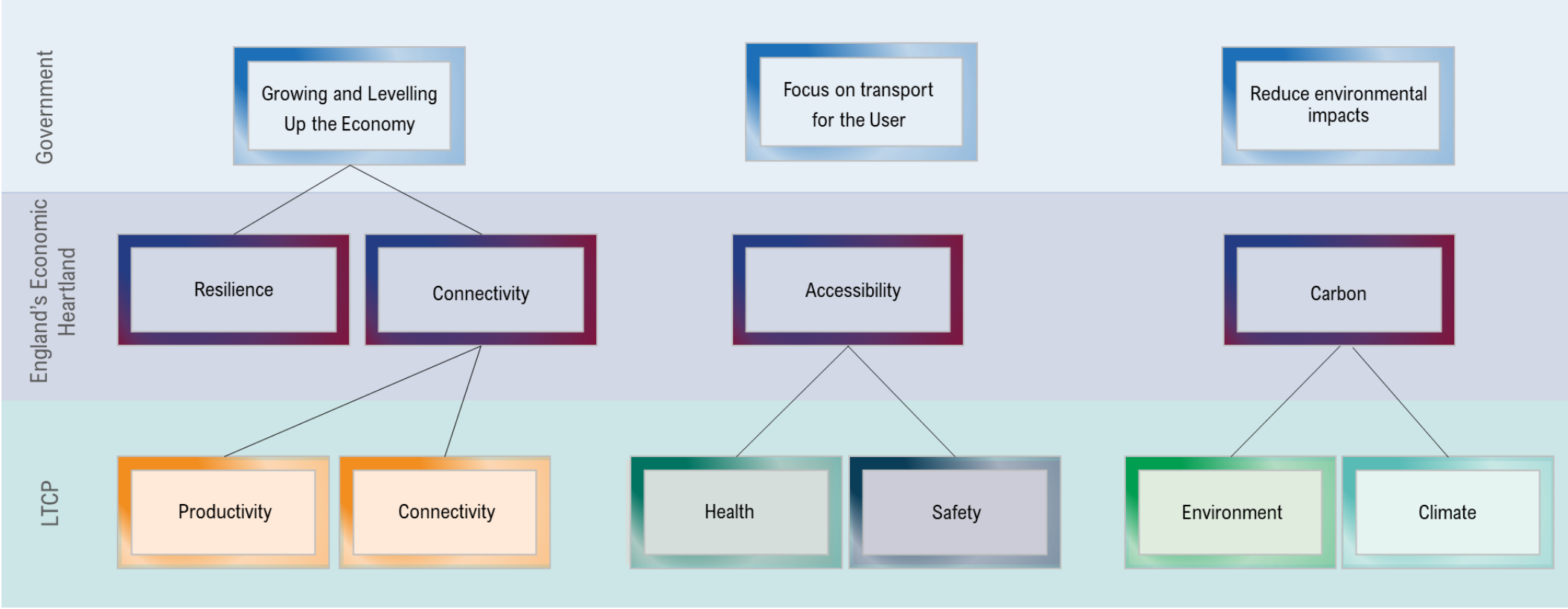
OBJECTIVES

Our eleven objectives strongly align to one of our overarching goals. These form the basis against which schemes, initiatives, and policies are and will continue to be assessed. They have been developed to reflect our aims and aspirations for the transport network and how it can support the wider economy, social inclusion, health, safety and the environment within Cambridgeshire and Peterborough. They address the challenges and opportunities inherent in accommodating good growth sustainably, enhancing freight and tourism connections, and putting people and the environment at the heart of transport design and decision making.

The objectives of the LTCP further demonstrates clear alignment between the Plan’s vision, goals, and objectives and those of the organisation.



LINKAGES BETWEEN NATIONAL, REGIONAL AND LOCAL OBJECTIVES



MAYORAL AMBITION



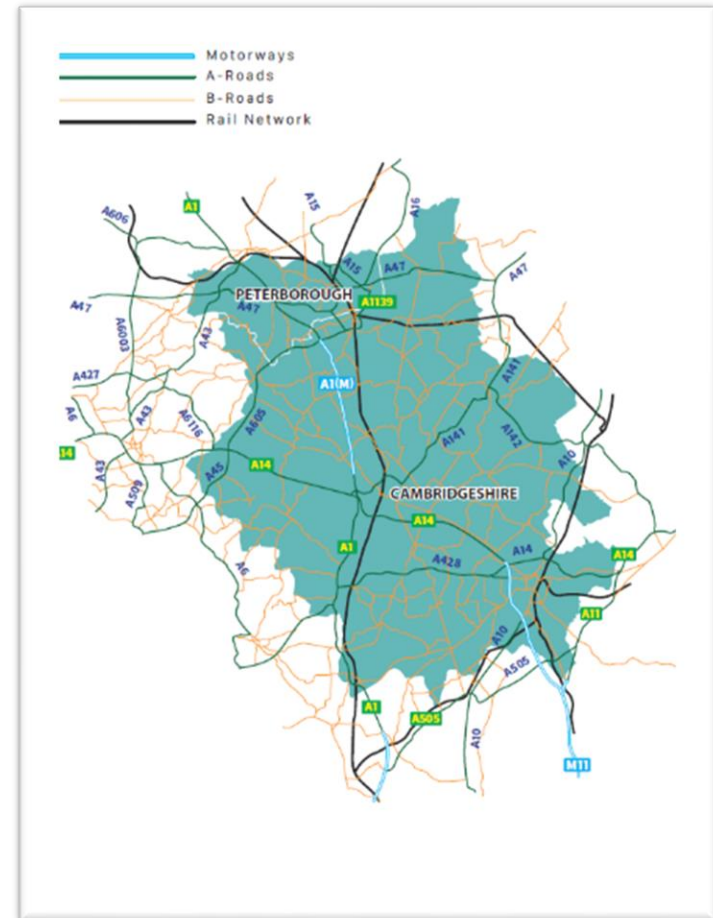
Mayor Dr Nik Johnson aims to leave a lasting legacy that enables improved life expectancy and those additional years lived to be in good health and wealth. Reduced inequality, sustainable growth, more active communities, and a region that celebrates and further enhances its uniqueness on the local and global stage, will be the enduring impact.

Delivering on this ambition through strong partnerships, the Mayor aims to build upon the delegated powers and our achievements to continue enabling the region to grow and thrive. With more connectivity, spreading of prosperity, developing skills, and improving the region's environment and resilience, the Mayor's ambition and areas of priority can be achieved.

SCOPE OF THE LTCP

GEOGRAPHICAL SCOPE

Each District of Cambridgeshire and Peterborough is different and therefore it is imperative that distinct strategies have been developed for the geographical areas of East Cambridgeshire, Fenland, Greater Cambridge, Huntingdonshire, and Peterborough. These are set out in their own specific separate chapters, and each reflects local transport constraints, opportunities, and patterns of growth.

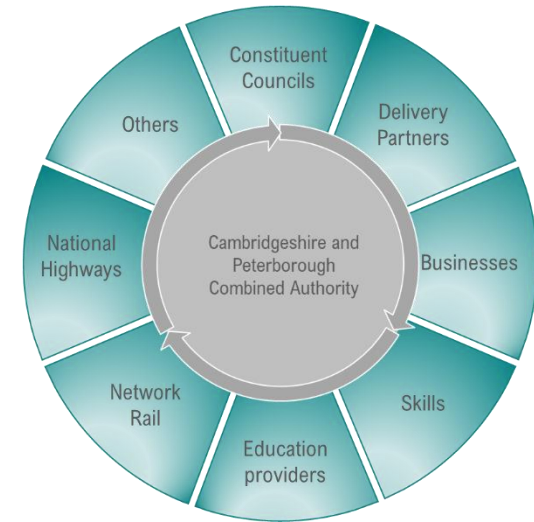


OUR LOCAL AREAS



DEVELOPING THE LTCP

OUR PARTNERS



STAKEHOLDER ENGAGEMENT

Collaboration is a core organisational value. This Plan has been developed alongside County, District and City Council partners from an early phase, including its foundational vision, goals, and objectives.

PRE-ENGAGEMENT

We held a public pre-statutory consultation engagement phase in November 2021 with key stakeholders including local employers, education, and health organisations, as well as members of the public. This phase asked for feedback on the overall vision, goals, and objectives. Mapping was undertaken to identify a range of stakeholders across the region and from a variety of sectors. Communications activities including press releases, newsletters and a social media strategy were developed. The aim was to gain from stakeholders their feedback on what the LTCP should seek to achieve before the full draft of the document was made.

A dedicated website, *yourltcp.co.uk*, was established so people could give feedback in the pre-engagement phase of the Plan’s development.

This collaborative and listening-led approach involved an engagement process more rigorous and long-lasting than the usual consultative process. The work with the public and stakeholders at the early phase also raised awareness of the LTCP.



PUBLIC CONSULTATION

Communications on the progress of the Plan continued throughout the full 12-week public consultation that ran from May to August 2022. Members of the public could sign a ‘register of interest’ updating on the LTCP’s progress, including when the consultation would launch.

The consultation involved an in-depth stakeholder engagement plan, which included continued collaboration with local councils and the stakeholders who participated in the pre-engagement. As with the pre-engagement, stakeholders from a range of sectors from private, to public and third sectors were invited to briefings on the draft LTCP where they could also ask questions and give feedback. They included businesses from a range of sectors, passenger groups, delivery bodies, campaign groups, charities, health, and education stakeholders. Information about the Plan was also passed through wider networks in business and public sectors.

The consultation was widely promoted through media, social media, and advertising, including at 800 bus stops in the region, to raise awareness of the consultation.

The *yourltcp.co.uk* website was updated and expanded to serve as a full consultation website where people could read more information about the draft LTCP and take part in the consultation.

Fourteen in-person consultation events were held at various venues across each of the Districts and cities in our area and were advertised in local newspapers and through the local media. Consultation packs and survey forms were also available at local pick-up points in each District, and these could be returned freepost. Consultees could also call a freephone information line.

The consultation questions were broken down into the LTCP’s draft vision, goals, and objectives, and then inviting feedback on the overall and regional transport strategies



for Cambridgeshire and Peterborough. Consultees could also give more general feedback about the document.

A consultation report and a 'You Said, We Did' document describing how the feedback shaped the Plan was produced following analysis of the consultation feedback and is available as part of this Plan's documentation suite.

OUR STRATEGY

Our Plan is designed to be focused on meeting our ambitious plans and aims to present a clear strategy for meeting our six goals of Productivity, Connectivity, Health, Safety, Climate and Environment.

In June 2021, our Combined Authority Board agreed that our LTP would be refreshed and include the recommendations of the *Independent Commission on Climate Report* that stated that measures to reduce car miles driven (including improvements to public transport, trials of on-demand electric buses and infrastructure for walking and cycling) should be implemented to achieve a 15% reduction in car mileage by 2030.

Following thorough analysis by independent consultants, our 15% reduction target (from a 2019 baseline) has been recognised as a very challenging yet an achievable target. Further information can be found in the Quantified Carbon Assessment that accompanies this Plan as a supporting document. The analysis showed that adherence with this target would ensure we align with central government's Climate Change Committee's (CCC) *Sixth Carbon Budget* up until 2028. The Intergovernmental Panel on Climate Change's (IPCC) *Sixth Assessment Report* reinforced this by stating that we need to take urgent, systemwide transformations to secure a net zero, climate-resilient future. The 10 key solutions outlined by the IPCC to mitigate climate change is outlined below:

The cutting of emissions will require urban planning that minimise the need for travel, as well as the build-out of shared, public, and non-motorised transport. Such a transformation will also require an increase in the supply of electric passenger

vehicles, commercial vehicles, and buses, coupled with wide-scale installation of rapid-charging infrastructure.

To achieve the government's carbon targets, our own 15% reduction in vehicle kilometres and this Plan's overarching vision, aims and objectives, we will build on existing measures and develop new ones that align with the following three principles:

AVOID

Avoiding unnecessary travel by reducing the number and length of trips needed. We aim to achieve this through improving planning for homes, key services and employment sites, travel planning and levels of digital connectivity.

SHIFT




Shifting travel choices to more sustainable modes of transport, including public transport, walking, and cycling, away from car use.

