



Bus Service Improvement Plan for Cambridgeshire and Peterborough

October 2021



**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

Table of Contents

Executive summary	i
1. Introduction	1
Background	1
Cambridgeshire and Peterborough	2
The story so far	3
Bus Franchising	4
Bus Service Improvement Plan (BSIP).....	6
BSIP vision and objectives	7
Policy context	11
Local Transport Plan (LTP)	11
LTP objectives.....	12
Greater Cambridge Partnership City Access and Public Transport Improvements....	13
2. Current offer to passengers.....	19
Service provision	19
Density of service	21
Bus lanes.....	24
Congestion and traffic levels	24
Bus fleet	26
Availability of information	27
Ticketing and co-ordination arrangements	27
Design and presentation of service (branding/ticketing)	28
Bus usage	28
Patronage levels and trends	28
Concessionary travel	30
Responsibility for bus services	30
Operator relations.....	31
Opportunities and barriers	31
Areas of opportunity and unserved markets.....	31
Benefits of improving bus services.....	32
Barriers to bus usage and growth.....	34

Congestion	35
Other factors affecting the use of local bus services.....	36
3. Headline targets.....	38
Further reliability improvements	38
Journey time improvements	39
Passenger growth	39
Customer satisfaction	40
4. Delivery.....	43
Network and service development	44
Reliability and faster journey times.....	50
Fares and Ticketing.....	53
Passenger experience.....	55
Passenger Charter	58
5. Reporting	59
6. Overview Table	60

List of Tables

Table 2-1: Bus services most impacted by delay per current passenger in the CPCA area (based on existing timetables)	25
Table 2-2: Comparative average parking charges in Cambridge, Peterborough and other locations	37
Table 3-1: Summary of headline targets	41
Table 4-1: Network hierarchy	44

List of Figures

Figure 1-1: CPCA BSIP Area.....	2
Figure 1-2: BSIP elements, objectives and guiding principles	10
Figure 1-3: Citizens' Assembly vision outcomes	17
Figure 1-4: Citizens' Assembly views on options to reduce congestion, tackle air quality and provide better PT	18
Figure 2-1: Current bus network	20
Figure 2-2: Bus service frequencies.....	22
Figure 2-3: Population within 400m of the pre-Covid bus network.....	23
Figure 2-4: Composition of bus fleet.....	26
Figure 2-5: CPCA bus passenger trends	29
Figure 2-6: Potential new housing growth in relation to the current local bus network.....	32
Figure 4-1: BSIP key elements for delivery	43
Figure 4-2: Current bus network	45
Figure 4-3: Proposed new bus network by 2025	46
Figure 4-4: Service frequencies on new local bus network.....	47

Appendices

Appendix 1	List of local bus services financially supported by CPCA
Appendix 2	Bus Passenger Charter
Appendix 3	Bus Operator Letters of Support

Executive summary

Bus travel across Cambridgeshire and Peterborough will be revolutionised in the coming years

What is the BSIP Vision?

Everyone should have the opportunity to travel; their chances in life should not be constrained by the lack of travel facilities open to them

What are the BSIP objectives?

- 1. The bus is an attractive mode of travel that competes with the car**
- 2. The bus network supports sustainable growth**
- 3. The bus helps to protect and enhance the environment**
- 4. The bus network supports the health and wellbeing of the population**
- 5. The bus provides opportunity for all**

What is the BSIP ambition?

- A return to pre-Covid patronage levels as soon as possible followed by new patronage growth**
- Priority measures to speed up journeys and make buses more reliable**
- A revamped, integrated bus network offering links to more places, clockface timetables, more frequent services and longer operating hours**
- Comprehensive coverage and consistent levels of service**
- Zero emission buses on all services by 2030**
- Tickets that can be used on all services and provide value for money**
- Cheaper travel for young people**
- Comprehensive information from one source in all media formats**
- Better bus stops and waiting facilities**

What is the DfT funding request?

DfT funding request			
Year	Resource (revenue)	Capital	Total
2022-23	11,619,000	22,555,000	£34,174,000
2034-24	16,985,800	42,121,000	£59,106,800
2024-25	19,797,800	41,411,000	£61,208,800
Totals	£48,402,600	£106,087,000	£154,489,600

Cambridgeshire and Peterborough will be a showcase for what can be achieved by meaningful investment and concerted effort focused on transforming the experience and perception of bus travel



In brief:

- There is a strong case to support transformational improvement of bus services.
- The people of Cambridgeshire and Peterborough want to see better bus services
- Local policies and strategies are in place to support this ambition.
- The National Bus Strategy provides the opportunity to help deliver the ambition.
- The Bus Service Improvement Plan provides the opportunity to consider current bus service provision, the issues associated with it, the ambition for it and the planned actions to deliver its transformation.

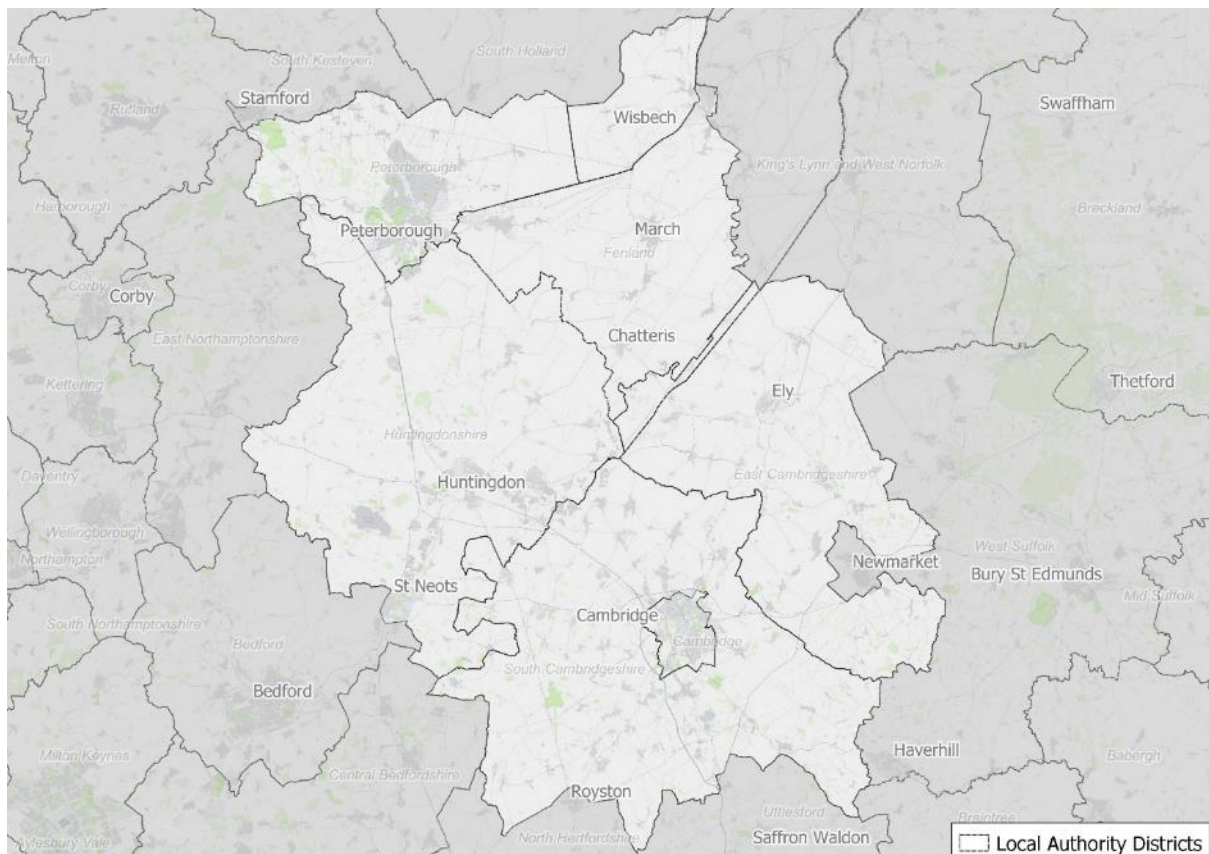
1. Introduction

Background

- 1.1 Government published its **National Bus Strategy: Bus Back Better** in March 2021, setting out an ambitious vision for significant improvements to bus services to return usage to pre-COVID levels and then to build patronage further. It wants to see services that are:
- **More frequent**, with turn-up-and-go services on major routes and feeder or demand-responsive services to lower-density places.
 - **Faster and more reliable**, with bus priority wherever necessary and where there is room.
 - **Cheaper**, with more low, flat fares in towns and cities, lower point-to-point fares elsewhere, and more daily price capping everywhere.
 - **More comprehensive**, with overprovision on a few corridors reduced to boost provision elsewhere and better services in the evenings and weekends, not necessarily with conventional buses.
 - **Easier to understand**, with simpler routes, common numbering, co-ordinated timetable change dates, good publicity, and comprehensive information online.
 - **Easier to use**, with common tickets, passes and daily capping across all operators, simpler fares, contactless payment and protection of bus stations.

- **Better integrated** with other modes and each other, including more bus-rail interchange and integration and inter-bus transfers.
- 1.2 To be eligible for Government funding announced as part of the National Bus Strategy, local authorities are required to produce a Bus Service Improvement Plan (BSIP). Furthermore, they should either pursue delivery of the BSIP objectives via an Enhanced Partnership or Franchising Scheme.
 - 1.3 This Bus Service Improvement Plan (BSIP) covers the Cambridgeshire and Peterborough area, aligning with the area in which bus franchising is being considered by CPCA.

Figure 1-1: CPCA BSIP Area



Cambridgeshire and Peterborough

- 1.4 The Cambridgeshire and Peterborough region is diverse, with a vibrant mix of cities, market towns and villages. With a population of 850,000 and 47,000 businesses, it is a region of contrasts ranging from the agriculture and flat landscape of the Fens to the heritage of Peterborough, Cambridge and Ely, and the research and business environment of South Cambridgeshire. The area, a world leader in science and

technology, with unparalleled levels of cutting-edge research, growth business and highly skilled jobs, is a significant contributor to the UK economy. Yet between our cities and eleven market towns lie large areas of agricultural land and fen, with high levels of rural poverty.

- 1.5 With this backdrop, the area has seen substantial growth in terms of business and housing, including whole new communities being established. With this come the pressures on roads, infrastructure and the environment. Such challenges bring the need for new solutions. The bus can play a significant part in offering connectivity, access to employment and facilities, as well as offering communities the ability to travel more sustainably.
- 1.6 Cambridgeshire & Peterborough Combined Authority (CPCA) is backing the bus. It was already looking at ways of transforming bus travel. The National Bus Strategy now provides further support for this, along with the potential for funding to spearhead change. This Bus Service Improvement Plan sets out what needs to be done and how it will be achieved.
- 1.7 CPCA is a combined authority, led by an elected mayor, and made up of representatives from the Business Board and seven constituent local authorities (Peterborough City; Cambridgeshire County; Fenland District; Huntingdonshire District; East Cambridgeshire District; Cambridge City; and South Cambridgeshire District). **Its mission is to shape growth to make Cambridgeshire and Peterborough a leading player in the world to live, learn, work and do business.** Its central values are based around compassion, co-operation and community. CPCA believes in doing things differently and looking for new solutions. Our overarching requirement is to act with **Co-operation** and **Compassion** to serve our **Community**
- 1.8 The Combined Authority has strategic transport powers and is the Local Transport Authority for the Cambridgeshire and Peterborough area.

The story so far

- 1.9 CPCA wants to see the bus network across Cambridgeshire and Peterborough transformed. To this end it has been exploring different ways of achieving this. Furthermore, Greater Cambridge Partnership has huge ambition to transform public transport to support the future sustainable growth and development of the Greater Cambridge area, through significant packages of investment to deliver bus priority, new links, capacity charging and enhanced bus services.

- 1.10 In 2018, CPCA commissioned an extensive review of all aspects of bus service delivery, examining the current state of play, drawing on engagement with stakeholders and operators, evidence and data. It took a close look at the different elements of the network, including city services, Park & Ride, Busway, inter-urban and rural services. It highlighted the pressures and constraints on each element and explored potential options and opportunities, including fares and ticketing, information and bus infrastructure.
- 1.11 The Strategic Bus Review highlighted a number of challenges for the local bus market:
- Declining usage and commercial viability
 - Poor image
 - Inconsistent network (commercial and supported) and difficult to intervene to enhance
 - Inconsistent levels of service (frequency, start/finish times)
 - Reliability and slower journey times, particularly in Cambridge
 - Operational inefficiencies
 - Lack of integration
- 1.12 Since then, the Covid-19 pandemic has added further challenges, in respect of reduced usage, changes in patterns of demand and the likelihood of different travel behaviour amongst the various user groups.

Bus Franchising

- 1.13 Following the Strategic Bus Review, CPCA agreed to use its powers under the Bus Services Act 2017 to consider different options, including the possibility of Bus Franchising. A notice of intent to undertake an assessment of Bus Franchising was published on 9 May 2019. Between October and December 2019, considerable market research and stakeholder engagement took place to get a clear picture of what people (bus users and non-users) wanted from the bus network. There was a desire to see significant improvement and this was translated into a '**Vision for Bus**', which was adopted by CPCA in May 2020. This sets out a clear vision and objectives to deliver a world class bus network.
- 1.14 The purpose of considering a different delivery model, such as Franchising, is to achieve the following:
- **More influence** by CPCA on shaping and developing the network (in response to changing needs) and setting fares

- **Network coordination** and consistency
- **Integration** with other modes and other types of specialist transport, such as home to school, health and community transport
- **Wider objectives than revenue generation**, including user experience, social inclusion, health and wellbeing, and environmental
- **Driving service enhancements**, such as more connectivity or direct services that would not be commercial propositions
- **Opportunity to try different approaches** and types of operation
- **Ensuring value for money** through competition in the market

1.15 During summer 2020, a Comparative Outline Business Case (COBC) was undertaken to compare different approaches to developing the bus network, including do nothing, partnership and franchising. This drew on data provided by operators. Whilst this assessment was concluded, the pandemic was having a dramatic impact on bus patronage. It was therefore difficult to make any decisions at that point.

1.16 The publication of the National Bus Strategy provided a useful trigger to continue the Franchising Assessment in parallel with the formulation of the Cambridgeshire and Peterborough BSIP. Operators were asked for further data relating to both the pre-pandemic and recovery periods. Further work was undertaken to develop the aspirational bus network for the BSIP, which would also be used as the network to be delivered under a Franchising Scheme. Over summer 2021, Outline Business Case (OBC) work was carried out to further assess franchising against an Enhanced Partnership, which would be otherwise required by the National Bus Strategy.