IMPROVE

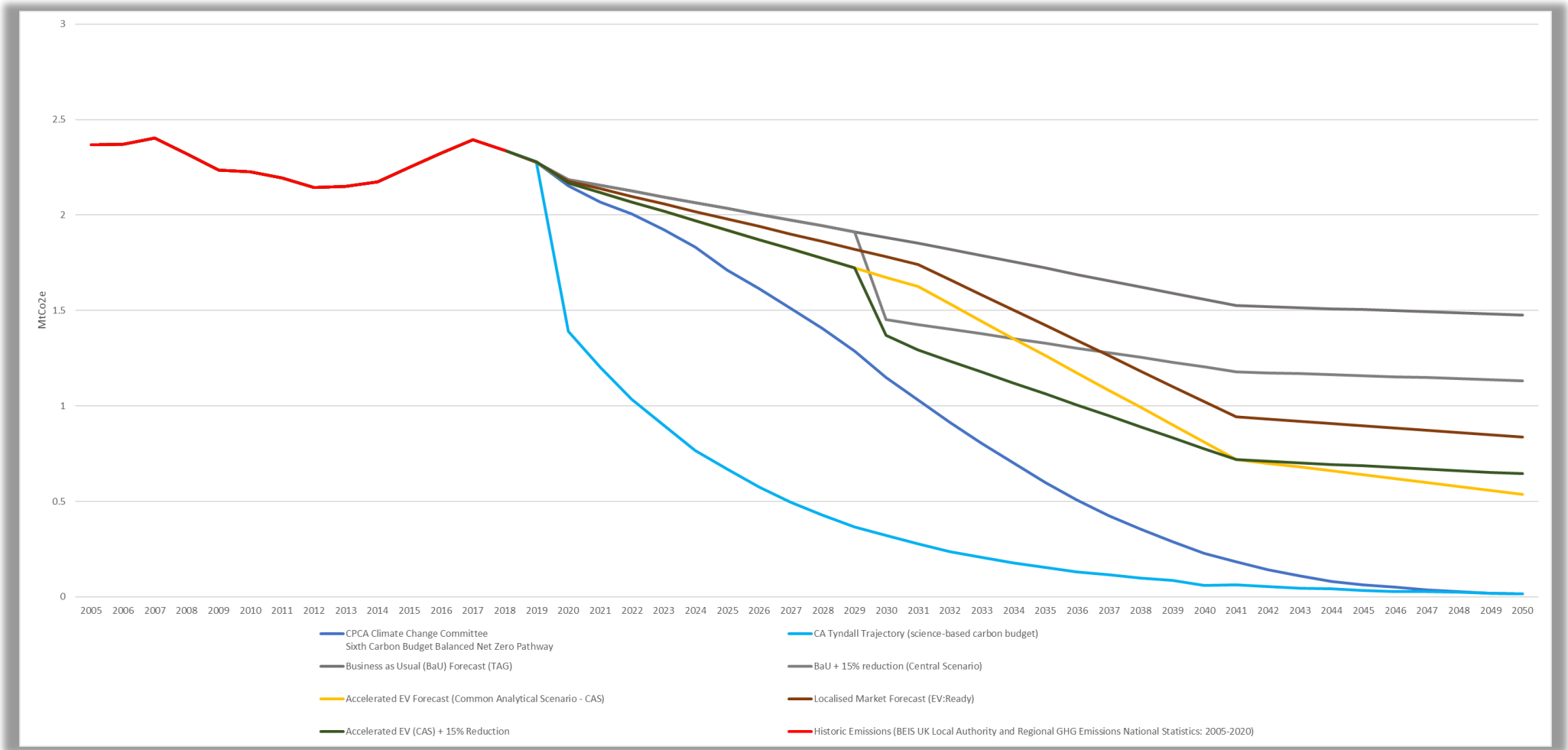
Improving the operational efficiency and journey experience of our transport network.

The objective of our A-S-I approach is to promote alternative mobility solutions and to develop sustainable transport systems for the people and businesses of the region in order to achieve significant carbon emission reductions, reduce energy consumption and congestion, whilst creating healthier and more attractive places to live and work.



AVOID	SHIFT	IMPROVE
 <p>Reduce the NEED to travel and the DISTANCE people travel</p>	 <p>Reduce car-use and encourage a MODAL SHIFT towards public transport and active modes</p>	 <p>Improve transport modes through INVESTMENT and TECHNOLOGICAL INNOVATION</p>
Spatial Planning (Self Containment)	Active Travel	Alternative Fuels Uptake
Substitute Trips (Home Working)	Public Transport	Digital Solutions
Digital Connectivity	Future Freight Solutions	
	Future Mobility and Shared Modes	
	Demand Management (Physical Intervention)	
	Demand Management (Pricing Interventions)	





Modelling of influencing factors that can have an impact on decarbonising our transport network, has shown that there is no single intervention which can achieve the scale of reduction in vehicle use we require. As outlined within our Quantified Carbon Assessment work contained within a supporting document to this Plan (undertaken by WSP), of the measures tested, Avoid measures (improved digital connectivity, spatial planning) and Demand Management (pricing strategies and physical measures) have been found to have the greatest influence.



At the strategic level, individual measures have then been packaged together and tested against our target and the Climate Change Committee’s pathway aligned to net zero target for 2050. Analysis shows that an ambitious programme of realistically deliverable interventions should achieve our target but will still leave a residual gap in cumulative emissions against the Climate Change Committee’s pathway.

This document gives a breadth of options for Local Authorities; however, these will be subject to the agreement of the Highways Authority for Peterborough, and the Highways Authority for Cambridgeshire. In the case of Cambridgeshire, the Highways Authority will also consult with the relevant District Council.

AVOID

NEED TO TRAVEL AND DISTANCE TRAVELLED

The easiest and most effective way of reducing the impacts of travel is to provide alternatives to remove the need to make certain journeys. We will support the development of, and ensure fair access to, online options for education, training, and employment as well as access to goods, services, amenities, and social connections that are key to reducing the need to travel. There is clear value for face-to-face social interaction, and we do not wish to restrict opportunities to travel, however there are a range of options where we can support those who wish to free up the time and cost associated with travelling.

COVID-19 demonstrated the role that digital connectivity can play in enabling many people to work and connect with others remotely. The crisis accelerated the pace of digital adoption in organisations and businesses across many sectors. It showed that digital transformation can help reduce the need to travel through remote working and enable businesses and people to access services and networks online.



Changes in working patterns during the pandemic demonstrated the benefit of home working in reducing commuter travel and the associated emissions. We recognise that home working is not feasible for many job roles, nor will it be practical for those who do not have home environments suitable for work. We will reduce the need to travel wherever possible, working with our Local Planning Authority partners and stakeholders

to enable people to live locally and travel less. There are a number of actions that we will support in order to realise the benefits on everyday lives as a result of a reduced need to travel, and these include:

- A wider range of local services and amenities because the population is sufficient to support them;
- Freedom from large, traffic-generating developments which undermine local services;
- Increased rates of walking, cycling and public transport use and decreased car use, in line with transport, health and urban improvement objectives
- Journeys short enough to be made on foot and by bicycle;
- Local services that can be reached on foot, by bicycle and by local public transport, especially for those without cars; and
- More vibrant town and neighbourhood centres.

Alongside more walking, cycling, public and shared transport use, reducing the need to travel and distances travelled plays an important role in providing alternatives to private vehicle use and improving choice and opportunities for all.



Through the effective planning of services so that they are within easy and accessible walking distance for our residents and users. We will support and empower Local Authorities and communities who wish to consider and develop 20-minute neighbourhoods where appropriate and supported by local partners, including the Local Authority.

We will reduce the need to travel by improving digital connectivity (including full fibre broadband, 4G and 5G mobile data connectivity). This will help to reduce the need to travel by providing residents with the ability to work, shop and access services such as medical appointments from home. In doing so we can reduce the number of trips made by the private car, improving air quality, and creating more welcoming places for people to walk and cycle. England's Economic Heartland predicts that if people who used to commute by car continue to work from home for two days per week, this would result in a reduction of 10-12% in peak hour traffic.

Flexible working patterns may also help to spread travel demand peaks, helping to manage the impacts of proposed growth on the transport network. When travel is required, digital connectivity is important for supporting Connected and Autonomous Vehicles (CAV) that need 5G connectivity to safely navigate our highways. In addition, connectivity improves the journey experience as it allows the more convenient use of mobile phones for navigation, real time journey information and booking tickets.

The integration of full fibre infrastructure across our region (within our homes, offices, highways, signage, street furniture, public buildings, and medical facilities) will benefit our residents by:

- Allowing traffic sensors to capture data leading to safer and more efficient journeys;
- Continuing to attract high tech businesses to invest in the area due to good connectivity;
- Increasing our ability to work from home, reducing the need for commuting and transport costs; and
- Providing integrated real-time public transport information.

We will work with local partners to develop and implement accessible local community hubs where a range of services, activities, and opportunities are provided. This will lead to greater social cohesion and reduce the need to travel longer distances or make multiple journeys.

REMOTE WORKING

Remote working reduces the need to travel by private car and in so doing reduces the number of vehicle trips, particularly at peak times. This will contribute to delivery of net zero carbon aspirations, improve air quality and free up road space for walking and cycling.

Since the COVID-19 pandemic we have seen rapid growth in flexible and remote working as this demonstrated the capability for many people to work from home or local hubs. It is expected that there will continue to be a growth in the proportion of people working remotely compared to 2019 levels.

We recognise that not everyone can work from home and there will always be some residents who need to travel to work by private car or van. They will be supported by this Plan through the reduction in car trips and associated congestion via our proposed policies and interventions.

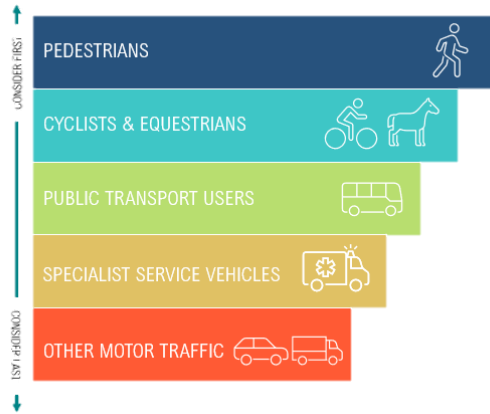
Reducing the number of vehicle journeys will improve air quality and create more relaxing and welcoming streets. It will improve road safety and free up road space for active travel. Remote working may also reduce the need for car ownership, which helps to free up space for other uses like green and communal space and allow current parking to be repurposed.

SHIFT

ACTIVE TRAVEL

We will deliver a clear package of policies, investments, and interventions aimed at ensuring that government's commitments within *Gear Change* are achieved. This includes a target that by 2030 at least half of all journeys in our towns and cities are walked, wheeled, or cycled. We will prioritise active travel whilst improving accessibility and connectivity for non-motorised transport where appropriate.





In line with government’s revised *Manual for Streets*, our investments will be focused on creating environments that make walking, cycling, the use of mobility aids, public transport, and other new forms of mobility the natural first choice for journeys. The promotion of behavioural change and a renewed focus on active travel investments will provide a genuine modal choice and will support

sustainable growth by improving outcomes for health and wellbeing and the environment.

ENCOURAGING A SWITCH TO ACTIVE TRAVEL

Active travel is important to all of us. Even the shortest of journeys from our front door will usually involve a walk, wheel, or cycle for most of us. It becomes an integral part of longer trips too, especially when part of a journey by other sustainable forms of transport such as bus or rail. Given that we are all ‘active travellers’ to a greater or lesser extent, it is perhaps surprising that the design of places has so often seemed to prioritise the needs of vehicles over the needs of people, creating barriers that discourage people from walking, wheeling, or cycling more often for longer distances.

We must increase the number of journeys walked or undertaken by mobility aids. The argument is compelling as it contributes to almost all of this Plan’s objectives as well as government’s national priorities. Of all modes of transport, active travel is the least detrimental to the world around us as it uses the least of the Earth’s resources, whilst minimising pollution. Its contribution to wider policy areas is significant.

We are an increasingly sedentary society and the consequences of this costs the NHS millions of pounds each year and affects the quality of life of so many people. By

embracing active travel in our daily lives, we can easily increase the amount of exercise we get, which in turn helps to improve a range of health outcomes. When it comes to the uptake of active travel across the region, there are large disparities between areas in terms of the number of journeys travelled and consequently the scale and type of interventions that are needed to significantly increase the amount of walking, wheeling, and cycling.

Historically, Cambridge has a proud tradition of active travel. The city is unique in this country in having a very significant level of cycling, with 29% of journeys to work being made by bike. The topography of the area lends itself to cycling and where safe infrastructure is provided people will tend to commute much further by bike than traditionally assumed. Different types of bikes, such as e-bikes and cargo bikes, are also expanding the range and nature of trips that people, including those disabled, are making.

Peterborough was also one of three Department for Transport’s (DfT) Sustainable Travel Demonstration Towns from 2004–2009 with impressive results showing what can be achieved when revenue and capital funding are applied to deliver a modal shift.

Conversely, elsewhere in the region, rates of active travel are more in line with national averages, especially in rural areas. Despite the topography of the area being ideal for cycling, the lack of road space allocation, poor carriageway condition, perceived and real concerns around safety, lack of connectivity (especially in our rural areas) and conflicting needs of different roads users are among the reasons given as to why people travel by private car rather than active travel modes.

Without investment in active travel infrastructure, travel by these modes will remain a less attractive alternative. This can create a vicious cycle of fewer trips being made by active travel modes, and more being made by private car, contributing towards greater levels of congestion from shorter car trips, a deterioration in local air quality and missed opportunities to improve the health of our local communities. However, there remains a clear appetite to use active travel more often as part of our daily lives, as figures from the pandemic demonstrate. Across Peterborough and all Districts outside of Cambridge city, there was an increase in cycling, showing that when the conditions



are right, people will swap their cars for active travel. The challenge is therefore to recreate those conditions whereby walking, wheeling, and cycling is the obvious and easiest mode of choice for more trips.

When not walking, it is essential to make cycling a natural first choice and therefore we need to make it simple to access a bicycle. The availability of shared bicycles and e-bikes will help to make cycling a convenient option for all people, including those with disabilities. Simple, low-cost access to e-bikes as well as adapted cycles will open this mode up to a wider range of people, including those with disabilities.

This Plan recognises the important link between people and place and the benefits that a high-quality public realm, which encourages increased levels of active travel, can bring to the local economy as well as benefiting the environment. We support interventions that contribute to making active travel the obvious first choice for most short trips, or as part of a longer trip by other forms of sustainable transport. This investment in world-class Dutch-quality walking and cycling facilities will include a network of segregated cycleways across our region, designed where appropriate to accommodate a wide range of non-motorised users including horse riders and carriage drivers. In addition, we support measures that improve and enhance the public realm and that prioritise pedestrians and non-motorised users over vehicles.

The principles of Healthy Streets will assist us in forming our framework for future plans and investment priorities. Measures will be tailored to the individual location as what works in one place will not necessarily be appropriate in another. A range of tools exist that can reduce vehicle speeds and provide road space reallocation and modal filters.



We will support and empower Local Authorities and partners who wish to consider and develop appropriate 20-minute neighbourhoods across the region. Within our neighbourhoods we will look to reduce motor traffic, and in doing so, reduce air pollution, noise pollution and road accidents. They can make the character of residential streets more pleasant, inclusive, and safer for people to walk and cycle, whilst creating spaces to play and socialise. Buses would be appropriately routed to provide improved connectivity, reducing traffic levels, and helping to connect people to local amenities.

Where there is support including that of the Local Authority, for the idea of 20-minute neighbourhoods consideration will be given to their appropriateness and implementation. These ensure that within urban areas a complete, compact, and connected neighbourhood is provided, where people’s everyday needs can be met within a short walk or cycle. The result of the successful implementation of appropriate 20-minute neighbourhoods could boost local economies, improve health and wellbeing, and increase social connections within our communities.

Active travel measures can create more inclusive communities, as people do not need to be able to afford to run and/or have access to a private car to reach key destinations and opportunities for work, education, leisure, or services. The active travel infrastructure itself needs to be inclusive giving due consideration to the needs of the wider range of non-motorised users. Whilst the focus of this Plan is on walking, wheeling, and cycling journeys, it is recognised that these can overlap and sometimes conflict with those being made for leisure purposes or to access the wider public rights of way network, especially outside built-up areas.

A key focus of our strategy will be the investigation, development, and implementation of key connections within our rural environment to ensure that active travel is a feasible and safe option. Improvements to the public rights of way network itself are set out in *Rights of Way Improvement Plans* (RoWIPs). Any new or enhanced active travel infrastructure must protect and consider the needs of those walking, cycling and horse riding as a leisure, recreational or commercial activity from the outset of the project.



New developments provide real opportunities to embrace and proactively promote and encourage active travel. When people undertake a major lifestyle change such as moving house or job, it can be the catalyst for trying something new or rethinking entrenched behaviours. To capitalise on this and to ensure that active travel is the obvious mode of choice for shorter journeys, high quality infrastructure must be provided from the outset. The principles outlined in the *Manual for Streets*, *LTN 1/20*, the *Cambridgeshire Active Travel Design Guide*, and the emerging *Active Travel Toolkit for New Developments* must be reflected in new developments. It is important that the different needs of pedestrians and mobility aid users are considered separately to those of cyclists and that internal networks are designed to be coherent, direct, safe, comfortable, and attractive. We will work with our District and City Council partners to ensure that appropriate active travel routes are safeguarded within Local Plans.

Case Study: Chisholm Trail



The Chisholm Trail is an exciting new walking and cycling route, creating a mostly off-road and traffic-free route between Cambridge Station and the new Cambridge North Station. It will link to Addenbrooke's Hospital and the Biomedical Campus in the

south and to the business and science parks in the north. Phase 1 is complete with Phase 2 starting soon.

In addition, new developments need to provide for leisure opportunities to support the physical and mental wellbeing of existing and new communities. This will include the protection and enhancement of the existing Public Rights of Way network.

Where existing highway infrastructure is being maintained or improved, either by our Local Highways Authorities or by National Highways, it is expected that opportunities

will proactively be sought to improve or enhance the provision for active travel. Where new infrastructure is being delivered, be it highway, rail, or busway, it is expected that parallel provision for active travel and non-motorised users is planned for from the inception of the project, and opportunities sought to connect with existing provision. Any severance in our existing provision, including for non-motorised users, must be addressed in the planning of the scheme to ensure that coherent networks are maintained and enhanced.

Case Study: Histon Road, Cambridge

The multi-million-pound scheme includes enhanced footpaths, cycle lanes, bus lanes, bus stops and pedestrian crossing infrastructure that will encourage more people to walk, cycle or take the bus along Histon Road, helping to cut congestion and improve air quality.



A state-of-the-art CYCLOPS junction has been constructed that facilitates an orbital cycle route separating cyclists from motor traffic and pedestrians at the crossroads of Gilbert and Warwick Road. This scheme was commended by the Chartered Institute for Highways and Transportation for "healthy transport" projects.

In creating more conducive environments for people to walk, wheel and cycle it is reasonable that people want assurance that the places they need to get to are well connected, safe, direct, and pleasant to use. It is recognised that current provision varies especially in our rural areas that are not as well developed, primarily due to low population densities, lack of viable on-carriageway solutions and higher costs due to longer distances. The *Cambridgeshire Local Cycling and Walking Improvement Plan* (LCWIP), *Peterborough LCWIP*, *Cambridgeshire Active Travel Strategy*, and district-based transport strategies give greater detail on the nature and location of specific improvements.

Case Study: Whittlesey Heritage Walk



This new, bespoke heritage walk was delivered by Fenland District Council and funded by us. It provides a number of walking routes around Whittlesey highlighting key features and the rich history in the area. The routes encourage people to get active and learn about their local area. The walk links to Whittlesea Railway Station and Lattersey Nature Reserve and promotes the National Cycling Network Route 63 that goes through Whittlesey. Accessibility has been improved with resurfaced pathways, additional dropped kerbs and the introduction of additional seating providing regular resting places for

people unable to walk longer distances. The route information is accessed through physical information boards located at intervals along the route. Details are available online through a downloadable brochure also available in hard copy and the *Love Exploring* app features the walking routes and includes augmented reality games and trails as part of its unique offer.

In rural areas, the priority will be to provide new or improved connections to key services in towns and villages, employment centres, transport hubs and places of education that are within walking or cycling distance. Priority will be to improve links from outlying villages to places of education, training centres, transport interchanges and Travel Hubs. Connecting more efficiently and effectively to educational establishments and training centres increases choice for our residents and will allow for greater levels of upskilling across the region. The focus will be on providing routes segregated from traffic or modal filters to reduce traffic volumes where appropriate alternative routes exist. Where highway space is insufficient for segregation, private land will be sought along field edges.

Case Study: Collaboration between East Cambridgeshire and Sustrans



East Cambridgeshire District Council prioritised five routes and commissioned Sustrans to produce feasibility studies to give a better understanding of the factors that need to be considered to deliver the cycle routes and an estimate of the cost. The District Council has recently commissioned a further five studies as

these are important our ability to make the case for future investment as they will ensure that we have developed proposals to put forward when funding pots are made available.

In urban areas, expansion of the walking and cycling network will focus on filling in the gaps, removing barriers and identifying new routes to create a safe, convenient, direct active travel network linking to education, employment, public transport hubs, shops, and other services. Improvements will include enhancing junctions, the provision of segregated facilities, speed and traffic reduction measures along main radial and orbital

Case Study: River Nene Pedestrian Bridge



The project will construct a pedestrian bridge to link the Embankment with Fletton Quays, offering pedestrians and cyclists an alternative route across the river, away from the busy main road. It will create a good link from the south of the city to the new

university campus. The bridge will extend the city's Green Wheel and play an important part in making active travel the default option for getting around the city. This will help boost public health and air quality by reducing city centre traffic.

roads, widening existing or providing new paths and removing or designing out the need for physical barriers.

LINKS TO RELEVANT POLICIES AND DOCUMENTS

- Cambridgeshire & Peterborough Health & Integrated Care Strategy (2022)
- Cambridgeshire Local Cycling and Walking Infrastructure Plan (2022)
- Cambridgeshire Rights of Way Improvement Plan
- Department for Environment, Food and Rural Affairs 25 Year Environment Plan (2018)
- Draft Cambridgeshire Active Travel Strategy (2023)
- East Cambridgeshire Cycling and Walking Routes Strategy
- Fenland Walking, Cycling and Mobility Aid Improvement Strategy
- Gear Change – a bold vision for walking and cycling (2020)
- Healthy Streets
- Highway Code update
- LTN 1/20 Cycle infrastructure design (2020)
- Manual for Streets
- National Planning Policy Framework (2021)
- Peterborough Local Cycling and Walking Infrastructure Plan
- Peterborough Rights of Way Improvement Plan (2016) Second Cycling and Walking Investment Strategy (2022)

PUBLIC TRANSPORT

To successfully meet the vision and goals for this Plan it is important that we deliver an integrated public transport network. This includes accessible, affordable, reliable, safe, and frequent public and community transport; and integrated and seamless interchanges between modes.

We want to encourage shift from the private car to public transport thereby reducing car dependency and helping to meet net zero and our target of reducing car mileage by 15%. A shift away from a car to bus or train makes more efficient use of the available space on the network, as well as offering the opportunity to move higher

numbers of those wishing to travel and to do so on vehicles with cleaner and more efficient emission standards, such as electric and alternative fuelled buses and trains.

BUSES

Buses form a fundamental component of our sustainable transport network for journeys beyond distances people can use active travel, allowing people to access key services, training, and employment opportunities. We will improve our public transport offer by developing and delivering the most appropriate financial and operational framework for buses. We want to create a virtuous circle: increasing usage, with reduced operating costs so better services can be sustained without a permanently higher per-passenger subsidy.

Our ambition is to see Cambridgeshire and Peterborough at the forefront of excellent public transport provision. We aim to transform bus travel – offering high levels of convenience and connectivity – not just in our urban areas, but across the entire region, including rural areas and market towns; something not seen on such a scale anywhere else in the UK. We will deliver a fully integrated bus network, serving the needs of the region. We want to make journeys quicker, cheaper, and more reliable, delivering attractive, environmentally friendly services across our area. To do that, we need to improve the whole journey, ensuring that off-bus infrastructure and services complement the on-bus travel experience. We want to totally transform the image of bus travel, so that people feel good about using buses.

Better bus services will benefit everyone. They will provide easier access to health, education, training, and employment opportunities, as well as the ability to reach a wider range of shopping and leisure facilities. Equally, they will provide a real alternative to using the car.

In using the bus, people will be championing a response to the climate emergency and the achievement of a fairer society for all.

The recently adopted Cambridgeshire and Peterborough's **Bus Strategy** sets out the ways in which we want to make bus travel more convenient, very attractive and easy to use, such that it becomes the obvious way to make a journey. This means improving



every aspect of the current service, building on the strong foundations already in place, including the Busway, Cambridge Park & Ride, and demand responsive Ting service. Overall, the **Bus Strategy** sets out the main principles of how we will achieve our ambition and more than double bus patronage by 2030.

We need to do much more to improve our bus network and address some key challenges that have been highlighted in local public engagement exercises over recent years:

- Bus services do not offer a practical option for many journeys because they are not viable, do not go to the right places at suitable times, or are too infrequent;
- Considered expensive by many and not value for money;
- Inconvenience – 58% of non-bus users cited inconvenience as the reason for not using the bus, seeing cars as a faster and cheaper way to travel;
- Poor reliability – 65% of bus users want to see more reliable bus services, followed by more frequent services and faster bus journey times;
- The attractiveness of bus travel is hampered by inadequate information, difficult to understand timetables, complex fares, and variable standards of services; and
- They may not be co-ordinated to connect with other services and are perceived as being unreliable and offering no advantage over the private car.