1.17 The approach adopted has been shaped by discussions with bus operators. In summer 2020, these discussions showed:

- General support for joint working and partnership approach
- Need for strong commitment to collaboration and service improvement
- Over-riding need for bus priority and restraint on other motor traffic

1.18 In April 2021, the following were the main themes to emerge from discussions with operators:

- Support for joint working with CPCA
- Mixed views on franchising or enhanced partnerships, some preferring one or the other and some unsure
- Concerns about delays caused by roadworks and congestion

- Bus service contracts need to be of suitably long duration (5-7 years)
- Varying views on fares and ticketing, branding, vehicle livery and information provision and marketing
- Importance of ensuring opportunities for smaller operators

1.19 Having considered the pros and cons of different approaches to bus franchising, the following assumptions (based on shared roles and responsibilities) have been adopted for the OBC assessment:

- Whole CPCA area included within the franchising scheme
- Phased introduction of franchising scheme over 2 years
- Mix of different sized contract packages, offering opportunities for small, medium and large operators
- Contract duration of 5-8 years (with 1-2 year extension), with flexibility to accommodate change and varying age of vehicles at start of contract
- Operators free to decide on vehicle types (in line with general specification set out by CPCA) and to retain their own liveries, with the incorporation of network or route branding and signage
- Collaborative approach between CPCA and operators
- CPCA sets fares, but shared revenue risk and incentive for operators to grow patronage and to keep some of the additional revenue
- Service permits granted for commercial cross-boundary services

1.20 Until the franchising assessment process is complete, no decisions on whether franchising will be taken forward can be made. Therefore, early delivery of improvements set out in the BSIP will be carried out under an Enhanced Partnership that will be put in place from April 2022.

Bus Service Improvement Plan (BSIP)

1.21 The BSIP forms the overall bus strategy for the development of the bus network in the next few years. It will sit within the new Local Transport and Connectivity Plan (LTCP) that is currently being formulated and will be consulted upon in late 2021.

1.22 The BSIP is a live document that will be continually reviewed and therefore has no fixed end date. It will be updated annually in October, reflecting on progress made in the previous year and revised accordingly to highlight future ambitions. The BSIP has been prepared on the basis of current circumstances; however Greater Cambridge

Partnership proposals will shortly go out to consultation for the expansion of bus services alongside creating space and funding for sustainable transport. Any changes will be reflected in future iterations of the BSIP.

- 1.23 Progress towards targets will be monitored and reported 6-monthly.
- 1.24 The BSIP, progress reports and other documents relating to it are to be found on the BSIP page on the CPCA website.
- 1.25 There is significant ambition for the bus network across Cambridgeshire and Peterborough, with the aim of achieving a **15% increase in overall patronage** on 2018-19 levels by 2024-25. Against a backdrop of a future road charging scheme and significant investment in new buses funded by the Greater Cambridge Partnership, we believe the opportunity exists to stretch further towards a more ambitious uplift.
- 1.26 The conditions are right to transform bus services in the coming years. With the support of National Bus Strategy funding, much can be achieved. The measures and plans outlined in this document seek the following funding from DfT over the next 3 years:

DfT funding request			
Year	Resource (revenue)	Capital	Total
2022-23	11,619,000	22,555,000	£34,174,000
2034-24	16,985,800	42,121,000	£59,106,800
2024-25	19,797,800	41,411,000	£61,208,800
Totals	£48,402,600	£106,087,000	£154,489,600

BSIP vision and objectives

- 1.27 Following extensive stakeholder and public engagement and market research, the Combined Authority developed and approved a vision for bus in 2020:

“Everyone should have the opportunity to travel; their chances in life should not be constrained by the lack of travel facilities open to them”

- 1.28 Central to the vision is a bus network that is part of a world class public transport system that gives everybody an integrated travel service with quality information and vehicles. This BSIP will seek to deliver on this vision for bus. Figure 1-2 provides an

overview of the key elements and objectives which underpin the BSIP, along with guiding principles for its delivery.

1.29 Key elements of the vision are:

- **Best-in-class:** A high quality network of road-based public transport services that are reliable, frequent, convenient and affordable, and that meet the needs of residents, businesses and visitors. The bus is an attractive mode of travel, which offers a real alternative to the car. The network encompasses all forms of road-based, shared transport including bus, taxi and private hire vehicles, demand responsive transport, community transport and car clubs.
- **Sustainable growth:** The bus network underpins economic and housing growth by connecting people with places and services. It enhances quality of life and supports healthy choices, whilst protecting and enhancing the environment.
- **Opportunity for all:** The bus network provides convenient access to jobs, facilities and services for all, irrespective of income, age, ability, location or access to a car.

1.30 In order to deliver this vision, five main objectives for bus have been developed:

1) **The bus is an attractive mode of travel that competes with the car**

To reverse the decline in bus use, bus travel needs to be attractive, comfortable and convenient for day-to-day journeys to work, shops, education, healthcare and leisure activities.

2) **The bus network supports sustainable growth**

It will seek to provide direct, convenient links to employment centres, help communities access facilities and ensure new housing areas have sustainable travel options. This may discourage car use, helping to reduce traffic congestion and improve travel reliability for all. It will be important for land use planning policies and approaches to new development to support and complement effective bus service provision.

3) **The bus helps to protect and enhance the environment**

Low and zero emission buses will contribute to improving air quality and reductions in carbon emissions. Ultimately, attractive travel alternatives to the car may reduce traffic levels and the amount of land given over to the car, offering opportunities to enhance the landscape and public realm.

4) **The bus network supports the health and wellbeing of the population**

An extensive, attractive, convenient and reliable bus network would offer opportunities for stress-free, safe travel and more sustainable travel choices. Collective travel provides a sense of community and belonging. It can encourage more physical activity and exercise, as well as providing access to leisure, recreation and healthcare facilities.

5) **The bus provides opportunity for all**

A comprehensive bus network would offer high levels of connectedness and accessibility to facilities and services for those who have no alternative and those who choose to use the bus.

Figure 1-2: BSIP elements, objectives and guiding principles



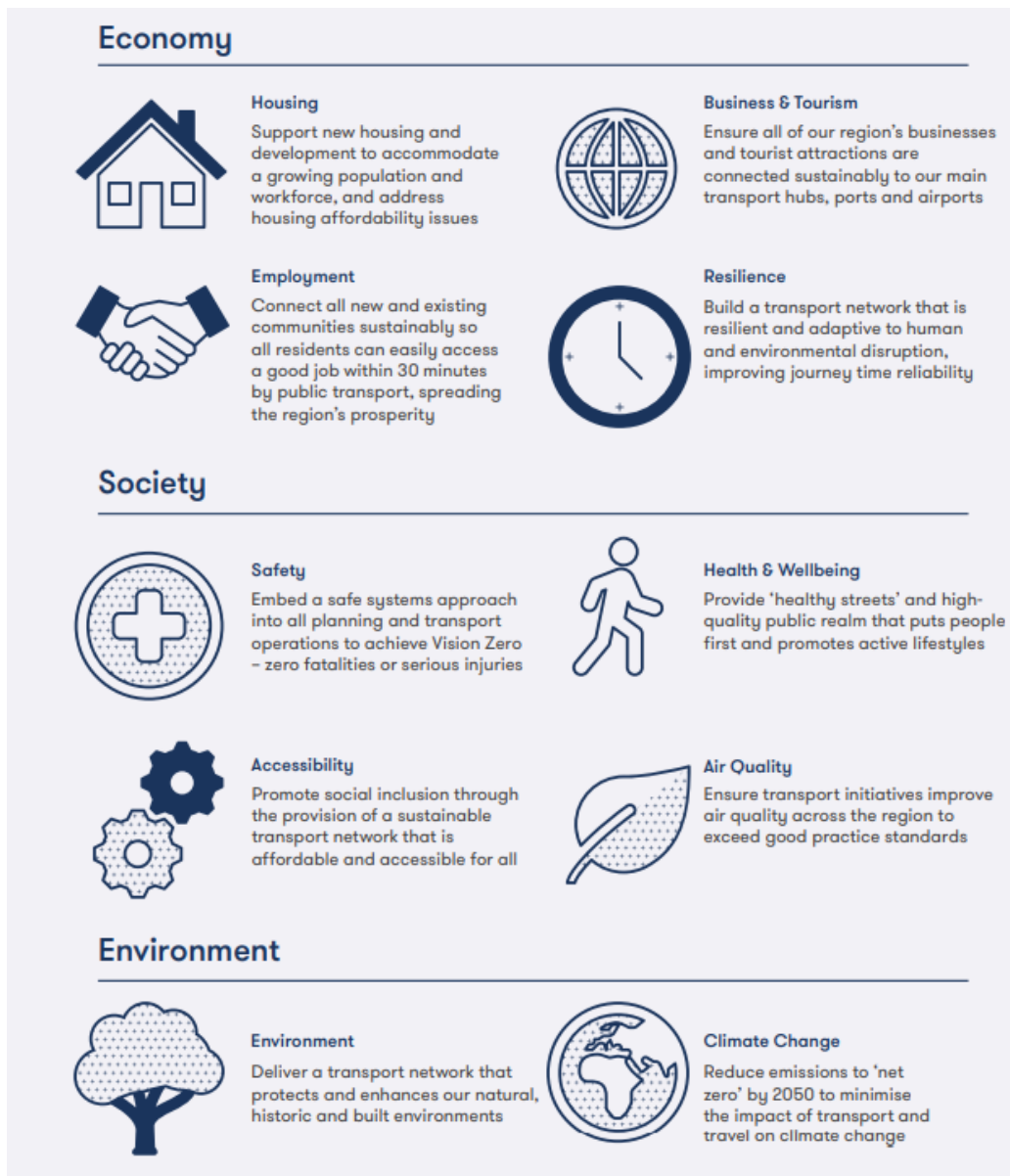
Policy context

- 1.31 Local policies support the development and improvement of public transport as outlined in the BSIP.

Local Transport Plan (LTP)

- 1.32 The vision for the LTP is to deliver a world-class transport network for Cambridgeshire and Peterborough that supports sustainable growth and opportunity for all. The vision is intended to capture the aspirations for Cambridgeshire and Peterborough's transport network, reflecting an ambition to provide:
- **'A world-class transport network'** – Cambridgeshire and Peterborough aspire toward a transport system of the highest quality on a global stage, which meets the needs of residents, businesses, and visitors.
 - **'Sustainable growth'** – the network will support the delivery of future economic and housing growth across the region that enhances overall quality of life, supports the transition to a net zero carbon economy and protects or enhances the environment.
 - **'Opportunity for all'** – the network should support access to jobs, services and education for all, irrespective of income, age, ability, location, or access to a car.

LTP objectives



The LTP is currently being refreshed to reflect the global challenge of climate change. Transport and digital connectivity improvements will be considered together in a Local Transport and Connectivity Plan (LTCP), which will be put in place in Spring 2022 following public engagement.

Greater Cambridge Partnership City Access and Public Transport Improvements

- 1.33 The Greater Cambridge Partnership (GCP), consisting of partners Cambridge City, South Cambridgeshire District and Cambridgeshire County Councils and University of Cambridge, is the delivery body for a City Deal worth up to £1bn to provide vital improvements to infrastructure to support delivery of homes and jobs. The City Access project is at the heart of the City Deal, which aims to address the major pressures on the local economy by reducing congestion and pollution and providing people with better, healthier, more sustainable options for their journeys – all key objectives of the Cambridgeshire and Peterborough LTP.
- 1.34 The Greater Cambridge Partnership (GCP) has undertaken detailed work to understand these issues, alongside comprehensive public and stakeholder engagement activities, and to develop a vision for the future that includes:
- **A world-class, sustainable transport system** that makes it easy to get into, out of, and around Greater Cambridge, giving people more choice about how they travel and better options for their journeys.
 - **A transformed public transport network** that better serves employment and residential areas, and offers people from across the travel to work area a reliable, competitive and sustainable alternative to travelling by car.
 - **Significant enhancements to walking and cycling** provision to develop and maintain a comprehensive network for the city and wider area.
 - **Delivery of the current infrastructure programme** and continued investment to address further priorities identified through the GCP's Future Investment Strategy.
 - **Investment in new digital technology to support the transport system** by providing seamless journeys and better managing road traffic.
- 1.35 The vision supports the realisation of a series of benefits identified through the City Deal and further work to develop the city access strategy, including:
- Securing the continued economic success of the area
 - Significant improvements to air quality, supporting a healthier population
 - Reducing carbon emissions in line with the partners' zero carbon commitments
 - Helping to address social inequalities where poor provision of transport is a contributing factor

- Wellbeing and productivity benefits from improving people’s journeys to and from employment.

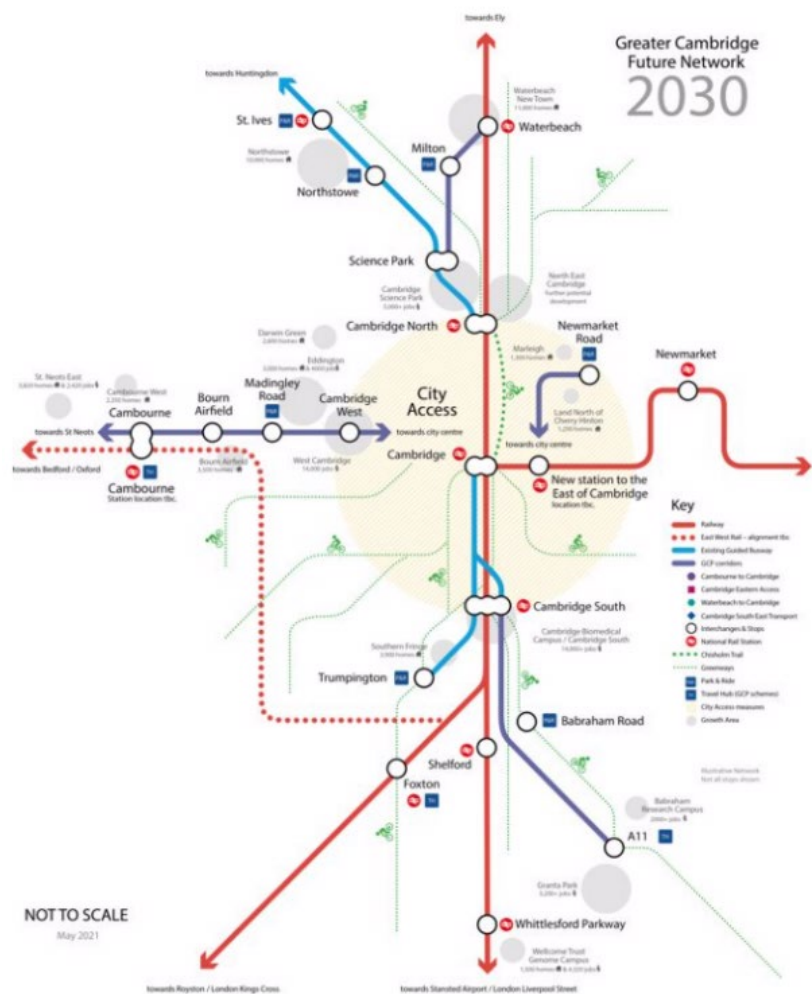
1.36 The project aims to significantly reduce car traffic and provide a step change in public transport provision, such that it becomes the mode of choice. Reaching the ambition will require a tripling of the number of commuters travelling by bus.