Success in achieving this Plan’s vision will mean more travel by bus and less reliance on car travel. This in turn will help us maintain economic growth, care for the environment, and improve quality of life. To realise the vision, this Plan and the associated **Bus Strategy** seeks to achieve the following:

- A comprehensive bus network, better connecting people to places across all parts of the region and beyond;
- A doubling of bus passengers (based on 2019/20 levels) by 2030. Less traffic and congestion by attracting car users to buses;
- A more affordable network, with simplified fares and capping across the network;
- A more understandable bus network, services, and fares, with clear information at all stages of a journeys and easy ticketing;

- A transition to new, low emission vehicles, providing all the benefits of modern bus travel;
- Better bus infrastructure, including bus shelters and widespread real time information coverage;
- Buses are part of a fully integrated and planned transport system;
- Faster and more punctual journeys by bus, delivered with more, effective bus priority measures to ensure that these help rather than hindering traffic movement;
- High quality passenger waiting facilities; and
- Good quality services with high levels of satisfaction amongst customers.

The **Bus Strategy** aims to set out how bus services will be improved to deliver the goals and objectives of this Plan and Greater Cambridge Partnership’s transformation of the public transport network, as part of its City Access programme. The aim of the **Bus Strategy** is to pave the way for a bus network that is convenient, attractive, and easy to use, characterised by the following attributes:



COMMENT	<ul style="list-style-type: none"> • Routes connecting to places and activities that people want to get to; • Services are available in all areas; • Direct routes with little deviation; • Frequent services with limited waiting time in-between; • Services are available all day and into the evening, every day; and • Range of tickets to meet different needs
ATTRACTIVE	<ul style="list-style-type: none"> • The network is simple and easy to understand; • Buses have a great public image, and everyone like using them; • Services can be relied upon and run to time, without delay; • Cost of using a bus is considered good value for money, with targeted fares offers that <u>incentivise</u> some groups; • Buses run direct and quick; • Buses are clean, comfortable, and pleasant to ride on; • Services are well marketed and there is plenty of clear information in a range of formats, available via different media; • Waiting environment are attractive, offer seating and information, and people feel safe using them; • Pleasant and helpful drivers, able to assist when needed; and • Zero emission buses, offering a quiet and smooth ride
EASY	<ul style="list-style-type: none"> • A single understandable network that functions as one, with connecting services, branding, and system-wide ticketing; • Ability for people to transfer between bus and other travel modes (walk, cycle, e-scooter, car, coach, train); • A clear service offer, backed by a Passenger Charter; • Buses run at regular time intervals and with consistent frequencies; • Stable services with minimal changes, removing uncertainty and confusion; • Simple fares with payment through a range of methods; • A system that is accessible and used by all; and • Plenty of information is readily available.

Achieving these outcomes will rely on the delivery of a programme of evidence-based interventions across the Cambridgeshire and Peterborough geography. Bold decisions will be needed, backed by a steady, consistent, and determined approach to delivering a better bus network for all. Significant capital and revenue funding sources will need to be identified from various sources to realise our ambition.

Working with partners, we aim to deliver an enhanced bus network, both in existing areas and at our new settlements, with more reliable, faster, and more frequent services that opens up access to employment, education and services and becomes the natural choice for many more people. Our revised **Bus Strategy** and **Bus Service Improvement Plan** (BSIP) will aim to ensure that everyone has the opportunity to travel; their chances in life should not be constrained by the lack of travel facilities open to them.

This Plan supports the work of the Greater Cambridge Partnership, who are developing their ‘Making Connections project’ that aims to provide a competitive, comprehensive public transport network and reduce traffic levels in and around Cambridge city by 10-15% on 2011 levels in order to improve journey times and reduce pollution.

Case Study: Cambridgeshire Busway

16 miles of reserved track stretch from St Ives in the north west to Addenbrookes and Trumpington south of Cambridge. With 18 new guided buses refreshing the fleet at the start of 2020, including a dozen unique three axle 100-seater double-deckers to deal with peak loadings and reduce standees, the Busway, largely running on reserved track at steady 56mph, contributes considerably to reducing congestion along the A14 corridor and around the Addenbrookes Biomedical campus.



GREENING THE FLEET

As well as achieving reductions in vehicle mileage and shifting journeys to sustainable modes such as active travel and an affordable public transport, it is crucial that we ensure our public transport offering is leading the way on the use of alternative fuels, to tackle our net zero and air quality targets.

We will work with local partners to develop a charging network for electric vehicles (EVs); improving public transport through new infrastructure, bus reform and network improvement and replacement electric buses.

We and our partners have successfully secured funding from Zero Emission Bus Regional Areas allocation that will enable us to replace 10% of the most heavily polluting fleet with the electric vehicles entering into operational service in 2023. The bid aligned with our vision to develop and implement a rolling programme to replace 30-35 buses a year across the region to decarbonise the entire network affordably, progressively, and systematically. By funding electric bus charging infrastructure in the region now, we are starting to remove a significant barrier to operator transition to zero emission vehicles by our local bus.

DEMAND RESPONSIVE TRANSPORT

We recognise that we have vast rural and less accessible areas where existing bus travel is sparse or even non-existent. Learning lessons from our Ting trial and other Demand Responsive Transport (DRT) schemes across the country, we will look to tackle this by expanding the bus network into rural areas where this is possible and delivering in other areas.

Case Study: Demand Responsive Transport

We launched Ting (our new on-demand bus service) in October 2021 to support rural communities across the western part of Huntingdonshire. This innovative wide area demand responsive transport scheme uses four vehicles to maintain an anywhere-to-anywhere bus link in real time across 360 sq.km of west



Huntingdonshire. The three conventional bus services in this area (each running 1 – 4 round trips daily) are to be merged into the Ting service by registering significant turn-up-and-go flows as part of the DRT offering to create better journey aggregation and reduce expenditure. This service directly supports our **Bus Strategy's** vision, giving access for everyone to quick and easy travel. As part of its tender renewal after 12 months of trial operation, two of the vehicles to be used will be new electric minibuses.



RAIL

Cambridgeshire and Peterborough play a pivotal role in the UK rail network, with rail lines heading north, south, east, and west passing through our region. The railway is a national network but a vital local asset helping to transport both people and goods. The rail network is also a vital component in supporting our economic development and addressing social inequalities by providing the links with locations within Cambridgeshire and Peterborough, key regional destinations such as London Stansted Airport and with the rest of the United Kingdom.

We will work and lobby central government, the emerging Great British Rail, Network Rail, train operating companies, Sub-National Transport Bodies, neighbouring Local Authorities, and other partners to champion the needs of the people and businesses within our region. This will include the examination of heavy rail capacity improvements and station delivery.

We will work and lobby central government, the emerging Great British Rail, Network Rail, train operating companies, Sub-National Transport Bodies, neighbouring Local Authorities, and other partners to champion the needs of the people and businesses within our region. This will include the examination of heavy rail capacity improvements and station delivery.

We will promote a range of schemes to help encourage and accommodate a greater use of the rail network. To achieve this, we will continue to work and lobby rail operators to improve services for users to facilitate interaction with the local community via Hereward Community Rail Partnership and local Rail User Groups.

The rail network particularly in the north of the region provides vital east-west connectivity to key destinations in Cambridge and Peterborough; however, it essential that the frequency of these services is improved, including an hourly service between Ipswich and Peterborough. In addition, the East Coast Mainline (ECML) plays a critical north-south connectivity role within and through our region. Improvements on the ECML are needed to ensure that this route continues to function and deliver for passengers and freight travelling to and/or through Peterborough, Huntingdon, and St

Neots. We will therefore continue to work with Network Rail and train operators to investigate the viability of increasing the number of trains serving the area.

Case Study: Soham Station

Soham Station was opened in December 2021 that reconnected the community of Soham to the rail network. This scheme has made rail travel easy for people in Soham and the nearby villages; encouraged growth, housing, and jobs in the area; and linked Soham to nearby communities.



Rail has a critical role in supporting planned housing and employment growth and there are significant opportunities to develop and enhance the rail network. We will therefore promote new railway stations in the region, including Alconbury station, the construction of which would provide much needed additional capacity. Where new stations are required to facilitate new development, we will also support Local Planning Authorities in ensuring these are delivered in line with local and central government policies.

We champion and support the delivery of new rail links, such as East West Rail that will transform public transport connectivity along the Oxford to Cambridge corridor. It is important that this route is electrified from Day One of operation. In addition, improving accessibility between March and Wisbech to its rural hinterlands through the provision of a link between the two towns is vital for levelling up our region and addressing social inequalities. This scheme would bring greater employment, educational, retail and health opportunities and housing growth. As this scheme is developed, we will examine the use of innovative technologies to deliver the most appropriate solution.

Improvements to the rail network will also help to increase capacity for rail freight. An increased amount of rail freight will tackle many of the issues associated with freight movement. Therefore, we will continue to support, lobby, and promote nationally significant rail improvements such as Ely Area Capacity Enhancements (EACE), Snailwell Loop and Haughley Junction in Suffolk to enable more frequent services and make journeys quicker for passengers, whilst improving the potential for greater freight movements. It is imperative that careful consideration is given to rail freight routeing including the important role that the development of EACE and East West Rail can have in ensuring a more sustainable future for the region and the UK.

Key in the rejuvenation of Peterborough is the completion of the Station Quarter. This project aims to make improvements to better connect Peterborough rail station directly to the city centre. This will ultimately create a great first impression of Peterborough for visitors and commuters, cut down on travelling time between the station and city centre, create a safer and more visible route between the station and city centre and improve accessibility for active travel and those with restricted mobility.

Case Study: Peterborough Station Quarter

We secured £48million from the government's Levelling Up Fund bid for the first phase of regeneration of the area around Peterborough Train Station – known as



Peterborough Station Quarter. The project involves creating a new western entrance to the station with a car park – to create a double-sided station – with a new wider footbridge over the train lines. This will alleviate pressure on city centre roads, making it easier and safer to travel around the city by bicycle. Green areas

with biodiversity, community spaces and better connections to the city centre will make it safer and more attractive for bikes and pedestrians. The enhancement of station will improve rail passenger journeys and encourage more rail travel, which will have a positive economic impact on the city and regionally, as the city is already well connected to key areas of Eastern England and the rest of the UK.

MULTI-MODAL TRAVEL

If we are to increase the use of public transport, journeys need to be easy and attractive. Enabling viable multi-modal journeys is a key part of this. Multi-modal travel underpins our thinking about the various modes of public transport forming one connected system and recognises that these modes are not mutually exclusive and, in many cases, support one another.

The first and last mile of any journey is primarily completed by active travel, and therefore we will work with partners such as Active Travel England to ensure that there is seamless and integrated interchange between modes and passenger transport.

Multi-modal journeys require thinking about infrastructure and service times in a coordinated way. This includes examining ways to improve waiting facilities so that they are high-quality, safe, comfortable, accessible, resistant to inclement weather, and are compatible with active travel modes. We will investigate options for locating new interchange facilities and Mobility (Travel) Hubs in areas which maximise modal shift on to public transport. Appropriate, safe cycle parking at interchanges, synchronised departure times between trains and buses or combined ticketing are all examples of factors that affect the convenience of multi-modal options.

MOBILITY (TRAVEL) HUBS

Interchange is a key aspect of the multi-modal travel experience. Seamless, easy, and attractive interchange between sustainable modes is key to encouraging their use. Therefore, we will focus on a Mobility (Travel) Hub concept as a way to create and improve existing transport interchanges in our urban, peri-urban, and viable rural locations.

Mobility (Travel) Hubs will be developed for the needs of the specific location as no one size fits all. They will range from rural hubs to better connect communities to public transport, through to strategic interchanges at existing Park & Ride sites, railway stations or highway service stations. The aim is that with these rural locations, the hubs will be located in areas that residents can easily travel to by a range of modes before completing the majority of their onward journey by public transport.

LINKS TO RELEVANT POLICIES AND DOCUMENTS

- Cambridgeshire and Peterborough Bus Strategy (2023)

FUTURE MOBILITY AND SHARED MODES

We will invest in future mobility across our region. We will deliver a step change in mobility that is firmly focused on local needs, places, and people; providing significant benefit for all, especially those within our hardest to reach communities that could be left behind as technology moves forwards.

Micromobility offers affordable personal transport options whilst contributing to lowering congestion and carbon emissions. Technological advances in mobility will reduce dependency on single occupancy car journeys through the creation of a connected and integrated transport system. Emerging technologies will promote easy navigation and transition between sustainable transport modes using density and critical mass to support and sustain public transport solutions. We will continue to explore the role that new technologies can have in catering for first and last mile trips, such as e-scooters and e-bikes, and how best these initiatives are integrated seamlessly into our overarching transport network.

There is an opportunity to use new and developing technologies to help improve freight deliveries. This includes use of initiatives such as consolidated delivery hubs and the facilitation of more sustainable last mile delivery options within our urban and peri-urban areas.

It is expected that the future of mobility will be revolutionised through the introduction of autonomous vehicles utilising artificial intelligence, cameras, and sensors to detect their surroundings and to navigate and avoid obstacles without the need for human input. In the same way that electric vehicles require an appropriate charging infrastructure to make their roll-out a reality, autonomous vehicles need good mobile coverage to operate effectively. This technology will be explored to provide new links between key destinations and communities. In addition, as part of the Plan's digital policy, we will work with partners to expand and improve our mobile coverage.

Safety analysis has shown that those that use e-scooters generally feel comfortable about their safety. Currently, in Cambridge no incidents of a severe or critical nature have occurred, the most common injury being bruising. To mitigate these, a number of safety measures are in operation, including:

- App to have a reaction test to mitigate intoxicated use;
- Helmet selfie which awards loyalty points for wearing a helmet;
- In person safety events that include giving away free helmets;
- New e-scooter fleet with turning indicators, a reinforced fender and improved suspension to aid shock absorption and impact of cobblestones;
- Online safety school;
- Online safety test; and
- Users can opt to reduce the speed from 12.5mph to 9mph.

Analysis has shown a good participation in the online safety school.

Due to the difficulty in meeting the tax, insurance, vehicle standards and driving licence requirements, private e-scooters are effectively illegal to use on public roads. Whilst in trial areas, users are required to have a driving licence or provisional licence, with insurance requirements and vehicle standards met by the operator.

It is expected that central government will introduce a Transport Bill to provide greater regulation on new forms of micromobility by defining a new vehicle class, Low-speed, Zero Emission Vehicle. We will work closely with central government to understand what this means for our area as we look to develop and implement our own ***Micromobility Strategy***.



Case Study: VOI e-scooters in Cambridge



In the summer of 2020, the DfT fast tracked the introduction of trials for e-scooters to support a green restart of local transport. We, alongside our partners and VOI (operator), launched our e-scooter trial in October 2020 in Cambridge, with e-bikes in circulation since February 2021. Since the e-scooter trial started a number of lessons have been learned and it has

quickly become an important service for residents and visitors with the number of users continuing to grow. Users tend to be under the age of 34 and predominantly male. Whilst the difference in male and female usage of e-scooters is consistent with national analysis of micro-mobility, more can be done to improve female participation.

Whilst e-scooters do not have the same health benefits as active travel, some activity in using an e-scooter is involved and appears to attract those who would not have considered micro-mobility previously to switch their use away from cars. E-scooters within the trial offer an affordable way to travel with discounts available for students and those on a low income. The trial has currently been extended to the end of May 2024 and we will continue to look at ways to learn lessons to ensure the appropriate implementation wherever possible across our region.

LINKS TO RELEVANT POLICIES AND DOCUMENTS

- Future of Mobility: The Transport System
- Future of Mobility: Urban Strategy
- The Grand Challenges

FREIGHT

The country's and region's freight should be economically efficient, reliable, resilient, and environmentally sustainable and its needs to be considered alongside those of other users.

The freight system helps meet the UK's most essential needs: it supplies food to supermarkets and fuel to petrol stations, carries medical products to hospitals, and delivers letters and parcels to homes and businesses. The freight system plays a vital role in supporting economic activity: it transports raw materials and intermediate products to factories, goods to ports and products to retailers, supporting manufacturing, exports, and consumers.

Our communities depend upon regional, national, and international connectivity to drive economic prosperity. We must ensure that our businesses are connected sustainably to the main transport hubs, ports, and airports. However, we also recognise the many challenges that moving goods and freight between hubs, businesses and homes brings, and we will look to ensure that this is done in a safe, efficient, and sustainable way.

We will encourage the sustainable distribution of goods through minimising road-based travel and the associated environmental impacts of road haulage. It seeks to maintain economic efficiency and help improve the quality of life for the residents by reducing the environmental impact of freight movement and reduce the impact of HGVs on inappropriate routes (e.g., through residential neighbourhoods and areas with weight restrictions).

A key priority for the Plan is to shift goods and freight movements on to more sustainable modes of travel. Encouraging all those involved in moving goods and freight to use alternative fuelled vehicles will be a priority.

We will look to utilise a first/last mile strategy for deliveries. Electric last mile delivery vehicles are increasingly desirable, but it is important to balance sustainability and environmental consciousness whilst lowering fuel bills and significantly less vehicle



maintenance. We will work with partners to actively encourage the more sustainable first/last mile delivery strategy is implemented within our urban and peri-urban centres, wherever possible.

We will support infrastructure and signalling enhancements to improve rail freight capacity, taking freight off the road network, and moving it across the region more sustainably. These interventions will ensure that goods continue to flow freely into and out of the region, allowing trade and local businesses to flourish. We will work with neighbouring Local Authorities and partners to look at schemes and initiatives that improve access to London Stansted and London Luton Airports.

Rail improvements such as East West Rail, Ely Area Capacity Enhancements (EACE) and Snailwell Loop schemes within our region and Haughley Junction in Suffolk will enable more frequent services and make journeys quicker for passengers, whilst improving the potential for greater freight movements.

We recognise that road freight, both strategic and local, continues to play a huge role in our region and to that end, we will aim to make this more efficient, safer and to shift this to more sustainable fuelled vehicles. For example, we are currently working in partnership with National Highways to assess the viability of improvements to the A47 that would significantly enhance east-west movement. We will continue to work with England's Economic Heartland to understand the complexity of movements in and through the Oxford-Northampton-Peterborough corridor and promote the appropriate schemes that emerge from this study. In addition, we will continue to work with other neighbouring Local Transport Authorities to address east-west and north-south movements, including the A11 and A505.

One of the three key areas of concern identified by England Economic Heartland in its *Freight Study* of 2019 was the lack of appropriate lorry parking facilities. We have also identified this at the local level and therefore we will continue to work with partners to deliver more and better overnight parking and stopping facilities for drivers of Heavy Commercial Vehicles (HCVs). Through collaborative working with our partners, we will look to locate freight distribution centres in areas that facilitate more sustainable

and effective movements. Our position in relation to freight will be further enhanced through the development of a series of Quality Freight Partnerships.

Given freight's role as a major road network user, improving freight operations will help reduce conflicts with other modes of transport, pedestrians, and cyclists. Safety remains a fundamental consideration for freight and the movement of goods. We will continue to work with partners, particularly our Local Highways Authorities, to ensure road freight moves on the right routes, utilising appropriate route mapping to reduce conflicts between HGVs, HCVs and other road users, particularly vulnerable users.

We will continue to work with partners to develop and implement an appropriate *Freight Strategy* for the whole region. This will consider the efficient movement of goods and services. This will balance the needs of the local community and environment with those of the freight sector. Through this strategy, we and our partners will:

- Encourage freight operators to use specialised satellite navigation systems that produce specialist information for HCV drivers;
- Identify hotspots where enforcement is needed and use the information to influence the industry and the Police on education and enforcing restrictions;
- Liaise with Planning Authorities to identify and investigate freight issues and bring together spatial planning, freight transport and transport planning interests;
- Reduce the number of vehicle journeys and thereby the carbon emissions and other pollutants which can be directly detrimental to human health. This will include support for the concept of 'secure freight consolidation centres', last mile delivery and alternative fuelled vehicles where appropriate. This will ensure that diesel vans and trucks can be excluded from key urban areas by 2030, with local zero emission options presented where appropriate;
- Support constituent Councils in securing lorry parking facilities across the region and encourage developers to provide safe, secure lorry parks at strategic points across Cambridgeshire and Peterborough, especially along the strategic routes and in towns and developments with a high generation of HCV traffic;



- Supporting constituent Councils and partners to manage deliveries within towns and cities, such as maximising deliveries during the off-peak period and encouraging last mile deliveries by cargo bikes and other sustainable modes;
- Understand the region’s agricultural traffic movements and how these can be better accommodated to reduce their adverse impact on the transport network; and
- Seek funding from new and innovative sources to help us deliver our priorities to develop a fit-for-purpose freight network that allows Cambridgeshire and Peterborough to grow and prosper with due regard for a sense of well-being overall.

The deliverables of the *Freight Strategy* will be monitored and updated on a regular basis to ensure that the changing demands of the freight sector are considered and subsequently examine how new, emerging initiatives can be utilised.

LINKS TO RELEVANT POLICIES AND DOCUMENTS

- Freight Strategy
- HCV Advisory Route Maps

TRAVEL DEMAND MANAGEMENT

If we are to meet the challenge of climate change in a meaningful and effective way including our local target of reducing the number of vehicle kms by 15%, we need a radical rethink about how we use road space and its allocation between different, often competing, modes. Demand needs to be managed appropriately to enable us to meet our local objectives as well as national priorities and give greater priority to active travel and public transport in order to rebalance the transport network that has previously been predominantly designed around the private car.

There will be situations where it is necessary to actively discourage private car use. This may include consideration of demand management measures to help tackle local traffic and the associated issues. Travel Demand Management (TDM) is an umbrella

term for the application of strategies and policies to reduce travel demand, or to redistribute this demand in space, mode or in time.

Our effective TDM approach is based around four key pillars: the creation of capacity; the provision of genuine alternatives through a safe, integrated network; network management; and travel behaviour change solutions.

The use of a package of TDM measures should allow us to bring forward a number of benefits to the local community and their use will be investigated in specific locations. It is essential that when any TDM project and associated measures are developed, due consideration is given as to whether they are appropriate to the environment and communities whilst considering localised demographics, challenges, and issues. For any TDM to be successfully implemented, it is important that the following success factors are taken into consideration:

- A clear definition of the problem to understand the size of the challenge in the local environment;
- Due consultation and engagement when shaping the appropriate TDM scheme for the local environment;
- Information provided to the audience must be of the highest quality, thereby ensuring trust and credibility in the process is maintained;
- Level of support and endorsement from public sector partners to provide the relevant leadership;
- The ability to track and monitor the impact, thereby enabling the necessary changes as lessons are learnt at the local level;
- The provision of a range of alternative travel options; and
- Time and resources available to implement the programme.

Any decisions on the mix of TDMs that might be deployed, the relative priority accorded to such interventions and their potential timing, will depend on the effectiveness of the policy levers in achieving the goals and outcomes of the strategy and other considerations. Any proposals in the longer term for demand management would need to be subject to full public and stakeholder consultation including Local



Authorities, allowing the decision makers to consider public attitudes alongside other salient factors before concluding.

We will investigate demand management measures, where appropriate, in order to shift private car use, empowering Local Authorities to engage with key stakeholders during the development of any schemes. It is recognised that fiscal measures could be used to help manage demand and/or generate revenue that can be used to support other sustainable transport measures. Where there is local support, we will assist our Local Authorities in the exploration and appropriate implementation of these as a mechanism to create space and raise revenue which in turn will improve the reliability, speed, and frequency of public transport, as well as funding cheaper tickets. All of these issues have consistently been highlighted as barriers to using bus services.

We will support and work with the Greater Cambridge Partnership, Peterborough City Council and Cambridgeshire County Council as Local Highway Authorities to develop a new road user hierarchy for the region that will seek to reallocate road space in favour of public transport and active travel where it is practically possible to do so. The review will define a new network hierarchy that will establish the functionality of individual roads and streets to inform policy for its future use and help develop and prioritise future network investment strategies. The review will seek to:

- Define the role of particular types of roads and streets;
- Influence road classification and parking management.
- Optimise the use of radial routes and the ring-road as the main circulatory element;
- Prioritise and inform future investment strategies;
- Prioritise and provide a step change in road-space for active travel;
- Promote and better manage bus movements within city centres;
- Reduce and/or prevent the use of inappropriate routes whilst encouraging the use of the most appropriate routes for general traffic;
- Reflect developing transport plans for the area; and
- Set modal principles for the operation and management of the road network.

We will support the roll out of Civil Parking Enforcement where supported by individual constituent Councils, through the creation of Civil Enforcement Areas (CEAs) and Special Enforcement Areas (SEAs). This will enable our partners to effectively manage and enforce on and off-road parking areas to prevent inconsiderate parking, improve access, support local economies and business and contribute to reducing congestion and improving air quality.

The most sustainable locations for new developments are generally in locations that are already well served by public transport and in close proximity to existing services. Road space in these locations is often already at or approaching capacity and existing congestion means that additional non-essential vehicular movements would be unacceptable in terms of place making, air quality and highway capacity. We support the principle of trip budgets for new developments that limit the number of vehicle trips allowed to and from a site and supported by reduced levels of parking.

IMPROVE

ALTERNATIVE FUELS

To successfully meet our climate change objective, it is important to minimise the impact of transport and travel on climate change. We understand that climate change requires interventions at the local level. By committing to a target of net zero carbon by 2050, the region must be at the forefront of driving reductions in emissions from the transport sector.

Active travel and the use of public transport have a significant positive environmental and societal impact but there will still be a need for the car for some people, especially within rural areas where public transport may not be accessible and those people with reduced mobility or disability to have the opportunity to switch to an ultra-low emission vehicle (ULEV). This will significantly reduce environmental impact and be part of a wide range of tools to help us to achieve net zero. All the major manufacturers now offer electric vehicles as part of their ranges, and in 2022 23% of new cars sold were ULEV (with battery electric cars outselling diesels).