1.37 The project has shown that to address current and future transport issues, tackle climate change, and secure the future prosperity of our area, there is a need to reduce car dependence and promote the use of sustainable modes of transport wherever possible. Offering a real competitive alternative to their car has three key elements:

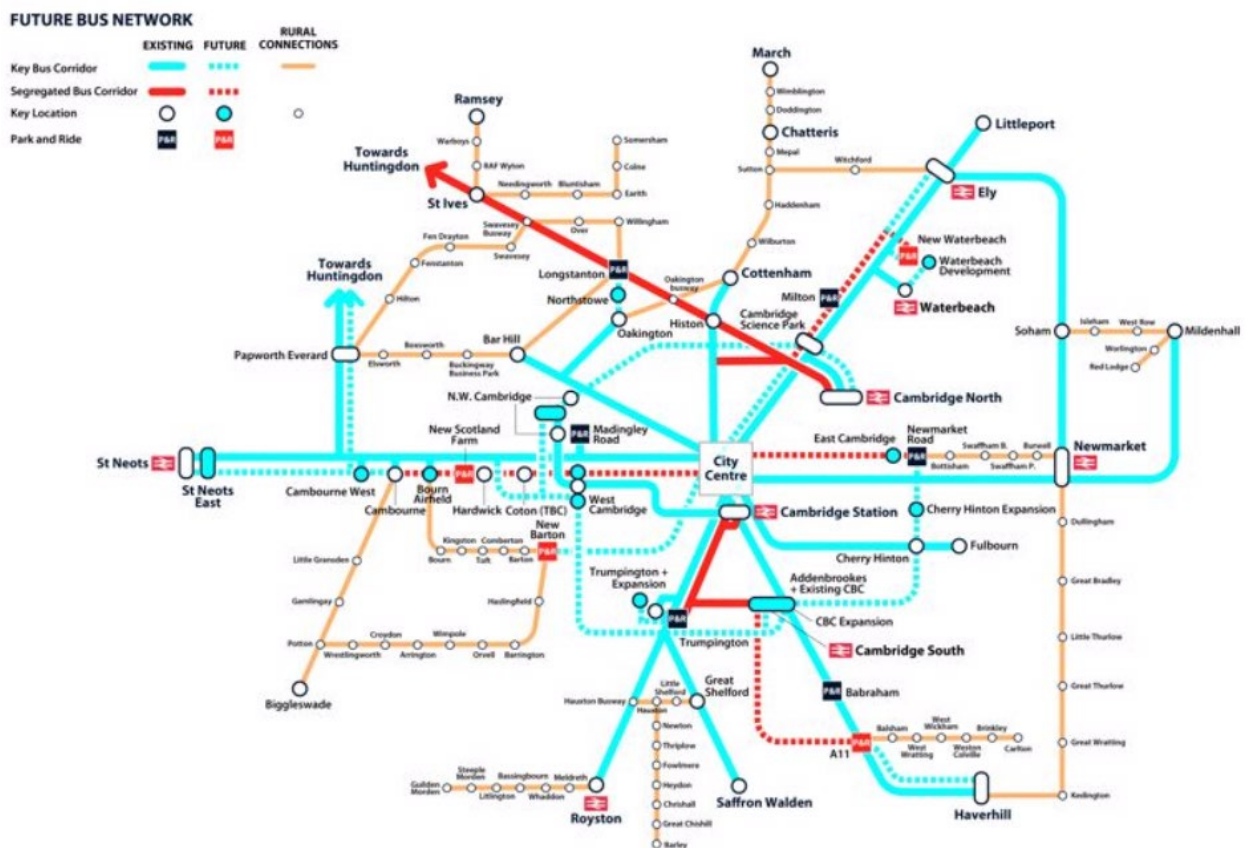
- New sustainable transport infrastructure
- An enhanced network of public transport services
- Creating space for sustainable transport and discouraging car use

1.38 The GCP’s sustainable transport programme will, alongside other projects delivered by the CPCA and other partners, provide the first of these. The infrastructure plan to be achieved by 2030 is shown in the diagram.

1.39 The City Access project has undertaken extensive technical analysis to develop a Future Bus Network Concept to meet the second requirement – provision of an enhanced network of public transport services. This aims to demonstrate how a new network could offer



many more people a competitive public transport option, supporting access to employment and services across the travel to work area and enabling inclusive growth. The network would deliver a transformation in local bus provision across and beyond the Greater Cambridge geography. Most market towns would have 6 services to Cambridge per hour, and most rural villages served by an hourly bus service. In Cambridge, 10-minute frequencies would be the norm, with more direct services to the Cambridge Biomedical Campus (CBC), Cambridge Science Park and the West Cambridge site avoiding the city centre. Potentially a flat fare could apply and services would operate between 05:00 and midnight.



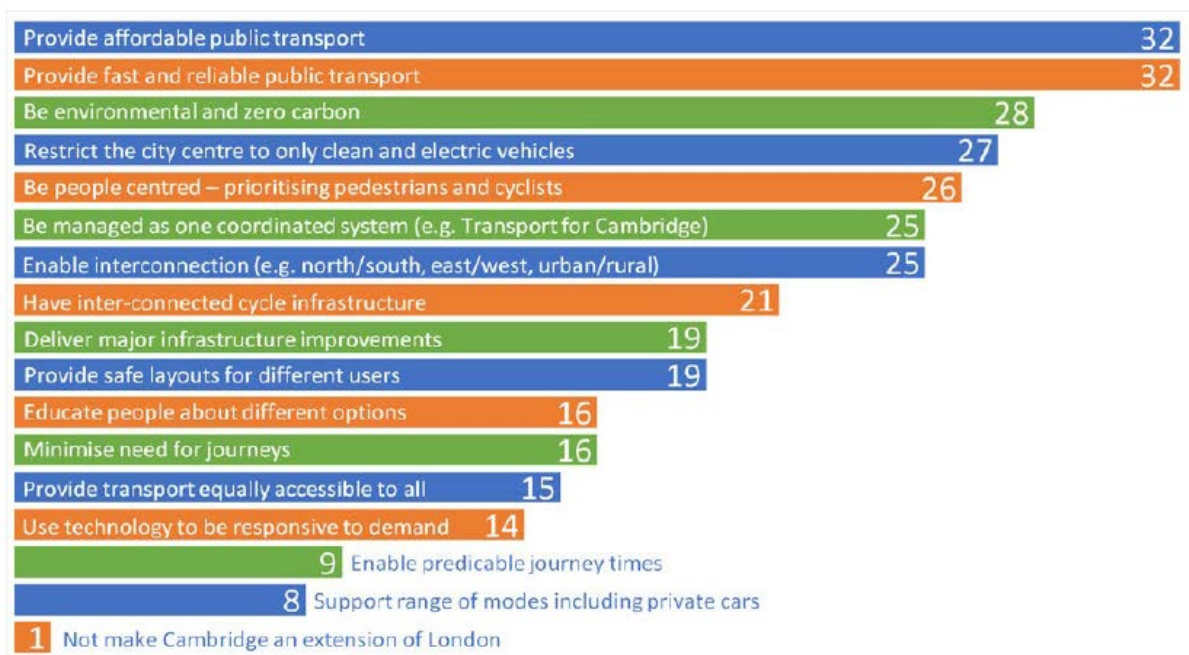
- 1.40 The costs of implementing this network are significant, up to £40m per annum. Service improvements of this nature can be delivered initially from identified funds within the GCP budget, but an ongoing revenue source will need to be found for any supported services that do not become commercially viable.
- 1.41 As well as an on-going funding source, delivery of a transformed bus network of this scale requires the third element – creating space for sustainable transport and discouraging car use. Many more buses will be needed and cannot get stuck in congestion if they are to offer a competitive choice for people. Therefore, prioritising

road space for sustainable transport is essential and offers the potential to speed up journey times, improve reliability and improve safety.

- 1.42 The GCP has explored options for delivering space and funding for a transformed bus network, alongside improvements to cycling and walking. This includes looking at potential impacts of both physical measures (such as road space reallocation) and fiscal measures (such as a road user charge or parking charges), and how these could enable the delivery of public transport and active travel enhancements.
- 1.43 The GCP Executive Board has agreed a roadmap for taking the project forward, commencing with a public consultation this autumn to assist with the development of a final package of options for improving bus services, funding an expansion of the cycling-plus network and managing road space in Cambridge. This will look in detail at the proposals to improve the wider bus network and consider options that deliver the space for new services and a funding source to ensure their ongoing viability.
- 1.44 Any final package of proposals will be subject to further public consultation in 2022, along with an implementation plan that commits to improving bus services in the first instance.
- 1.45 There has already been extensive engagement on the issues considered within the City Access project. Key messages from the Choices for Better Journeys consultation (2019) included:
- 82% of respondents backed the GCP's vision to improve public transport.
 - 81% of respondents chose a traffic reduction measure as their first choice for funding public transport and reducing congestion.
 - 44% of respondents favoured a pollution charge as their first or second option compared to 39% favouring a flexible charge.
- 1.46 In 2019, the Greater Cambridge Citizens' Assembly was convened to look at the question: 'How do we reduce congestion, improve air quality, and provide better public transport in Greater Cambridge?'¹ The Assembly gave its views on a vision for transport in the future, with affordable, fast and reliable public transport emerging as key priorities (see Figure 1-3).

¹ <https://www.greatercambridge.org.uk/city-access/greater-cambridge-citizens-assembly> The Assembly was part of the Government's Innovation in Democracy pilot programme.

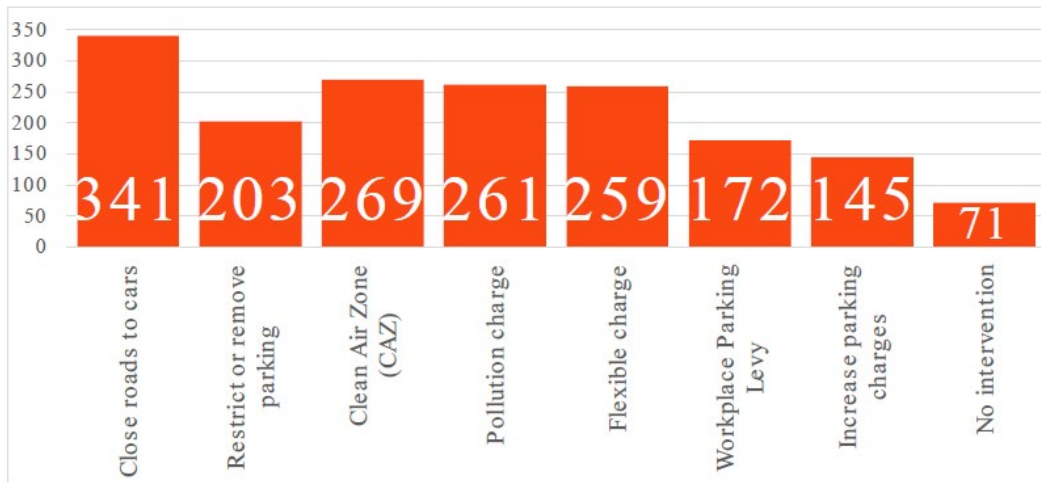
Figure 1-3: Citizens' Assembly vision outcomes



1.47 The citizens' assembly also considered the ways in which reducing congestion, improving air quality and delivering better public transport could be achieved (see Figure 1-4). The GCP is taking forward proposals for a package of measures, including:

- Public transport improvements
- Proposals to prioritise road space and enhance sustainable and active travel
- Measures that provide on-going funding sources for enhanced public transport and cycling infrastructure

Figure 1-4: Citizens' Assembly views on options to reduce congestion, tackle air quality and provide better PT



2. Current offer to passengers

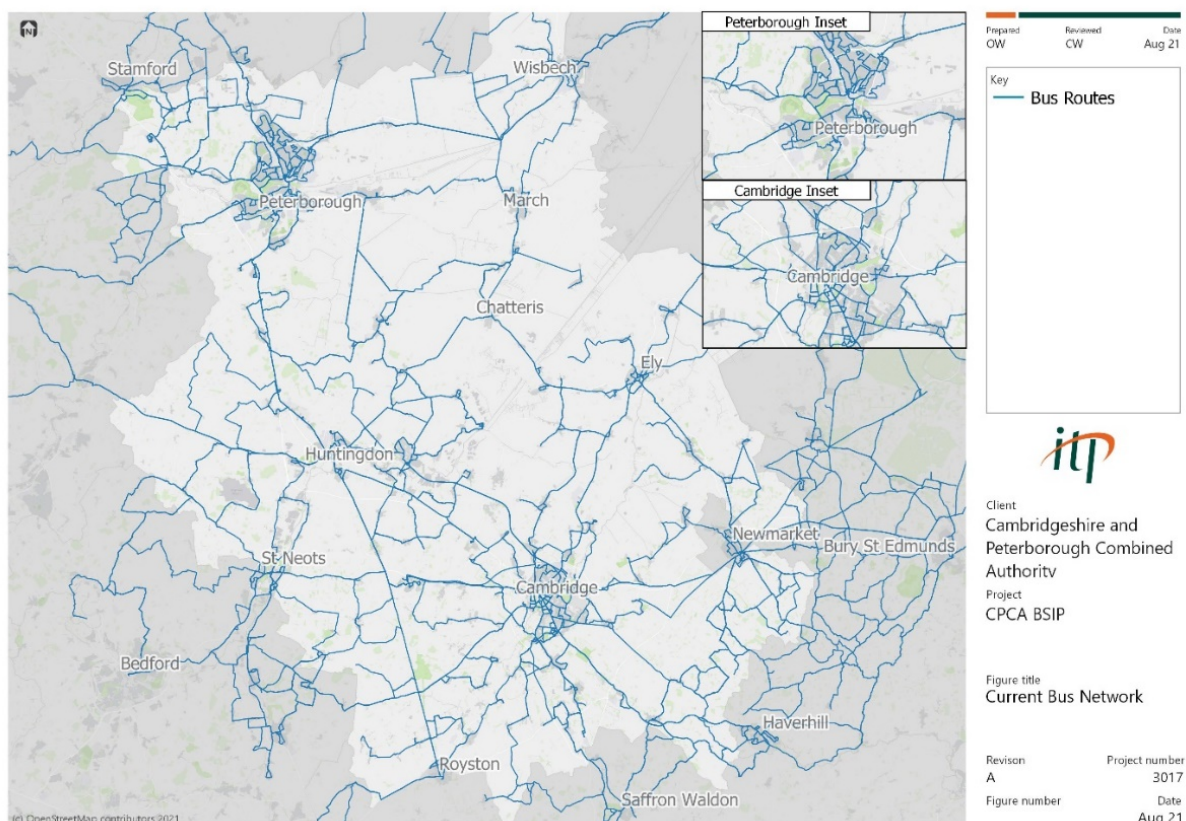
In brief:

- The current bus network provides a base on which to build, but has gaps and does not offer everything that people want, particularly those who use car to get around.
- Overall, bus patronage has been falling, despite some successful services, such as The Cambridgeshire Busway.
- Congestion is the main issue that impacts on bus services, making bus operations inefficient, services unreliable and journey times slow for passengers.
- Residents want to see reliable services that run more frequently, connect to more places and that are easy to use.