Case Study: School Streets



This proactive initiative for schools aims to help tackle pollution, reduce congestion and road danger as children and families make their way to and from school. It promotes a healthier lifestyle, and safe active travel that results in a better environment for all. The scheme temporarily closes roads outside the entrance of a school, enabling it to become a foot, cycle or scoot lane during the school's busy opening and closing times. After a successful temporary roll out during

the pandemic, many more schools were keen to get involved. There are now currently 14 'School Streets' in operation and the further funding will be used to establish more school streets with interested schools where possible.

Electric vehicles require appropriate infrastructure, such as charging points, before they become a viable transport option. Currently, the more urban areas of South Cambridgeshire, Cambridge and Peterborough all have charging point numbers broadly in line with the national average, while our more rural areas of East Cambridgeshire, Huntingdonshire and Fenland have numbers significantly below the national average. In Peterborough, rapid charging network for taxis were installed in 2019 that has resulted in a number of drivers switching from an internal combustion engine to an electric taxi. If widespread roll-out of electric vehicles is to become a reality, a concerted effort is needed to provide better charging provision across our geography.

There are several barriers to uptake of EVs and hydrogen vehicles in our region and nationally, including:

- A lack of charge points – at home, at destination locations and on the strategic road network;
- Cost of vehicles – new EVs are significantly more expensive than internal combustion engine vehicles;

- Grid constraint – new and existing developments lack the necessary electricity distribution capacity to install charge points;
- Lack of rapid charging points in key locations;
- Public perception – as an unfamiliar technology, not yet adopted at scale, there are issues around perceived reliability/range etc; and
- Varied charging adapters – different car makes/models use different adapters decreasing the number of available charge points.

The *East Anglian Alternative Fuels Strategy* (EAAFS) and the associated Implementation Plan contained within our *Electric Vehicle Infrastructure Strategy* will ensure a continued focus on the development of the appropriate infrastructure. It is expected that for autonomous vehicles to be effective, 5G coverage will be required. 5G is currently unavailable in some areas of our region but current rates of 4G coverage provide a good proxy for what 5G coverage might look like in the future.

The implementation of the EAAFS is key in ensuring that the impacts of climate change are addressed at the very local level. This focuses on how the uptake of alternatively fuelled land vehicles can be boosted, what and how much infrastructure (such as electric vehicles charge points) needs to be delivered to support this transition, and other policies and actions that will be necessary to deliver a decarbonised transport system. The alternative fuelled vehicles covered in this strategy include battery electric, hydrogen fuel cell and renewable natural gas vehicles.

To conclude, we will therefore support the development of a low carbon transport system through supporting change to new vehicle technologies and lower carbon fuels; promoting lower carbon transport choices; encouraging a transfer to lower carbon vehicles; and education on lower carbon transport issues.

LINKS TO RELEVANT POLICIES AND DOCUMENTS

- Cambridgeshire and Peterborough Independent Commission on Climate Report
- East Anglian Alternative Fuels Strategy
- UK Electric Vehicle Infrastructure Strategy



SAFETY

Improving road safety is a fundamental part of our approach and is an absolute priority. Road safety is a key component and a key driver in everything we and our partners deliver.

We all have a responsibility for road safety – either as road users, Local Authorities, or transport providers. It is important that we improve the perceptions of safety as these can often be barriers themselves. We have seen significant progress in reducing road casualties during the early part of the century, however since 2010 this progress has stagnated and requires considerable attention to achieve further reductions in the coming decades. The number of deaths and injuries on our roads is still far too high.

In 2020, 395 people were killed or seriously injured in our region with 435 KSIs in 2021. Currently 19% of KSI collisions involve cyclists, and a further 9% involve pedestrians. We need to provide a safer road environment that gives people the confidence to make a shift to active travel modes. In addition, it is important to manage potential conflicts between cyclists, equestrians, and pedestrians (and other modes such as e-bikes, e-scooters, scooters) and the specific issues faced by the disabled.

As well as having a devastating effect on the lives of the people who have been injured, but also their families and friends, serious collisions can deeply affect many people in the wider community and extended road closures can have serious consequences for the road user and the economic prosperity. The annual cost to society of road accidents is estimated to be £822 million and the suffering that it inflicts on the injured and the bereaved is immeasurable.

We will work with our partners to deliver improved safety across our transport network. It is essential that we and our partners continue to seek to identify, analyse, and develop solutions to transportation hazards through the embedding of safety conscious planning. This will address highway, public transport, pedestrian, bicycle, equestrian, private car, and heavy vehicle safety. We will continue to work with partners to create

active travel routes that reduce the number of interactions with freight vehicles and buses.

Case Study: Road Safety Training



Peterborough City Council offers a programme of road safety education to both primary and secondary schools across the city. As demonstrated in the picture, this includes pedestrian training for school children to teach them how to walk to school safely and encourage travel to school by active travel modes.

We will continue to work with the Cambridgeshire and Peterborough Road Safety Partnership and other agencies, such as the Police and Fire Services to provide a safe transport network. The Road Safety Partnership deliver, influence and support evidence-led highway design and road safety interventions to improve safety on the highway network, and to fund education, training, and publicity programmes to improve road user behaviour and reduce casualty numbers, aspiring to ‘zero tolerance’ of transport-related deaths.





We will continue to work closely with the Cambridgeshire and Peterborough Vision Zero Partnership to achieve our overarching safety goals – with regular direction given to and from the Combined Authority Board.

The aim of Vision Zero is to have zero road fatalities or life-changing injuries on the region’s transport system by 2050. This will ensure we contribute to the global commitment to improve road safety made through the *Stockholm Declaration*. This ambition sets the tone of what we are seeking to achieve. We will continue to adopt local targets to measure and monitor progress. Given the international adoption of a 2030 target of a 50% reduction in road deaths and serious injuries using a 2021 baseline, this is a suitable target for the Vision Zero Partnership.

We will work closely with the Local Highways Authorities to unlock and secure funding for road safety interventions and to develop a system led approach to tackling network safety.

Case Study: Bike It



‘Bike It’ is a programme to create an active and sustainable travel culture in our school communities, to improve health and well-being and to reduce carbon emissions and congestion. It is all about helping children get fit and healthy by teaching them the skills they need to cycle and scoot responsibly. Peterborough has delivered Bike It across all its primary schools for nearly a decade.

We will investigate the appropriate implementation of 20mph zones in urban areas and will continue to utilise road safety initiatives such as 20mph in built-up areas; to reduce speeds, improve levels of road safety and encourage walking and cycling as day-to-day forms of travel.

Well-designed streets and public spaces increase the attractiveness and safety of the environment thereby helping to improve people’s health by reducing social isolation, which is harmful for physical and mental health. Our transport system will make it easier and safer for all of society to walk, cycle and wheel to the shops, schools, and other amenities.

We will include measures that promote inclusivity for those more vulnerable in society of whom personal safety issues is more acute.

LINKS TO RELEVANT POLICIES AND DOCUMENTS

- Joint Cambridgeshire and Peterborough Health and Wellbeing Integrated Care Strategy
- Rights of Way Improvement Plan Statements: Cambridgeshire County Council and Peterborough City Council



DIGITAL SOLUTIONS

Digital connectivity is a vital contributor to meeting the challenges facing our region, such as sustainable growth, climate change mitigation, the management of scarce resources including water and energy and improving people's life chances through the provision of access to retail, leisure, education, and health facilities. Faster, more reliable digital connectivity, such as fibre ducting delivered alongside transport infrastructure where appropriate, will provide improved connectivity between businesses and to homes. In addition, this will provide greater working flexibility, taking the strain off the transport network and allowing better management of our transport networks, improving travel time reliability and ultimately, making our journeys safer.

We will work with partners to develop and implement a transport app for the region. This app aims to deliver a one-stop travel experience and will include information on active travel options, accurate and efficient bus and train maps, schedules, real-time navigation, and arrival information and the locations of key destinations, stops and interchanges. In addition, work will be undertaken to ensure that the app allows for the purchase of ticketing. The app would provide users with tailor-made information whilst improving the perceived reliability of services, increase perceived safety, reduce anxiety while waiting, and build a positive image for transport in the region.

Much has already been achieved in enhancing digital connectivity in Cambridgeshire and Peterborough, in particular the success in making superfast broadband nearly ubiquitously available. However, this is a rapidly moving area, driven by exponential improvements in technology. With the ongoing rollouts of new technologies such as full-fibre broadband and 5G mobile infrastructure, it is vital that we remain at the forefront of digital connectivity in terms of:

- Digital adoption, access, and inclusion;
- Fixed broadband connectivity;
- Mobile connectivity; and
- Smart infrastructure.

A key component of this Plan's suite of documents is the *Cambridgeshire and Peterborough Digital Connectivity Infrastructure Strategy 2021-2025*. This will deliver a future facing, long lasting digital infrastructure that will ensure that residents and businesses have the access they need to digitally connect.

We will deliver a future facing, long lasting digital infrastructure that will ensure that digital connectivity is available to all. This will:

- Attract investment in fibre broadband and mobile connectivity infrastructure to strengthen the local economy and create jobs;
- Ensure businesses have access to leading-edge digital connectivity to help them grow and succeed;
- Improve internet access to reduce digital exclusion and health inequalities; and
- Use 'smart' technology to support sustainable lifestyles and mitigate climate change.

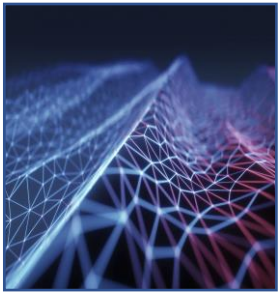
Superfast and full fibre broadband coverage figures are above national average and ahead of government targets. Most homes and businesses can access partial/full fibre superfast broadband, and over 80% of premises can access gigabit capable broadband offering future proof speeds of up to 1000Mbps. This is a notable change from when the programme first started with coverage well below the England average, with less than 60% superfast broadband coverage.

Free public access Wi-Fi is available in our cities and most of our towns as well as libraries and all Local Authority buildings. Fibre ducting that has been integrated in transport schemes has already been used by fibre providers to extend their fibre networks and avoid the cost and disruption of installing new ducting.

We continue to be actively engaged in *Project Gigabit* that aims to ensure that gigabit-capable fibre is provided in our harder to reach areas to complement commercial investment and delivery. In addition, our Highways Authorities have implemented an innovative "dig once" policy where fibre ducting is integrated in transport infrastructure schemes, minimising cost, and disruption of retrofitting fibre infrastructure, and saving carbon emissions by reducing congestion and encouraging suppliers to extend fibre networks



Case Study: Gigabit Project



Digital Connectivity – superfast and full fibre broadband coverage figures are above national average and ahead of the government’s targets;

The 30% full fibre target by 2022 was reached more than a year early and the gigabit capable coverage climbed rapidly to 50% by 2021; and

More than 98% of premises can now upgrade to superfast broadband speeds of at least 24Mbps and less than 1%

of premises that are harder to reach get below 10Mbps. This is a notable change from when the programme first started with coverage well below the England average at the time at less than 60% superfast broadband coverage.

LINKS TO RELEVANT POLICIES AND DOCUMENTS

- CPIER - Cambridgeshire & Peterborough Independent Economic Review
- Connected Nations 2022: UK Report

NATURAL, HISTORIC, BUILT ENVIRONMENT

We are fortunate to have exceptionally high-quality natural, historic, and built environments that have positive impacts on our residents’ quality of life. It also boosts tourism and helps to attract businesses to the area. We want to deliver a transport network that not only protects these environments, but also enhances them.

Our transport network can have an adverse impact upon our environment, from air pollution and emissions, noise and vibration, physical damage to buildings, light pollution, reducing the aesthetics of an area and of course by damaging and removing space for plant and animal habitats (biodiversity). This Plan and our schemes and

initiatives will ensure that the transport network mitigates any negative impacts and in fact strives to improve the environment.

NATURAL AREAS AND BIODIVERSITY



We will help our communities to become high quality, sustainable environments where people want to live, work and visit. We have also set out a vision to double nature through increasing the area of rich wildlife habitat and natural greenspaces. As such, we are committed to the adoption of biodiversity net gain principles which mandate that all new developments, including new transport infrastructure,

must leave the natural environment in a measurably better state than beforehand. This will help to turn around the decline in biodiversity experienced across the country over the last 50 years. From November 2023 most new developments will need to achieve an uplift of at least 10% in biodiversity. We have set out an ambition to go beyond this, encouraging an uplift of 20%.

We will integrate environmental considerations, including biodiversity net gain, into our thinking throughout the development of the future transport network and ensure that all new transport schemes cause minimal disruption to the environment during construction and operation.

Our schemes and initiatives will be considered in the forthcoming *Cambridgeshire and Peterborough Local Nature Recovery Strategy* (LNRS). Introduced by the Environment Act 2021 this will establish priorities and map proposals for actions to drive nature’s recovery and provide wider environmental benefits. We are responsible for developing the LNRS in line with guidance published in March 2023.

To double the area of rich wildlife habitat and natural greenspaces under management by 2050 we will work with partners to try and prevent the transport network we deliver in the future doing harm to the existing built and historic environment. This Plan will



play a key role in helping to maintain and improve ‘the sense of place’ in our cities, towns, and villages, as well as our rural countryside. New transport infrastructure should seek to deliver an uplift of 20% biodiversity net gain.

The delivery of any new transport infrastructure will include the appropriate processes and assessments, as required by the Local Highways and Local Planning Authorities, as well as adhering to the necessary national policies.

Having a well-planned and good quality transport network will help to link where we live and work to our green spaces and important historic environments. In addition, we will support partners in ensuring we have well-designed streets and public spaces, creating a sense of ‘place’ to help increase the attractiveness and safety of the built environment in our cities, towns, and villages. This is vital in not only improving the physical health of our communities, but also the mental health too. Isolation is a huge issue in rural areas and in vulnerable communities, such as the elderly, and having access to attractive open spaces as well as important historic and natural environments is crucial.

We will put people and the environment at the heart of transport design and decision making.

LINKS TO RELEVANT POLICIES AND DOCUMENTS

- Cambridgeshire and Peterborough Local Nature Recovery Strategy

NETWORK MANAGEMENT & RESILIENCE

Cambridgeshire County and Peterborough City Councils are our Highway and Streetworks Authorities, responsible for a range of management functions. These include working to manage congestion, highways infrastructure and on-street parking. These functions play a role in helping to deliver our vision and encourage the use of

walking, cycling, public and shared transport. Our transport user hierarchy reflects these management functions to complement policies outlined previously.

Our streets and roads are vital pieces of transport infrastructure. The vast majority of all trips take place on them, be these by foot, bike, mobility aid, micromobility, public transport or by car. Our streets and roads are also places; from local neighbourhood roads to busy high streets, they play different roles in the lives of people and businesses. The region is also home to roads on the Strategic Road Network such as the A1, the M11 and A14, as well as numerous key rail routes of both local, regional, and national importance.

The continued management and performance of these key pieces of infrastructure is crucial in ensuring our network runs smoothly and improving this is a priority. We must continue to work with partners to tackle the issues we currently face and to prepare for the challenges that will be brought about by climate change and extreme weather.

Whilst our priority is to reduce private car use and the need to travel, it is recognised that in some cases new roads, widening roads and junction improvements (including those to address accessibility, safety, and health concerns) may be necessary, to ensure a reliable and effective transport network.

However, we have found that road schemes often generate new demand and quickly reach capacity again. It is therefore not a sustainable long-term solution for the region’s transport network.

NETWORK MANAGEMENT

The core purpose of network management is to tackle congestion and ensure the safe, free-flowing movement of traffic, people, and freight across the region’s road network. It has the potential to influence travel choices by prioritising public transport and active travel.

Central government is proposing to review the Network Management Duty and statutory guidance, to reflect more clearly the current imperatives of decarbonisation,



encouraging healthier forms of transport and emphasis on technology. We will respond positively to changes in law where applied to prioritise and facilitate active travel and public transport movement.

Network management plays a key role in monitoring and managing traffic on all parts of the network, from strategic routes such as the A1(M) and A14 to our local roads and town centres. It is important to balance the requirements of communities and stakeholders in decisions that affect residents' ability to access employment, social and educational facilities. This aligns with the government's aspiration to consult on extending fines for overrunning street works at weekends and increasing Fixed Penalty Notices.

A well-maintained transport network is vital to the economic, social, and environmental wellbeing of the region. It is essential for disabled people who are additionally disadvantaged by poorly maintained pavements and highways. Therefore, with our Highways Authority partners, we will strive to ensure that all of our transport infrastructure will be provided and maintained to a high standard, as inadequate footways, cycleways, railways, and roads present significant risks to all transport users.

It is important that the Local Highways Authority continue to invest in the transport infrastructure to ensure a safe, reliable, and effective network is available for all. We will work with them to help achieve this. Good maintenance is important for encouraging active travel. Two wheeled modes such as bicycles, motorcycles and e-scooters are more at risk from surface defects. Effective maintenance helps to protect these vulnerable road users contributing to delivery of Vision Zero and creating attractive, accessible environments for walking and cycling.

Traffic congestion risks our future growth and prosperity and one of the biggest causes of congestion is roadworks. Managing our highway network is a critical challenge that requires careful consideration of the need to balance the management of an ageing network and high public expectations with reducing resources, less available funding, and an increased pressure on local government services. We will work with Local Highways Authority partners to help implement their ***Highway Asset Management Policies and Strategy***.

Solutions to manage demand for road space, including during times of maintenance and road improvements, will continue to be explored especially within and between our urban and surrounding areas. Targeted, localised improvements to the highway network will be undertaken to allow for the more efficient movement of vehicles, goods, and people; whilst ensuring that the needs of all road users are considered. In addition, freeing up road space within our main urban areas is key to ensure an integrated, seamless, and sustainable transport network is available for all.

This Plan considers, Highway Authority's statutory asset management requirements, namely:

- That new or amended highway infrastructure is developed and recorded in accordance with the operational requirements and statutory asset management duties of the Local Highways Authority; and
- That scheme design is considerate of the existing highway network, its status and extent, and any associated constraints or prerequisites.

RESILIENCE

The transport network needs to be resilient and adaptable to climate change. The transport network does not always function flawlessly and is subject to internal and external stresses (human and environmental disruptions) that can cause delays. We will seek to make the transport network resilient and adaptive to human and environmental disruption.

Many of the impacts from climate change are particularly acute in Cambridgeshire and Peterborough: the risk of flooding, very high summer temperatures and water shortages. We need to act, and act now, to avoid the most damaging aspects of climate change.

Our area is one of the driest in the UK, yet also susceptible to flooding due to its predominantly low-lying topography. This means that transport infrastructure can be vulnerable to extreme weather events and must be appropriately protected. We will work with partners to help improve the resilience of our transport network to extreme



weather events and a changing climate. This often results in collapsed foundations, adverse camber, broken surfaces, and sink holes especially within our Fens road network. Therefore, we will work with key partners to incorporate climate resilience into the new transport network, designing infrastructure that is resilient but also easily repairable.

ROAD SCHEMES

We are responsible for overseeing the delivery of new highway infrastructure. There are situations where new roads, widening roads and junction improvements (particularly to address accessibility, safety, and health concerns) may be necessary, but this is not a sustainable long-term solution because we have found that road schemes often generate new demand and quickly reach capacity again.

There is substantial national and international evidence of motor traffic ‘disappearance’, when road capacity is reduced, particularly where there are viable alternatives provided and in areas of excessive demand for road space.

Traffic ‘disappearance’ research including studies by the Transport Studies Unit, University College London, and Economic and Social Research Council show that large percentages of motor traffic are not just displaced to other roads, but ‘disappear’ through a range of behavioural changes. These changes achieve the same objectives in ways that do not require car travel; for example, changing mode or pooling journeys.

However, there are examples where road schemes may be required and will deliver improvements. This includes where access is needed to new developments or where the existing road is unsafe due to the mix of traffic, such as agricultural vehicles.

Case Study: A605 Alwalton Improvement Scheme



The A605 is a key road in Peterborough for public transport, active travel, emergency vehicles, and car-users. Traffic studies showed congestion and delays at peak times because of the traffic joining the A605 from the A1 and too much traffic for the road between Alwalton and the Lynch

Wood Business Park junction. The project has seen the Alwalton Village Junction re-configured to improve access, as well as the installation of new pedestrian crossing points, and a new footpath to the south side of the highway. In addition, it also included the widening and enhancing of a stretch of the A605 between the A1 Alwalton Junction and Lynch Wood. This consisted of a new environmentally friendly footpath made of recycled rubber.

We will carefully model our major schemes to ensure that the likely effects on the wider network are fully understood. To ensure that any road schemes align with our transport vision, we will take a ‘decide and provide’ approach rather than the traditional ‘predict and provide’ approach. This will include the appropriate environmental assessment and examination of the potential implication on climate change.

SHARED MOBILITY, INCLUDING CAR CLUBS

Shared mobility will help us to deliver our goals by reducing private car use and improving air quality. There are a range of services covered by shared mobility including car clubs, shared cars, carpooling, DRT and micromobility.

Widely available car clubs allow individuals and businesses affordable, reliable access to a vehicle without the need for ownership. Car clubs offer clear benefits for individuals, with cost savings and access to a range of low carbon, well maintained, flexible use vehicles. If well managed and integrated as part of a wider public

transport system, they have the potential to reduce car ownership and increase connectivity, particularly for those unable to walk or cycle.

To support the introduction of new car club initiatives we will develop policies that promote viable and sustainable alternatives to car ownership by ensuring appropriate localities are considered before being introduced.

We will work to develop alternatives to the traditional car club bays which are expensive to introduce and maintain; and will consider the use of zonal permitting in controlled parking zones. This approach allows operators more flexibility to introduce vehicles with low setup costs and with a wider range of area.

Car clubs offer residents an attractive, convenient alternative to private car ownership. This encourages more use of public transport, walking and cycling, whilst giving access to a car when needed. This reduction in the number of cars and the miles driven will improve air quality and make local areas more relaxing and a pleasant environment to live in. Similarly, by reducing the dominance of the private car and reallocating road space to walking and cycling we will further enhance public health and create streets that are welcoming places for people.

Residents in our more rural areas face specific transport challenges and are more likely to use a car. There are challenges associated with introducing car share facilities in these areas, however the provision of zero-emission car sharing will help to increase transport choices and reduce the impact of private cars.

CONNECTED AND AUTONOMOUS VEHICLES

There are more emerging technologies that could significantly change the transport system and contribute to the delivery of our vision. The primary technologies we are focusing on as part of this section are Connected and Autonomous Vehicles (CAV) and Unmanned Aerial Vehicles.

These can improve road safety, improve air quality, and reduce traffic. Whilst the future of these technologies is uncertain, our overall approach is to support them and

seek to shape them to ensure we achieve our overarching vision, aims and objectives for our residents and businesses.

We will integrate the needs of CAVs into new infrastructure and maintenance programmes will help to avoid the requirement for later, potentially costlier retrofitting as automation becomes more commonplace. This may also facilitate access to lower-level automation in a wider range of locations.

LINKS TO RELEVANT POLICIES AND DOCUMENTS

- Cambridgeshire County Council's Highway Asset Management Policy
- Cambridgeshire County Council's Highway Asset Management Strategy
- Peterborough City Council's Highway Asset Management Policy and Strategy

AIR QUALITY

Across our region, there are areas that suffer from poor air quality. Hotspots with a high concentration of business activity and transport movements lead to localised air quality problems. There are seven Air Quality Management Areas (AQMAs) in our region linked to the transport network. Addressing the causes of these hotspots, as well as other locations where poor travel-related air quality negatively impacts our health is key to the overall success of this Plan.

Removing air quality management areas requires a multifaceted approach, including encouraging better use of active travel modes, improving public transport, and increasing the number of electric vehicles in use. This also has the benefit of reducing greenhouse gases emissions.

We will implement measures that ensure improvements to air quality can continue to be delivered alongside growth by creating conditions that will change travel behaviour and bring about the use of cleaner vehicles. Our proposals to improve air quality are directly linked to the key priorities identified by Councils under their air quality duties



(such as within our partners *Air Quality Action Plans*). The key areas identified for action, and to be supported through this Plan, include:

- Improving public health;
- Maintaining low emissions through the planning process, and long-term planning;
- Mandating consideration of electric vehicle charging points for all new or upgraded highway infrastructure; and
- Reducing emissions from taxis, buses, coaches, and HCVs, with the potential to link to TDM measures.

More journeys by active travel will also help to alleviate traffic congestion and improve air quality.

Whilst climate change and air quality are closely related, many measures to reduce CO₂ emissions will also benefit local air quality (such as active travel improvements) however it is important to acknowledge that some measures to improve local air quality will result in an overall increase in CO₂, measures such as Park & Ride schemes. We will assess the impacts of all future schemes with regards to any potential impacts on climate change and to ensure we are not compromising the future objectives of the climate change programme.