Service provision

- 2.1 The local bus network comprises a range of different types of service, including inter-urban, city, park and ride and local provision, as well as demand responsive transport (DRT) (see Figure 2-1). The network is supplemented by other types of passenger transport, such as community transport and dedicated education and health-related transport.

Figure 2-1: Current bus network



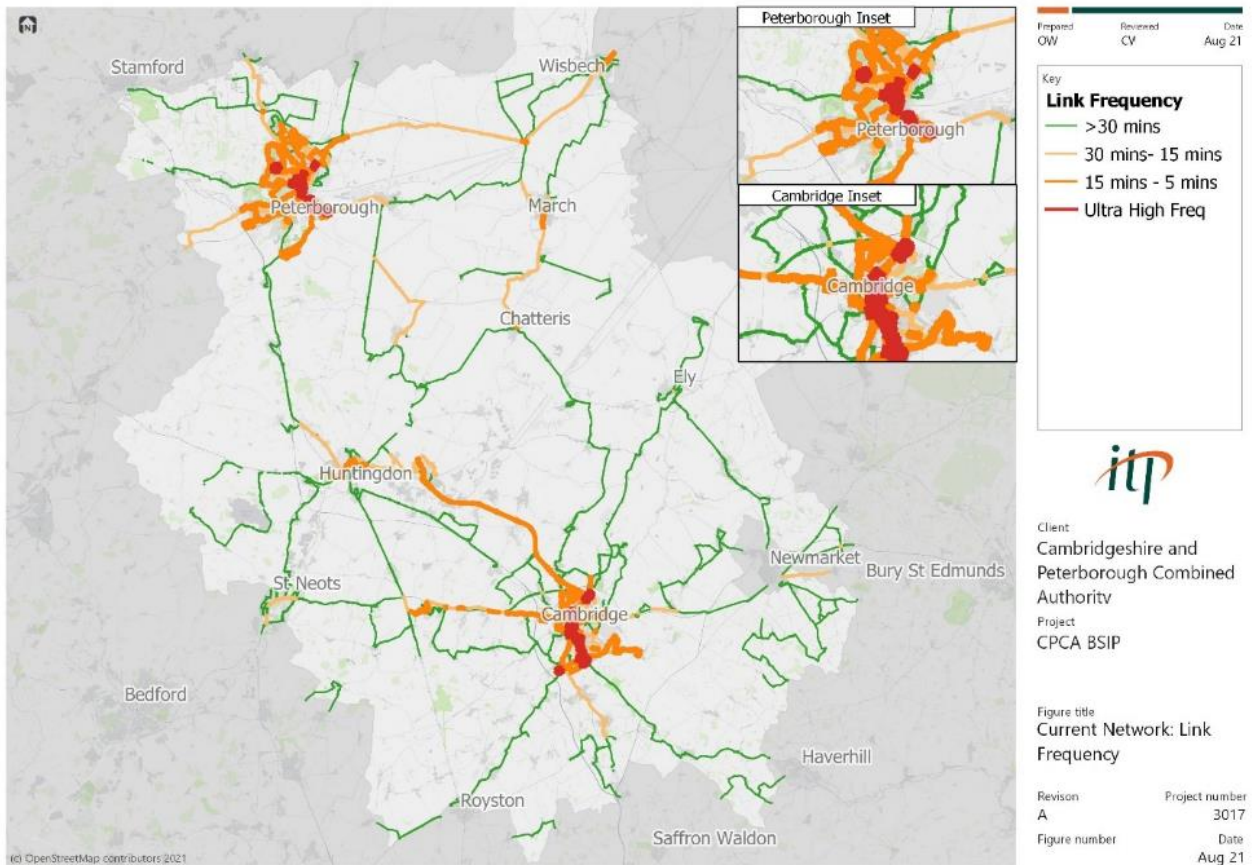
- 2.2 About 13.4 million bus miles are operated per year. Of these, some 92% are provided on a commercial basis by operators. Stagecoach East is the dominant operator across the area, operating over 90% of the commercial bus network. Whippet provides some services in the Huntingdon area and cross-boundary commercial services are provided by Delaine (Bourne – Peterborough and Bourne – Stamford - Peterborough) and First (Peterborough – King’s Lynn – Norwich). The commercial network includes eight Citi services in Cambridge and six Peterborough Citi services in Peterborough, plus services on the Cambridgeshire Busway between St Ives, Cambridge, Trumpington and the Biomedical Campus.
- 2.3 Several smaller operators provide supported services, along with Stagecoach and Whippet, across 56 separate contracts. The total cost of these is £3.36m per year. 18 contracts are operated on a minimum subsidy basis, at a cost of approximately £1.74m per year, 31 are minimum cost at a gross cost of £1.46m per year and 5 are deminimis arrangements at a cost of £0.16m per year. In total, about 1.3 million bus miles per year are operated with local authority support.

- 2.4 Many of the local authority supported bus services are run under short-term contracts and subject to annual review, pending the outcome of the wider review of the bus network. There is limited competition for contracts.
- 2.5 In addition to contracts supported by CPCA, Cambridge University provides financial support for the 'Universal' service in Cambridge, which is operated by Whippet.
- 2.6 Regarding demand responsive transport (DRT) services, Peterborough City Council has an arrangement with Lincolnshire County Council for the provision of a 'Call Connect' service in the rural area to the north west of the city. There is also a recently introduced app-based DRT service, called 'Ting' in rural West Huntingdonshire. This is a pilot to inform wider introduction of DRT across rural areas of Cambridgeshire and Peterborough in the future.
- 2.7 The Combined Authority provides approximately £260,000 per annum to support community transport. The majority of this, approximately £150,000, is provided as grants to three local dial-a-ride schemes - FACT (Fenland, Huntingdonshire and East Cambridgeshire), Cambridge Dial-a-Ride and The Voluntary Network (Newmarket/Haverhill). Dial-a-Ride is available for those who are not able to access conventional public transport services, whether for reasons of physical mobility or geography. All journeys are pre-booked and services operate to a schedule; destinations tend to include local supermarkets and town and city centres.
- 2.8 Community car schemes receive around £100,000 per annum from the Combined Authority to support specific local journeys, although increasingly these services are used for medical purposes which can involve longer distance journeys. Finally, Taxicard schemes in a few small areas around Cambridge receive approximately £10,000 of support per annum.
- 2.9 CPCA funds 50% of the fare for journeys on community transport; some districts provide the remaining 50%, although others do not provide this additional support, resulting in fare differentials between operators and areas.

Density of service

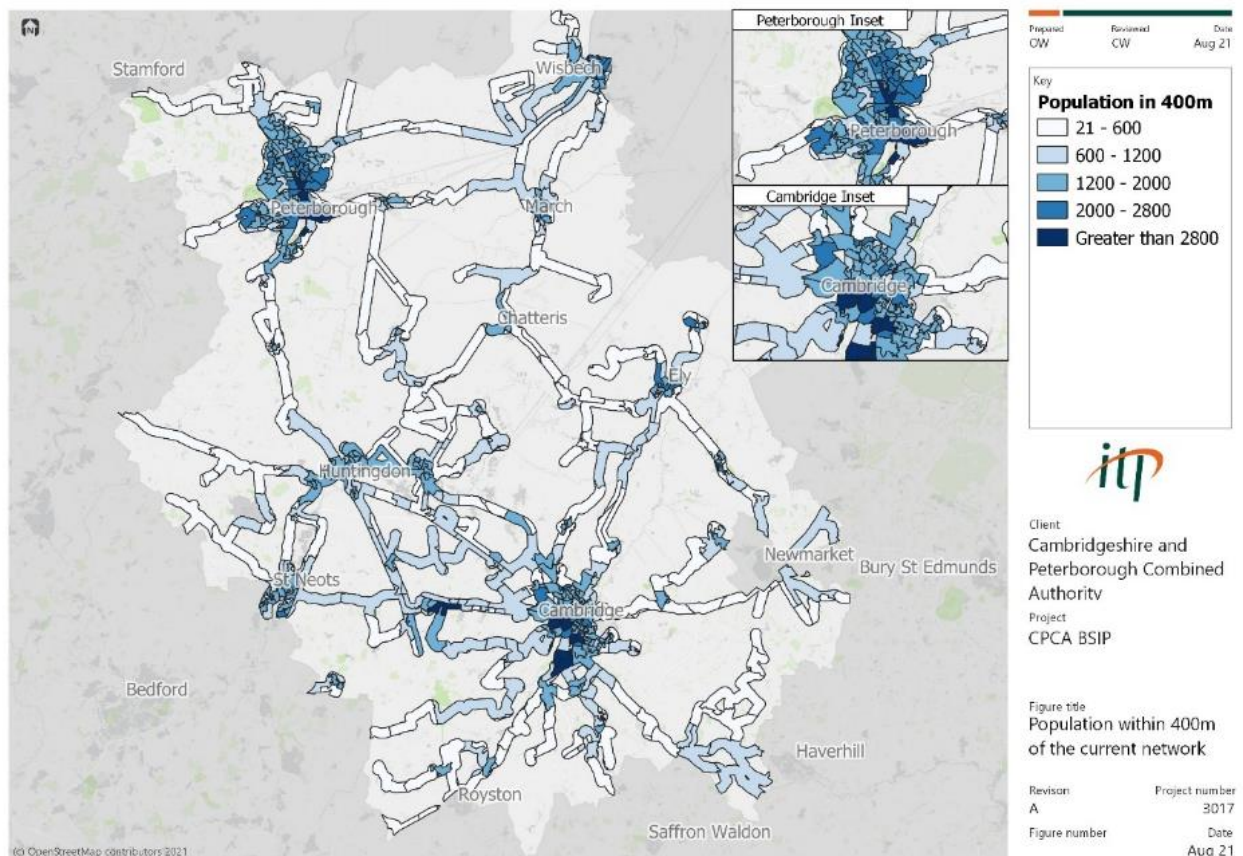
- 2.10 Figure 2-2 shows the frequency of bus links in the area, highlighting the ultra-high frequency (UHF) or 'turn up and go' links within Cambridge and Peterborough. The slightly less frequent links (5-to-15-minute frequency), mainly within Peterborough and Cambridge, also include the corridor connecting Cambridge and Huntingdon. Many of the links from the two cities to the surrounding market towns and links between the market towns have a frequency of over 30 minutes.

Figure 2-2: Bus service frequencies



- 2.11 The following map shows the proportion of the population within 400m of the current bus network.
- 2.12 Pre-Covid, 41% of the area's population was within 400m of a service with at least a 15-minute frequency; 52% within 400m of a service with at least a 30-minute frequency; and 63% within walking distance of an hourly or better service.

Figure 2-3: Population within 400m of the pre-Covid bus network



- 2.13 The Local Transport Plan highlights that whilst 58% of the population of Cambridgeshire and Peterborough is within 30 minutes of major employment centres (and a further 25% are within 60 minutes), many rural areas in particular lack direct public transport accessibility or suffer from lengthy journey times that make it difficult for those without a car to access jobs and services elsewhere. In South Cambridgeshire, only 22% of residents are within 30 minutes public transport or walking access of a town centre.
- 2.14 The evolution of the bus network has also not kept pace with the polycentric growth of Cambridge, meaning many jobs at the Biomedical Campus, Science Park, West Cambridge site and other employment areas are not well served and there is a lack of connectivity, in particular direct services, from residential areas.
- 2.15 According to the 2011 Census, in Cambridgeshire 3.8% of people travelled to work by bus, minibus or coach, compared to 6.9% in Cambridge City and 7.8% in Peterborough.

Bus lanes

- 2.16 The Combined Authority area has numerous sections of bus lane, most notably the 25km of guideway on the Cambridgeshire Busway, which opened in 2011.
- 2.17 In Cambridge, there are sections of bus lane on Hills Road, Trumpington Road, Histon Road, Milton Road, Newmarket Road, Madingley Road and Huntingdon Road, along with a number of bus only sections of road.
- 2.18 The Greater Cambridge Partnership is using City Deal funding to build new infrastructure to provide high quality public transport connections. The GCP's programme will transform bus priority on key corridors into the city. This includes four high quality public transport schemes providing segregated bus infrastructure (Cambridge South East Transport Scheme, Cambourne to Cambridge, Waterbeach to Cambridge and Cambridge Eastern Access), as well as upgrades to Histon and Milton Roads.
- 2.19 In Peterborough there are five sections of bus lane:
- Orton Busway (1.6 km of busway)
 - Goodwin Walk, Werrington (835 metres of bus only)
 - The triangle, Lincoln Road (87 metres of bus only)
 - London Road, Hempstead (277 metres into town and 170 metres heading towards Hampton)
 - Westgate, city centre (111 metres)
- 2.20 In Huntingdon, there are bus lanes on Walden Road (between the bus station and George Street) and Old Houghton Road (between the A1123 and the B1514).