LINKS TO RELEVANT POLICIES AND DOCUMENTS

- Cambridge City Council Air Quality Action Plan (AQAP) 2018-2023
- Clean Air Strategy 2019
- Joint Air Quality Action Plan for the Cambridgeshire Growth Areas (2015)



CONTRIBUTION TO NATIONAL AND LOCAL OBJECTIVES

	Contribution to Central Government Objectives			Contribution Local Objectives										
	GROWING & LEVELLING UP THE ECONOMY	IMPROVING TRANSPORT FOR THE USER	REDUCING ENVIRONMENTAL IMPACTS	HOUSING	BUSINESS & TOURISM	EMPLOYMENT	RESILIENCE	ACCESSIBILITY	DIGITAL	HEALTH & WELLBEING	AIR QUALITY	ENVIRONMENT	CLIMATE	SAFETY
Active Travel	✓	✓	✓	✓	✓	✓		✓		✓	✓	✓	✓	✓
Public Transport	✓	✓	✓	✓	✓	✓		✓		✓	✓	✓	✓	✓
Future Mobility		✓	✓		✓					✓	✓	✓	✓	
Freight	✓		✓		✓	✓					✓	✓	✓	✓
Demand Management	✓	✓	✓		✓	✓	✓			✓	✓	✓	✓	
Alternative Fuels	✓	✓	✓				✓			✓	✓	✓	✓	
Safety	✓	✓						✓		✓				✓
Digital		✓		✓	✓	✓		✓	✓					
Natural, Historic and Built Environment			✓							✓	✓	✓	✓	
Network Management	✓	✓	✓		✓	✓	✓	✓						✓
Air Quality			✓							✓	✓	✓	✓	



ASSESSMENT, FUNDING, AND IMPLEMENTATION

INFLUENCING DEVELOPMENT

Embedding the Plan’s policies within our initiatives and those of our partners will help to shape development from the outset and contribute to delivery of the vision. The transport user hierarchy will guide how we and our partners address these situations. In this way, active travel will be prioritised, and new developments will contribute positively towards delivery of this Plan.

POLICY TO SCHEME PROCESS

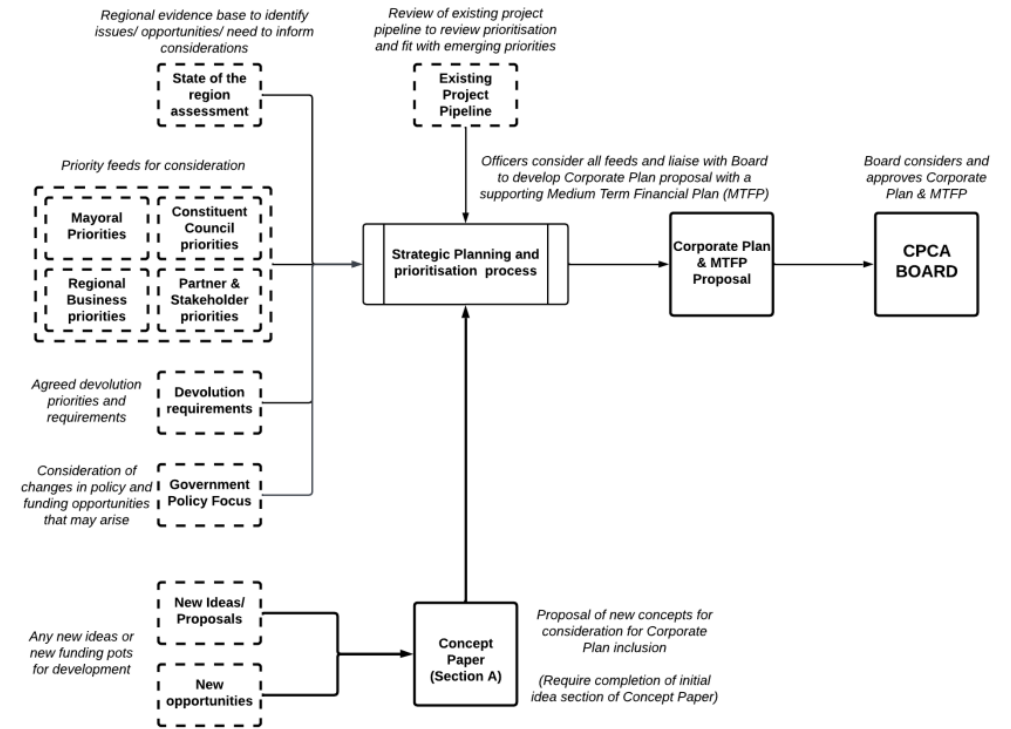
This Plan provides the high-level policy framework to guide future initiatives relating to transport across our region, in alignment with our Corporate Priorities. Transport and supporting strategies reflect our priorities and provide an indication of how policies will be applied in different geographic areas.

We will deliver this Plan in a number of ways including the development of existing, and the creation of new infrastructure. This Plan will also be delivered through the planning process and other means that influence development and infrastructure provision.

THE STRATEGIC FRAMEWORK

The Combined Authority has a robust process in place to develop its strategic objectives that aligns with its long-term vision. The Devolution Deal in 2017 set out powers and funding afforded by devolution, and our performance target of doubling the size of the economy and creating more good jobs. The Corporate Strategy builds upon this and identifies the four core Strategic Priority areas and sets out performance management baselines for each, these priority areas are the golden thread that is to be driven through programmes and projects. The fifth strategic priority area of Achieving Best Value and High Performance is reflected in the frameworks that govern the way in which the Combined Authority operates.

OVERVIEW OF STRATEGIC PLANNING PROCESS



SCHEME ASSESSMENT AND PRIORITISATION

The framework sets out the overarching governance and controls including processes for oversight of projects, programmes, and portfolios and how the progress and impacts of these investments will be monitored and evaluated. For new projects to be supported and funded they will be proposed at Concept Stage, then be subject to a Strategic Planning and Prioritisation process which will:



- Ensure projects are aligned to our Corporate Priorities with assurances relating to buildability, risk, costs, programme, and project governance;
- Deliver a long-term programme of both funded projects and a pipeline of unfunded projects that can be considered in future years, or become available in year
- Ensure project proposals that are added to the pipeline are done so with the principle of approval, that being that they have both political and management support; and
- Ensure projects that do not meet the criteria, are not supported nor funded.

BUSINESS CASES

Following a projects navigation either through the Strategic Planning Process or through Phase 1 of the Single Assurance Framework, securing support and funding by the Combined Authority Board, the project is required to developed to meet the requirements of the Combined Authority Business Case. The business case requires assurances relating to the:

- Strategic Case;
- Economic Case;
- Financial Case;
- Commercial Case; and
- Management Case.

The business case document captures in greater detail the rationale for investing in a project, how it fits into the overall strategic context of the Combined Authority, as well as the benefits it will deliver. The business case also captures how the project will be financed, procured, and managed.

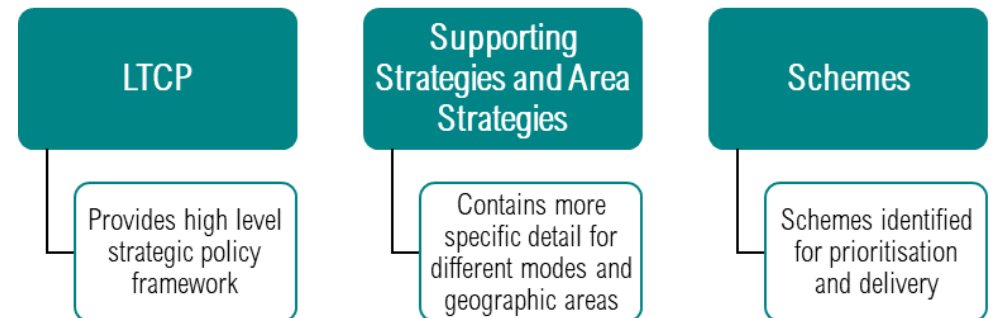
FUNDING

Many policies and initiatives identified within this Plan require funding to enable delivery. We do not receive direct funding from central government to spend on transport improvements and do not currently have funding for all of the proposals identified in this Plan. Therefore, we will continue to identify alternative funding

sources to enable full delivery of the LTCP, including engagement with constituent Councils, businesses, and other partners. We will also seek funding opportunities through engagement with neighbouring Local Authorities and other Mayoral Authorities to secure wider funding opportunities and ensure a joined-up approach to major development.

We engage with private businesses through the Business Board and will continue to utilise this arrangement to seek additional funding and development opportunities with local businesses and commerce.

From time to time, there are opportunities to submit bids to specific grant funding opportunities. These funding opportunities come from a range of sources including central government and the DfT. We will continue to work with our partners to target appropriate funding streams to ensure the delivery of our portfolio of schemes and initiatives in a timely and effective manner.



IMPLEMENTATION

Most projects are delivered in partnership with Constituent Councils or delivery partners including private businesses. Project governance arrangements, including entering into delivery and grant funding agreements, and the setting up appropriate project boards are put in place.

The diverse arrangements of our partners and project complexities have resulted in our development of a Project Management Office to oversee and report on project delivery across the Combined Authority. This ensures consistent processes and accurate reporting relating to project initiation, development, and reporting.

In addition, the Combined Authority has an effective internal system of control that seeks to ensure consistent and effective performance and risk management across the organisation in support and alignment with our Assurance Framework and Risk Management Framework.

INCORPORATION WITH OTHER HIGHWAY WORKS

We ensure that wherever possible we seek opportunities to incorporate active travel through wider highway improvements and works. National Highways, Cambridgeshire County Council and Peterborough City Council are the respective Highway Authorities for the region. With this comes a budget to maintain the networks and carry out their statutory duties as Highway Authority including network management and road safety. A strong relationship is maintained to ensure the development of the network including maintenance and network developments, are aligned to our objectives and strategy.



MONITORING

Monitoring our Plan is important to allow us to track progress, learn lessons and ensure we are on track to deliver the vision. Monitoring will help to inform future decision making by assessing the performance of schemes and the benefits they deliver. In order to monitor the success of this Plan we have identified a series of targets and indicators. An initial set of proposed measurables is included within this chapter.

We intend to report on the progress of this Plan on an annual basis. As part of this, we will publish monitoring reports through our governance processes to highlight progress and areas of concern in the delivery of this Plan's vision, goals, and objectives. This will include progress made against the headline targets and performance against the KPIs. In addition, we will monitor a range of indicators that will demonstrate where partner organisations across the public, private and third sector can assist us in the attainment of our vision.

Our targets and indicators will help to provide more detail and identify potential areas for further work. As part of the review process, we will assess their effectiveness as indicators as we look to identify other potential data and information sources.

MEASURING PERFORMANCE

Measuring progress relating to our LTCP is essential to ensure the vision is delivered. We will measure performance corporately relating to the Mayoral Ambition and the Strategic Vision Statement, including the Strategic Priorities.

The LTCP is closely aligned with these broader strategies, and performance will be measured at a strategic level within the Combined Authority by the following:

- Values and behaviours;
- A Performance Management Framework;
- Directorate Business Plans;
- Team and individual objectives; and
- Engagement and communication through our formal governance framework.

To measure performance across the organisation, priorities are mapped under theme and priority areas, with corresponding indicators to measure and report performance.

The requirements of this Plan are embedded in these policy and priority areas. In addition, we will report on the Plan annually, publishing monitoring reports to demonstrate progress on delivering the Plan; including progress made against the headline targets and performance.

Performance indicators specific to this Plan may be developed and introduced, should there be areas that require targeted intervention following the initial monitoring and evaluation.



KEY PERFORMANCE INDICATORS

Connectivity	C1 - Mode share (cordons)
	C2 - Proportion of households with access to cars by district
	C3 - Proportion of households with access to cars by income
	C4 - Public transport trips per person per year by household income
	C5 - Percentage of households within 10 minute walk of a bus stop with a service of at least once an hour
	C6 - Car ownership by deprivation decile
	C7 - Rail Punctuality
	C8 - Bus Punctuality
	C9 - Local bus passenger journeys originating in the authority area (million)
	C10 - Average journey length by purpose and car ownership
	C11 - Digital (broadband) availability
	C12 - Proportion of fully accessible buses on certain routes or in areas
Productivity	P1 - Number of peak hour vehicle journeys
	P2 - Journey time reliability on strategic routes during the AM peak
	P3 - Key route network speed (AM peak)
	P4 - Percentage change in peak period journey time along key routes and corridors (by vehicle type)
Climate Change and Environment	CE1 - Trips per person by mode of transport or journey purpose
	CE2 - Proportion of urban trips under five miles taken by walking and cycling
	CE3 - Proportion of urban trips under five miles taken by Public Transport
	CE4 - Percentage of plug in vehicles

	CE5 - Per capita transport carbon emissions
	CE6 - Number of charge points available to the public
Health	H1 - Proportion of people within 15 minutes of green open space
	H2 - Percentage of deaths attributed to air pollution
	H3 - Percentage increase use of cycling
	H4 - Levels of noise pollution
	H5 - Levels of light pollution
	H6 - Levels of air pollution
	H7 - Transport related Air Quality Management Areas (AQMAS)
	H8 - Traffic derived Nitrogen Dioxide
	H9 - Length of cycleway per district
Safety	S1 - Number of child pedestrian casualties per 1000 children in population
	S2 - Number of highway casualties
	S3 - Proportion of people who say they do not use public transport because of fear of crime
	S4 - Killed or seriously injured casualties in 10% most deprived areas
	S5 - Killed or seriously injured casualties by road user type and district
	S6 - Killed or seriously injured casualties by user type vs user type