Congestion and traffic levels

- 2.21 Traffic congestion in Cambridge is particularly problematic for buses, causing unreliability. Vehicle tracking data from December 2019 indicated that on routes serving Cambridge city centre, only 79% of buses departed from their origin stop on time.²
- 2.22 Analysis undertaken on behalf of the Combined Authority identified the bus corridors where further interventions, above and beyond what is already proposed for our area, to ease the movement of buses are likely to have the greatest impact, based on the average delay per route and the number of passengers carried. To mitigate against

² From ticket machine data supplied by Stagecoach and Whippet to CPCA

geographical bias when defining the short-list, a set number of services per geography was agreed (based on area bus patronage). The three geographies were defined as services routing to or from (1) Greater Cambridge, (2) Peterborough and (3) the rest of Cambridgeshire.

- 2.23 The shortlist of services most impacted by delay (per passenger), , are presented in Table 2-1. All are located in Greater Cambridge or Peterborough and involve services that go to or through the city centres. As set out above, services where proposals for bus segregation are already in place – such as the City Deal infrastructure programme outlined at paragraph 2.18 above – are already accounted for in the BSIP programme.
- 2.24 This analysis complements the current LTP / GCP programme and the issues it addresses around bus speeds and reliability on key corridors into Greater Cambridge based on where improvements would make most difference.

Table 2-1: Bus services most impacted by delay per current passenger in the CPCA area (based on existing timetables)

Area	Route No,	Description
Greater Cambridge	Citi 1	Arbury – Cambridge City Centre - Fulbourn
	A	St Ives – Cambridge City Centre – Trumpington P&R
	Citi 3	Cherry Hinton – Cambridge City Centre - Barnwell
	B	Hinchingbrooke – St Ives – Cambridge City Centre
	Citi 5	Fenstanton – Cambridge City Centre
	Citi 2	Milton – Cambridge City Centre – Addenbrookes
	P&R 4	Milton – Cambridge City Centre
	P&R 1	Trumpington – Cambridge City Centre
Peterborough	Citi 2	Paston – Peterborough City Centre – Bretton
	Citi 1	Werrington – Peterborough City Centre – Ferry Meadows
	Citi 3	Park Farm – Peterborough City Centre - Bretton

- 2.25 A subsequent review of the congestion ‘hotspots’ affecting these routes in the peak hours has led to key junctions being identified as responsible for the majority of delays. The majority of these junctions are on the radial routes into Peterborough and Cambridge city centres. Within both city centres, the key ‘gateway’ junctions that allow access to the inner core of Peterborough and Cambridge also contribute to bus service delays. In addition, a small number of local junctions across Cambridgeshire with issues have been identified. Improvements to key junctions impacted by congestion are therefore a priority for this BSIP to tackle service reliability concerns among current users and attract non-users.

Bus fleet

2.26 The overall bus fleet consists of a mix of vehicle types and ages. The majority are either double deck or full-size single deck buses, in varying proportions across the area. Cambridge services are predominantly operated with double deck buses, whilst there is a greater mix in Peterborough. Cross-boundary services provided by Delaine and First use double deck buses. There is only limited use of minibuses on certain supported services and Call Connect.

2.27 There are about 370 vehicles providing local bus services in the CPCA area. The composition of the fleet is shown in Figure 2-4:

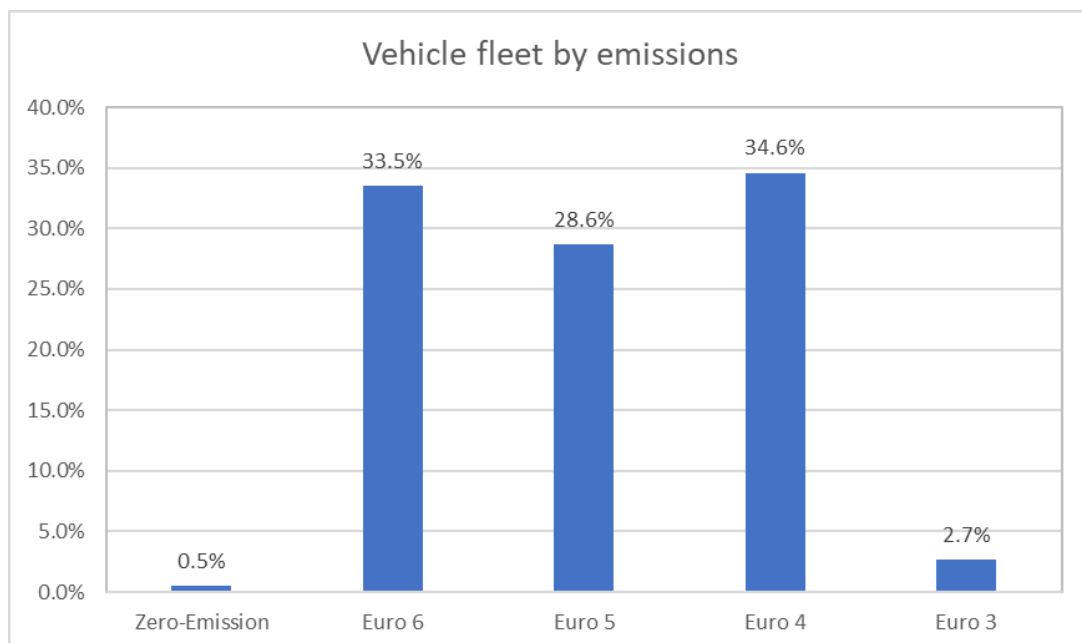
Composition of bus fleet.

Currently, only a third of the fleet meet Euro 6 emission standards and less than 30% have Euro 5 engines. Only 2 buses in the fleet are zero emission; they are electrically

powered double deck buses, funded by Greater Cambridge Partnership, that are being tested by Stagecoach on Citi and Park & Ride services in Cambridge city.



Figure 2-4: Composition of bus fleet



- 2.28 Following an expression of interest to DfT under its ZEBRA initiative, the Combined Authority was invited to submit a business case for the provision of zero emission buses for Cambridge, awarded 27/10/21. The 30 double decker buses requested will be used primarily on short busy routes in central Cambridge, where they can maximise their time in the city centre Air Quality Management Zone. The buses will convert the Park & Ride network to electric, along with the high frequency Cambridge Citi 2 service. The funding request amounts to almost £4.3m.

Availability of information

- 2.29 Bus operators are responsible for all publicity and information for bus services that are operated commercially. Details of services are available on their websites.
- 2.30 CPCA hosts a Cambridgeshire and Peterborough public transport website, which is dedicated to providing a one-stop shop for all travel needs³. The site includes a journey planner and links to the Traveline website for detailed bus timetables. The website also includes ticketing information and provides links to operators' websites for prices and further details.

Ticketing and co-ordination arrangements

- 2.31 All operators have their own range of proprietary tickets, which include single, return, one day and multiple day options. One of the smaller operators in the area offers in excess of 60 ticket types covering different areas and time periods. Although certain operators offer discounted travel for particular groups, the levels of discount, geographical and time coverage vary by operator, which can be confusing for passengers.
- 2.32 The only integrated ticket currently available is 'Multibus'. This is valid on bus services operating in Cambridgeshire only. Day tickets cost £8, while a seven-day Multibus costs £33. Multibus tickets can only be purchased from the bus driver. There is no equivalent ticket available in Peterborough.
- 2.33 Cambridgeshire operators who issue and accept Multibus are A2B Coaches; A&P Coaches; Myalls Coaches; Stagecoach; and Whippet. The Multibus ticket is a voluntary scheme and as such, tickets are not accepted on First XL, Busway services; Stagecoach service 905 or Stagecoach service 11 between Newmarket and Bury St. Edmunds.
- 2.34 In 2019, a study by the Greater Cambridge Partnership considered the development of automated fare collection in the Greater Cambridge area over the next 10 years. The

³ Home - CPCA Transport (cambridgeshirepeterborough-ca.gov.uk)

study concluded that the aspiration could be achieved, as it has been elsewhere. It recommended taking an account-based approach, implemented via a series of 'stepping stones'.

- 2.35 The majority of buses are equipped with electronic ticket machines (ETM) with contactless payment facilities. CPCA is exploring whether this facility could be extended to smaller operators for supported services.
- 2.36 The ETMs also provide automatic vehicle location, enabling the data feeds for real time information displays.

Design and presentation of service (branding/ticketing)

- 2.37 Stagecoach applies its Citi brand to Peterborough and Cambridge city services. Similarly, the five Cambridge Park and Ride services operated by Stagecoach are branded and colour coded. Stagecoach denotes its Busway services with a particular colour of vehicle. First's XL service operates with branded vehicles and is accompanied by similarly branded information. Delaine is a well-recognised brand on services heading north from Peterborough into Lincolnshire.



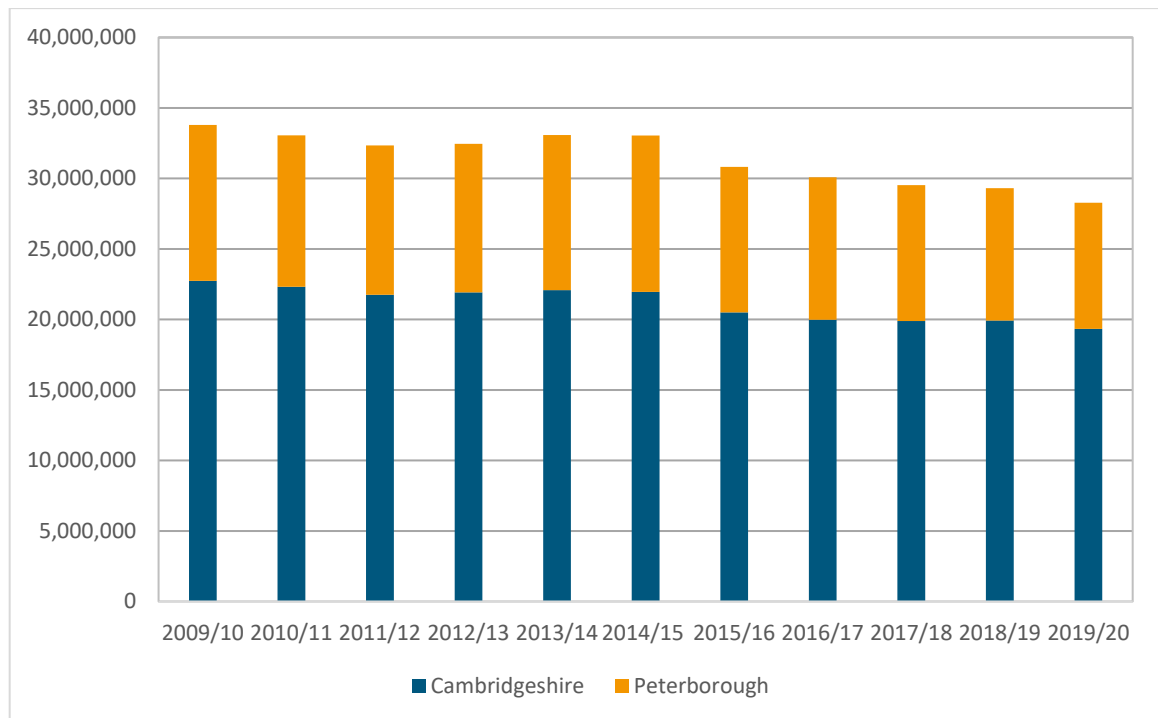
Bus usage

Patronage levels and trends

- 2.38 Prior to the Covid-19 pandemic, in 2018/19, buses in the CPCA area carried approximately 29.3 million passengers per year – broadly two-thirds in Cambridgeshire and a third in Peterborough (see Figure 2-5). Across the whole CPCA area, this patronage figure is 13% lower than the equivalent in 2009/10 – with a 12% reduction in Cambridgeshire and a 15% reduction in Peterborough. The 12% reduction in Cambridgeshire is broadly in line with the fall in patronage experienced in comparable neighbouring counties such as Northamptonshire (-12%) and Hertfordshire (-11%) but

significantly worse than Oxfordshire, which experienced 17% higher patronage levels in 2018/19 compared to 2009/10. The 15% reduction in Peterborough is considerably worse than other comparable places such as Swindon (-1%) and Milton Keynes (+8%).

Figure 2-5: CPCA bus passenger trends^{4 5}



- 2.39 The general decline in patronage, however, masks the success of some services, including the Busway and Cambridge Park and Ride. According to the Cambridgeshire Traffic Monitoring Report (2019), during 2019 there were over 4.4 million bus passenger journeys on the Busway - this is an increase of 4% compared with 2018. There were over 3.6 million Park and Ride passenger journeys in 2019, an increase of 11% from 2018⁶.
- 2.40 Use of local bus services per head of population in 2018/19 was considerably higher in the urban authority of Peterborough (46.7 journeys per head) compared to the county authority of Cambridgeshire (30.5 journeys per head)⁷. Journeys per head in Peterborough were higher than Milton Keynes (32.2 journeys per head) but lower than Swindon (53.9 journeys per head). Although journeys per head in Cambridgeshire

⁴ Based on DfT bus statistics Table BUS0109, as published June 2021.

⁵ Last month of 2019-20 (latter part of March) was affected by COVID restrictions.

⁶ Traffic Monitoring Report 2019 (cambridgeshire.gov.uk)

⁷ DfT bus statistics Table BUS0110a 'Passenger journeys on local bus services per head of population by local authority: England', as published October 2020

were higher than Hertfordshire and Northamptonshire (both 23.9 journeys per head) they were just half the level of Oxfordshire (60.9 journeys per head).

- 2.41 Post-Covid, overall patronage has been slow to recover in the CPCA area. By the end of the second week of September 2021, patronage levels had reached 62% of the figure for the equivalent week in September 2019. However, this varied between different services and in different areas. Peterborough has seen better recovery than parts of Cambridgeshire, perhaps highlighting the greater dependence on bus travel by people there.

Concessionary travel

- 2.42 Concessionary travel reimbursement to operators amounts to £9.5m per annum. Although the proportion of passengers travelling with an ENCTS pass has fallen since 2015/16 (in line with the rise in age of eligibility), in 2018/19 23% of all bus passengers in the CPCA area were concessionary travellers. This is slightly higher than the England average of 21%.
- 2.43 Post-Covid, the concessionary travel element of the bus market is taking the longest time to recover. By the end of August 2021, concessionary travel was only 50% of the February 2020 figure – the last full month of pre-Covid operation.

Responsibility for bus services

- 2.44 There are nine members of staff in the Combined Authority with responsibility for bus services. Eight of these comprise the bus network team which is led by the Bus Network Manager. The team is responsible for overseeing tendered services; Covid Bus Services Support Grant arrangements; concessionary travel card issue and reimbursement payments; service publicity; and community transport.
- 2.45 Bus Strategy is the responsibility of the ninth member of staff – the Bus Strategy Manager. The Bus Strategy Manager and the Bus Network Manager both report to the Head of Transport.
- 2.46 In addition, there are staff within Peterborough City Council, Cambridgeshire County Council and Greater Cambridge Partnership involved in the development and delivery of services and infrastructure.

Operator relations

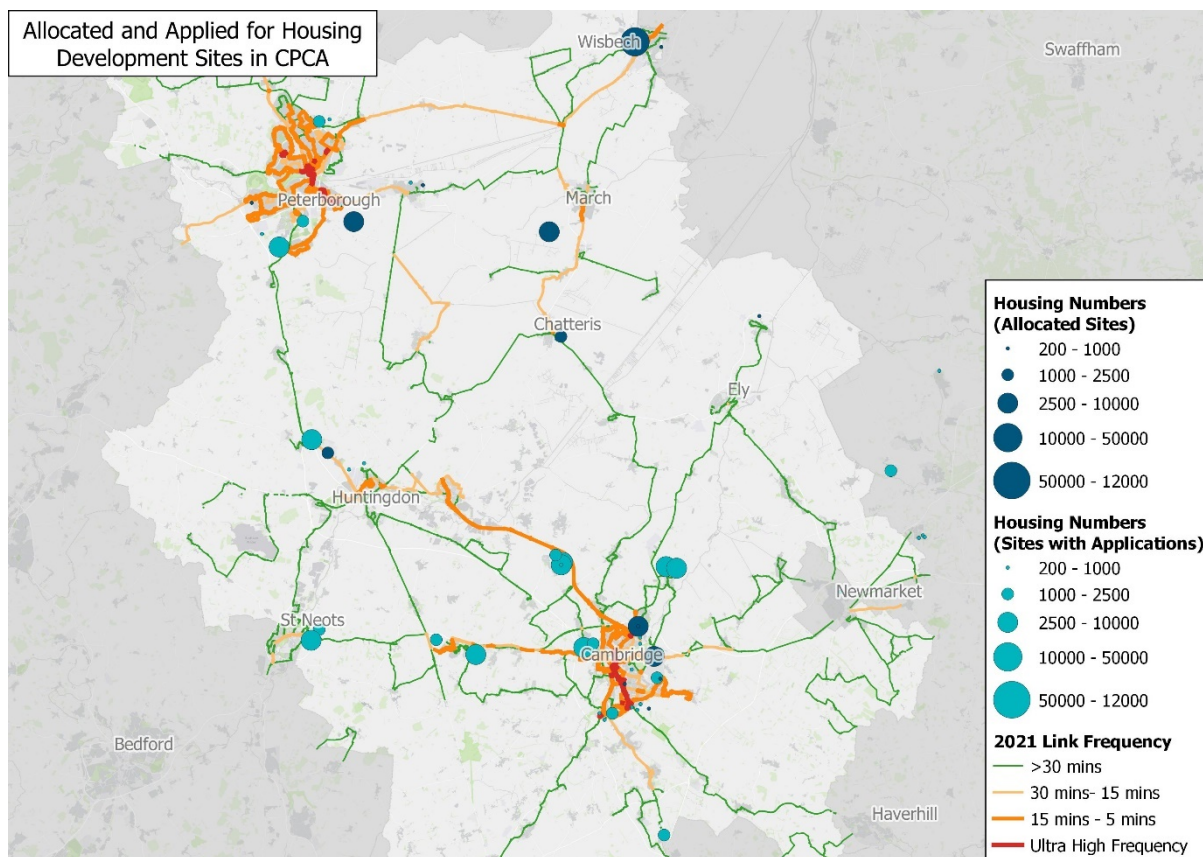
- 2.47 Early in 2021, a Bus Operators' Forum was established, bringing together all the bus companies operating local bus services, along with business, Transport Focus and community transport representatives and officers from the Combined Authority.
- 2.48 The Forum has an independent chair, in a former Pro Vice-Chancellor for Research at University of Cambridge, and meets monthly. Forum members have worked collaboratively to develop the Bus Service Improvement Plan. Operators highlighted locations that created delays for buses, which have been assessed for potential mitigation measures. A separate working group was also established to explore different fares and ticketing options for inclusion in the BSIP.

Opportunities and barriers

Areas of opportunity and unserved markets

- 2.49 The CPCA area is earmarked for significant growth over the coming years, both in terms of new housing and commercial development. This BSIP provides an opportunity to better serve new developments by bus from the outset in order to deliver more sustainable growth. Figure 2-6 shows the location of allocated and applied for housing development sites (for at least 200 houses) in relation to existing local bus routes by frequency. This highlights opportunities where increasing service frequencies would enable new housing locations to be better served, such as between Cambridge and St. Neots and between Cambridge and Ely.

Figure 2-6: Potential new housing growth in relation to the current local bus network



Benefits of improving bus services

2.50 Cambridgeshire has been particularly successful in demonstrating the potential for high quality bus infrastructure to attract commuters out of their cars. The Cambridgeshire Busway commenced operation in August 2011 and attracts high levels of use. Findings of the GCP's 'Our Big Conversation' survey in 2017 demonstrated that while bus modal share for travel to work for most postcode districts around Cambridge was 5-8%, for St. Ives it was



35%, clearly demonstrating the impact of the Busway on travel choice⁸.

2.51 The University of Cambridge subsidises the Universal or 'U' service – 'the University bus for everyone'. As well as connecting student halls of residence to the main campus, it also connects Cambridge railway station and the Biomedical Campus using the Busway. Pre-pandemic, usage of had grown and the service was being further extended and improved.

2.52 In Cambridge, Park & Ride is a network of five services, all operated by Stagecoach



on a commercial basis without public sector support (although the County Council and GCP subsidise the removal of the £1 parking charge at the sites). It is one of the few examples of commercial P&R in the country. Buses depart up to every 10 minutes at peak times. The vehicles are branded and include onboard Wi-Fi and USB charging points. An adult return ticket cost £3 and up to three children under

16 travel free with one paying adult. The operator pays to access the P&R sites which are owned by Cambridgeshire County Council.

2.53 XL is a well-established long-distance bus service, between Peterborough and Norwich, that has been developed over the years. As well as offering longer distance travel opportunities and integrating with train services at Peterborough (including through ticketing via the rail ticketing system), the service provides important intermediate links for communities along the route, including Wisbech to Peterborough. During

⁸ Data Story Series: On the Buses, GCP Our Big Conversation Survey Data: Part Two | Cambridgeshire Insight Open Data

consultations in late 2019, both users and non-users of the service viewed it very positively. Pre-pandemic the service saw gradual growth in usage and was developed to speed up journeys, by alternate journeys keeping to the main roads. Patronage growth meant that First were able to continue investing in the service and, indeed, introduced a new fleet of high specification double deck buses. The experience of such inter-urban services provides the inspiration to develop further such services across the CPCA area, including a new direct service between Huntingdon and Cambridge.

- 2.54 One of the operators of services in south Cambridgeshire has experience of also operating in Hertfordshire. They have highlighted the positive experience of being part of the Intalink Enhanced Partnership in Hertfordshire and point to the benefits of the coordinated approach. This has inspired the desire for a similar approach for Cambridgeshire and Peterborough.

Barriers to bus usage and growth

- 2.55 In 2019, research was undertaken by CPCA to understand the views of both users and non-users of public transport as well as key stakeholders including bus operators; local interest groups; local transport groups; bus user groups; NHS; and district and parish councils. The research aimed to gain local insights into attitudes and perceptions towards existing bus services and obtain people's views on what future bus provision should look like. These activities took the form of on-street surveys (1,240 respondents), an on-line survey (3,042 respondents), focus groups and discussions with relevant stakeholders and interested parties. Wide representation was sought across urban and rural areas and amongst users and non-users of buses. Both quantitative and qualitative information was gathered.
- 2.56 Problems with the bus network were more often cited than the convenience of car use as barriers to bus travel by non-users.
- 2.57 The most important factor regarding current bus use was reliability of service, followed by its frequency. 65% of bus users cited reliability as their main concern. In terms of potential improvements to bus services, bus users wanted to see greater reliability and less disruption on the road network, more frequent services connecting more places and more co-ordination, with services joining-up better in terms of service timings and connections and combined fares and tickets).
- 2.58 Non-bus users supported a range of improvements, including more frequent services, quicker journey times, more services connecting places, greater integration and good value fares.

- 2.59 Public and stakeholder engagement highlighted the various challenges associated with current bus service provision across Cambridgeshire and Peterborough:
- **Unavailable** in terms of routes and different times of the day and week.
 - **Inconvenient** in terms of levels of service and journey time.
 - **Unreliable** due to delays and traffic congestion.
 - **Unviable** due to levels of demand and lack of funding.
 - **Inconsistent** due to lack of co-ordination.
- 2.60 During 2020, East Cambridgeshire District Council (ECDC) launched its own survey to better understand how its residents viewed the local bus network and what the priorities should be for improving it. 1458 responses were received for both bus users and non-users. Bus users particularly wanted to see more frequent services, with buses running into the evening and on Sunday. People wanted to see more direct routes and regular clockface timetables. Many suggestions were made for new and improved services.
- 2.61 In response to the findings of its survey, ECDC put forward proposals for service improvements to CPCA. As well as suggestions about existing or new fixed route bus services, it was suggested that demand responsive transport could be trialled in more rural areas, replacing some of the current occasional and infrequent bus services. These proposals have been incorporated into the new overall reshaped bus network that is central to the BSIP.

Congestion

- 2.62 Greater Cambridge is thriving. The area is host to some of the most productive and innovative parts of the UK economy. Reflecting this productivity, the population is expected to grow 28% by 2031 with 33,500 new homes, 44,000 additional jobs.
- 2.63 This success brings prosperity and growth for the local and national economy, but also places pressure on the transport network. Forecast growth is expected to create 26,000 more daily car journeys over the next decade (Up to 2031).
- 2.64 Congestion is already a major and growing problem, threatening mobility, health and well-being and detracting from the appeal of Cambridge, for residents, employees, businesses and visitors alike. Cambridge is currently the 16th most congested city in the country. During 2019, people spent an average of 71 hrs driving time in congestion.

- 2.65 Over the last ten years, traffic levels have increased by 10% and Cambridge's morning and afternoon peak periods, when the city experiences highest traffic volumes and worst congestion, have lengthened by up to 2.5 hours.
- 2.66 Poor air quality is a concern in some areas and contributes to 106 deaths annually across Greater Cambridge. High levels of car use mean carbon emissions per capita in Cambridgeshire are 150% of the national average.
- 2.67 Congestion is a major problem that threatens the liveability and attractiveness of Cambridge to residents, employees and visitors alike. With significant growth expected in the next two decades, unless there is significant modal shift to public transport and active travel, economic analysis published in the Cambridgeshire & Peterborough Independent Economic Review (CPIER) suggests that the ability to deliver planned growth in Greater Cambridge would be threatened.
- 2.68 A shift to public transport use is also vital in tackling climate change. As part of the refreshed Local Transport and Connectivity Plan technical work is to be undertaken to understand what a reduction in car miles driven by 15% to 2030 (source – Climate Commission report Nov 2020) means on the regional network and how bus infrastructure improvements can support this ambition.
- 2.69 This presents an opportunity for the bus network as, to deliver growth sustainably, continue to attract international businesses to the area and maintain its contribution to the UK economy, bus patronage needs to rise significantly – in the longer term, it will need three times the number of people using the bus in Greater Cambridge than pre-Covid. Therefore, an opportunity exists and a need to reshape the bus network so that it offers more people a competitive choice compared to their car.

Other factors affecting the use of local bus services

- 2.70 The cost and availability of parking in city centres can have a considerable impact on the use of local bus services. Short-term (two hours daytime) parking in Cambridge, however, is slightly more expensive than the equivalent stay in Oxford and significantly more than the cost of parking in Milton Keynes, Luton or Bedford (see Table 2-2). Similarly, short-term parking in Peterborough is considerably more expensive than the equivalent stay in Luton, Bedford or Milton Keynes. All day parking in central Cambridge is more expensive than the equivalent stay in Oxford and more than double the cost of Luton, Bedford or Milton Keynes.
- 2.71 Although parking in Cambridge and Peterborough is relatively expensive in comparison to other cities, parking provision is plentiful with 5 local authority-owned

car parks in Cambridge and 11 in Peterborough, in addition to on-street parking and privately-owned and operated car parks. As bus service improvements are implemented, there is clearly scope to consider parking reduction or restraint, in conjunction with the city and district councils, to encourage use of the bus as the low cost alternative to the car.

Table 2-2: Comparative average parking charges in Cambridge, Peterborough and other locations⁹

City	Parking Charge	
	Short-term (2 hours daytime)	All day (8 hours)
Cambridge	£4.80	£8.20 - £17.50
Oxford	£4.00	£18.00
Peterborough	£2.50 - £3.50	£5.00 - £10.50
Luton	£1.30 - £1.90	£8.00
Bedford	£1.20 - £2.20	£4.00 - £8.00
Milton Keynes	£1.00	£4.00

⁹ Source: local authority websites

3. Headline targets

In brief:

- Actions and measures set out in the BSIP aim to achieve:
 - More reliable bus services
 - Faster journey times by bus
 - More passengers using buses
 - Greater satisfaction with services amongst passengers

This section outlines the targets against which progress in delivering the BSIP will be measured under the following headings:

- Reliability improvements
- Journey time improvements
- Passenger growth
- Customer satisfaction

3.1 The headline targets under each heading are summarised in Table 3-1.

Further reliability improvements

3.2 As set out above, significant improvements to bus speeds and reliability are expected as a result of existing bus priority scheme proposals, particularly those in the GCP programme. In addition, across the Combined Authority area, the analysis set out at 2.22-2.25 identifies those services where current passengers are most affected by delays against existing timetables in Greater Cambridge and Peterborough. The BSIP proposes further improving the routes travelled by these services through measures to address pinch points and introduce bus priority in order to improve reliability. Measures are likely to include an overhaul of signalling systems to introduce state of the art upgrades that better prioritise bus movements, junction upgrades on key radial routes and investment in civil enforcement to reduce obstructions, with detailed schemes agreed with the Highway Authorities, the Greater Cambridge Partnership (in Greater Cambridge) and bus operators. In Cambridge, schemes will be taken forward in the context of the current review of the road network hierarchy which seeks to better reflect current and future transport priorities and support the uptake of sustainable modes of transport, as well as the emerging city access proposals which aim to lower traffic levels by 10-15% on 2011 levels. In addition to these services, the reliability of other bus services will also be improved by the proposed measures outlined above.

- 3.3 Punctuality data has been gathered for these services to arrive at an average figure. Targets will seek to increase the average punctuality of these Greater Cambridge and Peterborough services, within a specified period of the pinch point and bus priority measures being introduced.

Journey time improvements

- 3.4 To attract new passengers out of cars and onto bus, it is intended to reduce bus journey times on services at peak times, with a view to making them more competitive with the equivalent car journey. The pinch point improvements proposed above should enable journey times to be reduced on those services, as well as on other services which run via the same pinch point junctions.
- 3.5 The average journey speed on each of the specific services has been calculated by dividing the journey time by the route distance to provide a baseline for 2021. The target will seek to increase the journey speed for these services following their implementation, although the average speed of other services should also be increased as a result of the pinch point improvements.
- 3.6 The proposals within this BSIP include replacing certain infrequent and occasional services with demand responsive transport services, which may feed into more direct mainline bus services at interchange points or hubs.

Passenger growth

- 3.7 Until the pandemic began at the end of the 2019/20 financial year, annual bus patronage across the Combined Authority area was approximately 29.3m passenger trips per year (see Figure 2-5). However, this masks local differences between Cambridgeshire and Peterborough. Patronage in Peterborough had fallen consistently and in 2018/19 stood at 91% of the 2015/16 level. Since 2015/16, patronage in Cambridgeshire has stabilised at around 97% of the 2015/16 figure. This disparity relates in part to the success of certain high-profile services in the Cambridge area, particularly the Busway, in attracting and retaining passengers.
- 3.8 As with elsewhere, there is uncertainty surrounding the length of time it will take for bus patronage to return to pre-pandemic levels, because of changing travel behaviour. Although patronage levels in Cambridgeshire had stabilised prior to the pandemic, the nature of employment in Cambridge may mean that a greater proportion of the workforce continue to work from home more than may be the case in Peterborough.

Certainly, there is evidence of greater recovery on Peterborough area services, perhaps indicating the greater dependence on bus travel for its residents.

- 3.9 Data provided by Stagecoach suggested that by the second week of September 2021, overall patronage had reached approximately 62% of the total for the equivalent week in September 2019, although with variations between areas and services.
- 3.10 It has been assumed that a return to pre-pandemic patronage will be achieved during 2022/23. The infrastructure measures proposed at pinch points along the routes served by the most delayed services, together with significant expansion of the network and service level improvements across the entire area, including new DRT services, are expected to deliver significant patronage growth by the end of 2024/25.
- 3.11 Patronage will be collected, recorded and submitted by operators on a quarterly basis in the same way as it is currently for DfT Bus Statistics (BUS0109a) purposes, to avoid any additional data collection requirements on the part of the operators. The data collected will be reported on a six-monthly basis against the 2018/19 baseline.
- 3.12 Another important measure to be monitored will be the number of journeys per head of population. This will help to ascertain whether patronage growth is owing to more people making more trips or simply relates to population growth. This will be based on DfT's BUS0110a dataset.

Customer satisfaction

- 3.13 The Combined Authority participates in the Transport Focus annual customer satisfaction survey¹⁰. The key satisfaction indicator, 'overall satisfaction with the journey' will provide the basis for assessing DfT's 'average passenger satisfaction' target. In 2019, 86% of respondents in the Combined Authority area were satisfied with the overall journey; across all responding authorities, this figure ranged from 76% to 95%.
- 3.14 As well as overall satisfaction with bus services in the area, a number of additional indicators of satisfaction will be measured which will ratify the success of the various measures to be implemented in meeting the expectations of passengers. Journey time and punctuality are closely linked. The proposed infrastructure measures are intended to remove delays to enable operators to reduce scheduled end to end journey times and achieve greater levels of punctuality.

¹⁰ Transport Focus: Autumn 2019 Bus Passenger Survey: <https://www.transportfocus.org.uk/research-publications/publications/bus-passenger-survey-autumn-2019-report/>

- 3.15 In 2019, 81% of respondents were satisfied with the on-bus journey time (across all responding authorities, this figure ranged from 73% to 90%). 74% of respondents were satisfied with punctuality; this proportion is relatively high as across all authorities, there was wide variation in levels of satisfaction, from 53% to 84%.
- 3.16 The final indicator to be assessed will be value for money. In the Combined Authority area, just 60% of respondents were satisfied with value for money (ranging from 50% to 77% across all responding authorities). This figure was as low as 56% among 16- to 34-year-olds, the age group which includes those likely to be in lower paid employment or still in education or training, for whom bus fares would comprise a higher proportion of their outgoings.
- 3.17 It is anticipated that CPCA will continue to participate in the Transport Focus annual survey in future years.

Table 3-1: Summary of headline targets

	Target	Baseline	Source	Target 2024/25
Reliability	Overall reliability across the network	2018/19 Cambridgeshire 75% Peterborough 76.6%	Non-frequent bus services running on time by local authority (DfT Bus Statistics table BUS0902)	90%
	Improve the average morning peak (08:00 – 09:30) punctuality of Greater Cambridge services	Methodology and baseline to be confirmed	Operator punctuality data for a number of specific services - % trips operating 1 min early to 5 mins late.	95%
	Improve the average morning peak (08:00 – 09:30) punctuality of Peterborough services	Methodology and baseline to be confirmed	Operator punctuality data for 3 specific services - % trips operating 1 min early to 5 mins late	95%
Journey time	Average journey speed on 8 specific services in Greater Cambridge	Methodology and baseline to be confirmed	Calculated based on journey time and route distance	+10%
	Average journey speed on 3 specific services in Peterborough	Methodology and baseline to be confirmed	Calculated based on journey time and route distance	+5%
Passenger Growth	Overall passenger growth	29.3m (2018/19)	Passenger journeys on local bus services by local authority (DfT Bus Statistics table BUS0109a)	33.7m

	Growth in number of journeys per head of population (Cambridgeshire)	30.5 (2018/19)	Local bus journeys per head of population (DfT Bus Statistics table BUS0110a)	37
	Growth in number of journeys per head of population (Peterborough)	46.7 (2018/19)	Local bus journeys per head of population (DfT Bus Statistics table BUS0110a)	50
Passenger Satisfaction	Overall satisfaction	86% (2019)	Transport Focus Annual Bus Passenger Survey	92%
	On-bus journey time	81% (2019)	Transport Focus Annual Bus Passenger Survey	86%
	Punctuality	74% (2019)	Transport Focus Annual Bus Passenger Survey	79%
	Value for money (all passengers)	60% (2019)	Transport Focus Annual Bus Passenger Survey	68%
	Value for money (16 – 34-year olds)	56% (2019)	Transport Focus Annual Bus Passenger Survey	66%

It is likely that as plans to deliver the various projects and schemes are taken forward, additional local targets will be set to measure progress towards achieving specific impacts.

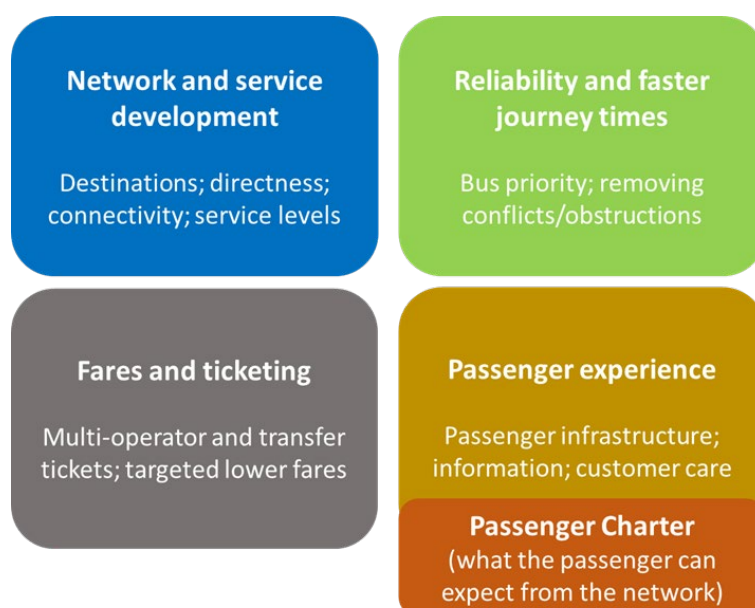
4. Delivery

In brief:

- The main ambitions to be realised are:
 - Create a revamped, integrated bus network offering links to more places, clockface timetables, more frequent services and longer operating hours (including evenings and Sunday).
 - Comprehensive coverage and consistent levels of service.
 - Use of zero emission buses on all services by 2030.
 - Priority measures to speed up journeys and make buses more reliable.
 - Tickets that can be used on all services and provide value for money.
 - Cheaper travel for young people.
 - Comprehensive information from one source in all media formats.
 - Better bus stops and waiting places.
 - Consider means to speed buses up by pinchpoint analysis and by discouraging private traffic in congestion hotspots.
 - Getting passenger levels back to pre-Covid levels as fast as we can.

4.1 Achieving the vision will rely on the development and delivery of significant enhancements to the existing bus network across Cambridgeshire and Peterborough. Figure 4-1 provides an overview of the key elements of our BSIP which we will seek to deliver with funding support from DfT.

Figure 4-1: BSIP key elements for delivery



Network and service development

- 4.2 Central to this is the definition and establishment of a new bus network, based on clarity, consistency and connectivity.
- 4.3 The redefined network has been developed based on the following principles:
- Evidence, data, policy and vision, current patterns of bus use and proposed land use developments
 - Efficiency in terms of vehicle requirements and co-ordinated network
 - Attractiveness of the network and simplicity
 - Improved access for all through greater connectivity
 - Some expansion of service and new travel opportunities (more direct destinations; more integration)
 - Widespread coverage of DRT in rural areas offering semi-scheduled links and feeders, as well as more flexible provision in some areas
 - Consistency in levels of provision
 - Everywhere has a service that is at least as good as present and, in most cases, improved
 - Flexibility to enable change
- 4.4 It is intended that the enhanced network will be accompanied by logical renumbering and route branding of services to aid simplicity and understanding of the network. The proposed network hierarchy in terms of service type and frequency is shown in Table 4-1.

Table 4-1: Network hierarchy

		Mon - Sat daytime	Evening	Sunday
Core network	Busway	6 mins	15 mins	15 mins
	City	10 mins	20 mins	20 mins
	Inter-urban	30 mins	60 mins	30 mins
Supporting network	City	20 mins	30 mins	30 mins
	Town	30 mins	-	-
	Rural/local	60 mins	60 mins	60 or 120 mins
Other	Local links, feeders and DRT			

4.5 The current bus network is shown in Figure 4-2, alongside Figure 4-3 which shows the proposed new network to be delivered by 2025, including the coverage of new DRT services. Scheduled bus link frequencies for the new network shown are in Figure 4-4.

Figure 4-2: Current bus network

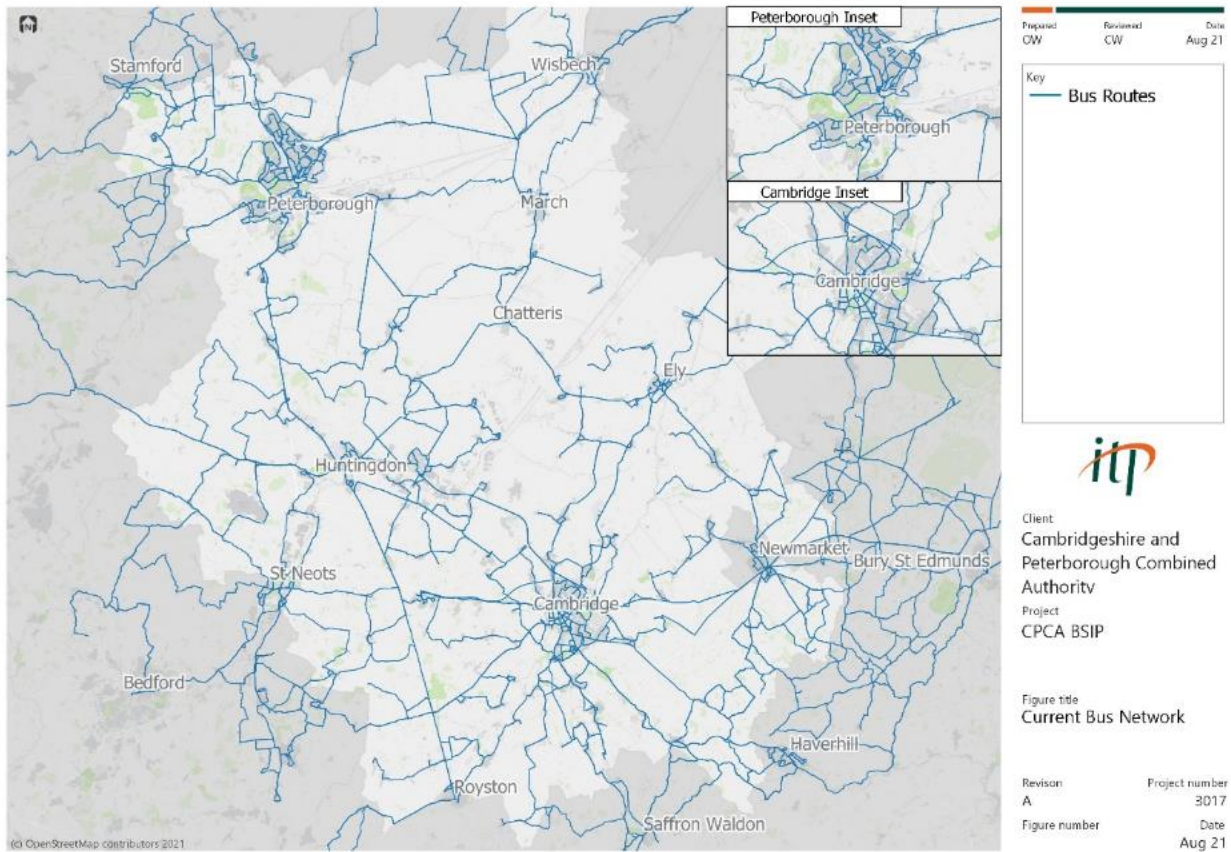


Figure 4-3: Proposed new bus network by 2025

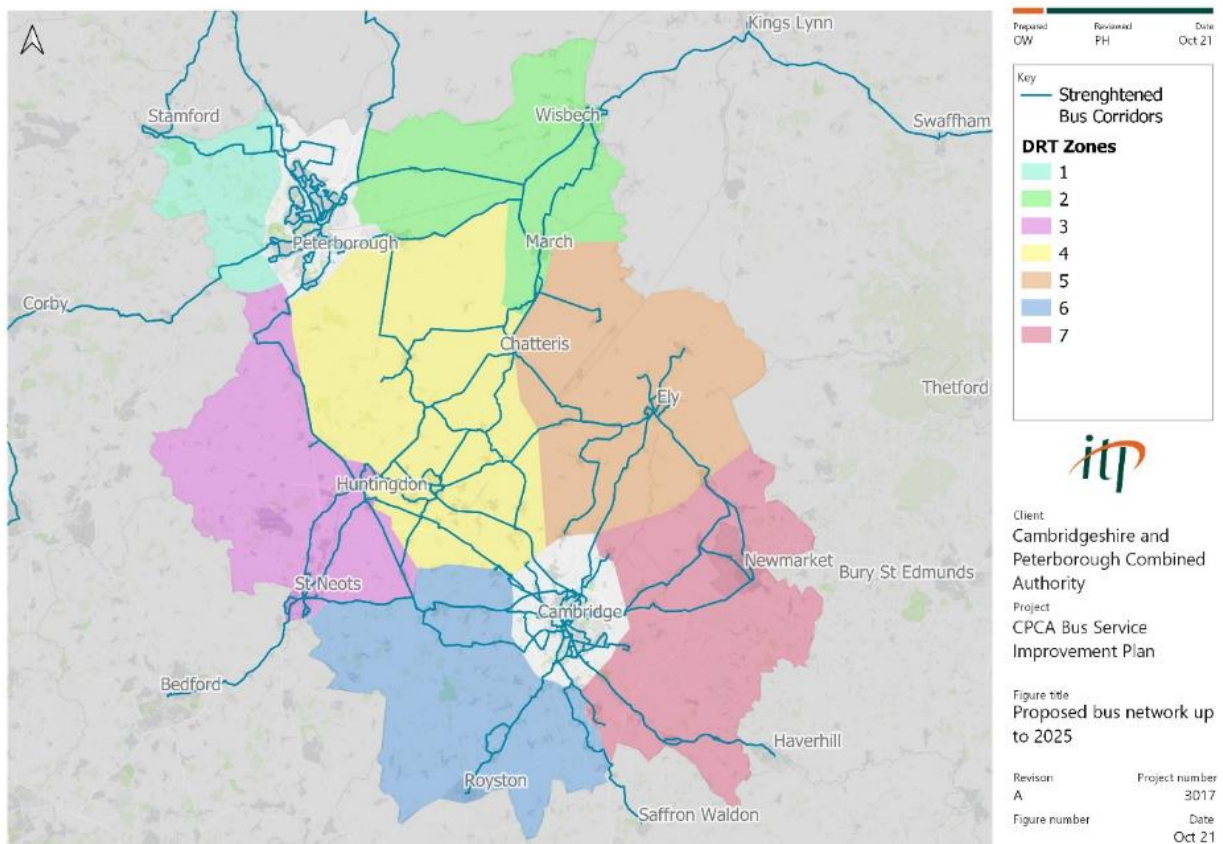
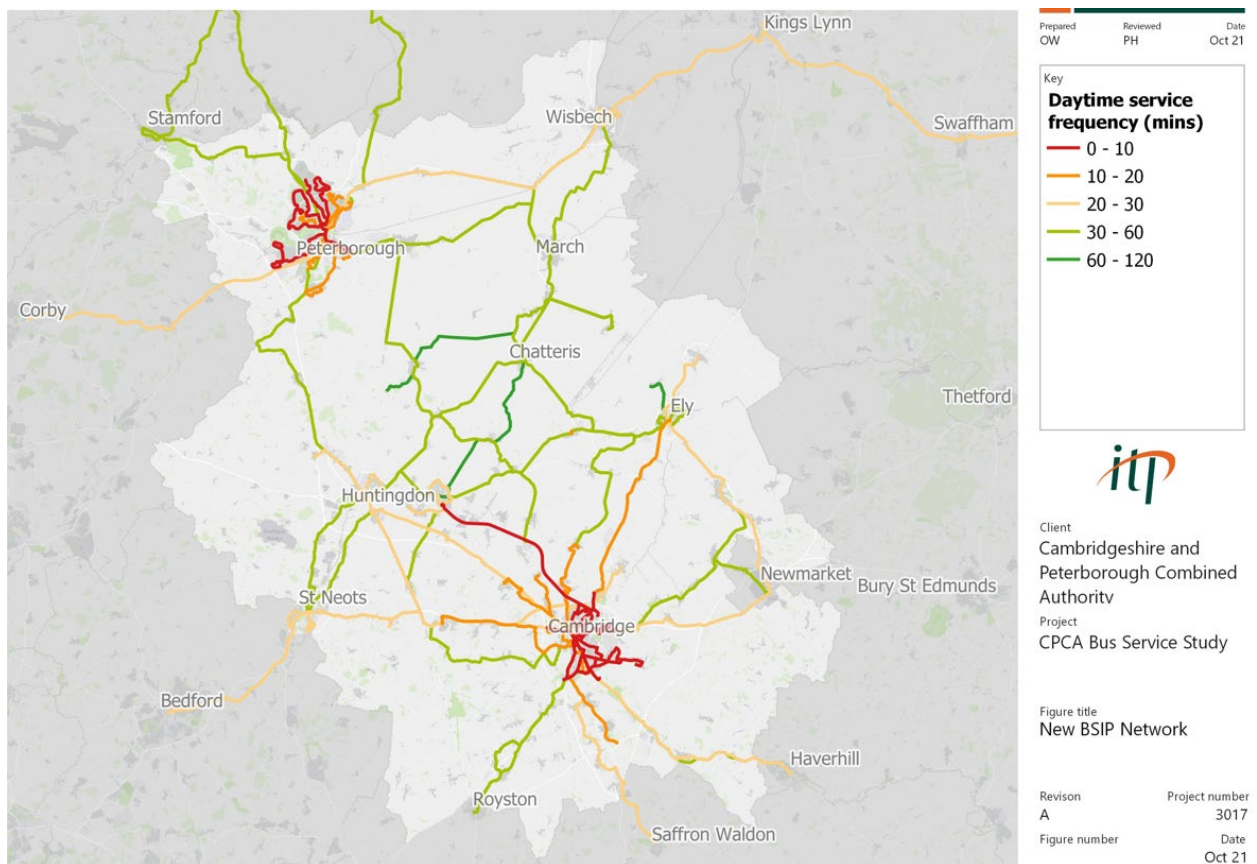


Figure 4-4: Service frequencies on new local bus network



4.6 In parallel to the reshaping of the overall bus network, Greater Cambridge Partnership is working to provide enhanced bus corridors into Cambridge, including a significant infrastructure programme to provide bus priority, in line with its 2030 plan.

Network and service development	
Central to the Vision for Bus is the enhancement of the bus network to provide greater clarity, consistency and connectivity. Based on data and evidence, including market research and public engagement, a revised network is envisaged. This offers a hierarchy of services with 3 tiers with consistent levels of service; some new links (direct and via connecting services); more direct routes; more evening and Sunday provision; DRT services.	
CPCA Vision for Bus local insights priorities (2020)	National Bus Strategy: Bus Back Better aspirations (2021)
More frequent buses More destinations More direct journeys Quicker journeys Integrated network Longer operating times	More frequent More comprehensive Easier to understand Better integrated
Transport Focus top 10 passengers' priorities (2020)	
1 st - Buses running more often 2 nd - Buses going to more places 7 th - Faster journey times	
Progress to date:	<ul style="list-style-type: none"> Proposals for enhanced network developed and included within on-going assessment of potential Franchising Scheme. CPCA funded service enhancements (905 from St Neots to Cambridge via Cambridge Science Park and Regional College; X2/X3 improved frequency Huntingdon – Papworth – Cambourne – Cambridge – Addenbrookes Hospital; orbital service in Peterborough city), introduced 2020; new links from March and Chatteris to Cambridge and Addenbrookes via interchange with guided busway from early 2021. DRT trial in West Huntingdonshire area introduced October 2021, including £1 add-on tickets for onward travel on main network. Development of proposals by GCP for significant enhanced levels of service in the Greater Cambridge area. 2 zero emission electric double deck buses (funded by GCP and Stagecoach) trialled in Cambridge (2020/21). ZEBRA fast track bid made to DfT for 30 double deck electric buses and charging infrastructure for Cambridge Park & Ride and Citi2. CPCA / Cambridge Independent Climate Change Commission commitment for all services to be operated by zero emission vehicles by 2030.
BSIP goal	BSIP actions
Rebalancing the network	Bus service adjustments - Whilst usage is growing back, it is unlikely to fully return to pre-COVID levels by April 2022 across the entire network. It will be necessary to consider the implications of this with operators to understand the new balance

	<p>between commercial and supported services, and to introduce some service adjustments to fill emerging gaps or to improve the operational efficiency of the network. This will be an important step to ensure that the bus network remains fit for purpose and provides a firm foundation for the more significant transformation envisaged.</p> <p><i>Adjustments made to services 2022/2023</i></p>
Extended service offer	<p>Network development – In collaboration with bus operators, the network will be reshaped in line with the ‘BSIP network proposals and hierarchy’ with a phased programme of new and amended services, increased provision (early morning, evening, Sunday); greater interchange opportunities. As part of this, ultimately an additional 27 buses will be needed to provide the enhanced levels of service (new and extended routes or higher frequencies), benefitting communities outside of Cambridge and Peterborough across the entire CPCA area. Other additional vehicles (15 initially) will be required to enhance services and provide new orbital links directly to employment sites within Cambridge and Peterborough.</p> <p><i>Phased in from 2022 through to 2025, either through de minimis arrangements or as contracts are awarded as part of the Bus Reform programme, or funded through new revenue streams in Greater Cambridge</i></p>
Inclusive service	<p>Demand responsive transport (DRT) – Learning from the trial in West Huntingdonshire, DRT services will be rolled out across all parts of the CPCA area outside of Cambridge and Peterborough, to ensure complete public transport coverage. Services will replace infrequent and market day only services and be planned as an integral part of the overall public transport network, offering a mix of totally flexible and semi-scheduled feeder services, with connections with main services at interchange hubs.</p> <p><i>Phased in from 2023 to 2025</i></p>
Decarbonising the network	<p>Electric vehicles – There is a local commitment for all buses to be zero emission by 2030. A ZEBRA bid has been submitted to assist in providing 30. There is an intention to see a further 150 buses provided by 2025, and thereafter a further 40 each year until the entire fleet has been replaced. Charging infrastructure will be provided and it will be necessary to re-site bus depot facilities in Peterborough.</p> <p><i>Phased in from 2023 onwards</i></p>

Reliability and faster journey times

- 4.7 Throughout discussions over the last 3 years, operators have consistently pointed to congestion as being the single biggest issue for them. Particularly in the Cambridge area, it has a significant impact on services, sometimes doubling the time journeys can take. The GCP infrastructure programme includes a number of current projects which are aiming to improve bus services in Greater Cambridge. Congestion has a major impact on journey time, reliability and operational efficiency. Therefore, emphasis is placed on trying to address these issues. As set out above, feedback has been sought from operators and analysis has been undertaken to understand which services are most impacted by delays per passenger based on current timetables. The BSIP proposes further improving the routes travelled by these services through measures to address pinch points and introduce bus priority in order to improve reliability. Measures are likely to include signal upgrades or potential junction changes, with detailed schemes agreed with the Highway Authorities, the Greater Cambridge Partnership (in Greater Cambridge) and bus operators.
- 4.8 However, these measures will only go so far. Recognising this, CPCA and the GCP are looking at wide-ranging policies and measures that will reduce the reliance on cars, encourage modal shift to the bus and active modes, and provide revenue streams to help fund public transport enhancements and new services. GCP intends to commence an engagement process on such measures in the next few weeks.

Reliability and faster journey times		
Average speeds on roads entering Cambridge during peak hours is less than 60% of free flow speed. Journey times on parts of the Cambridge bus network are twice as long in the afternoon peak. Bus operators highlight traffic congestion as the most important issue affecting the efficiency of their operations and relative attractiveness of services. During periods of lockdown and minimal traffic, the Cambridge bus network could be provided with 15% fewer buses and ran entirely reliably. Therefore, a key aspiration of the BSIP is to introduce more bus priority measures and address pinchpoints and locations with obstructive parking and loading.		
CPCA Vision for Bus local insights priorities (2020)	National Bus Strategy: Bus Back Better aspirations (2021)	Transport Focus top 10 passengers' priorities (2020)
More reliable services Quicker journeys	Faster and more reliable	3 rd - More buses on time at the stop 5 th - More bus journeys on time 7 th - Faster journey times
Progress to date:	<ul style="list-style-type: none"> • Limitations on non-buses introduced on Mill Road, Cambridge from Spring 2020 to Summer 2021. • Re-engineering of Histon Road in Cambridge complete. • Earlier in 2021, bus operators identified a long list of congestion hotspots and pinchpoints for potential attention and possible bus priority schemes. • Assessment of congestion hotspots undertaken in October 2021, leading to an outline programme of upgrades. • GCP currently assessing options to reduce car use in and around Cambridge and taking forward a number of bus priority schemes and dedicated busways (3 to be delivered between 2025 and 2027). GCP also consulting on measures, such as road or parking pricing, to provide revenue streams to support enhanced bus provision. 	
BSIP goal	BSIP actions	
Priority over other traffic	<p>Bus priority schemes - Locations of significant delay for buses were highlighted by bus operators. An assessment has been made of their outline costs and benefits and the CPCA will work with the Highway Authorities, the GCP (in Greater Cambridge) and bus operators to prioritise a range of schemes in Cambridgeshire and Peterborough for further work and potential implementation. In Cambridge, schemes will be taken forward in the context of the current review of the road network hierarchy which seeks to better reflect current and future transport priorities and support the uptake of sustainable modes of transport.</p> <p><i>Schemes will be implemented from 2023/24</i></p>	
Tackling hotspots	<p>Pinchpoint measures – Further pinchpoints have been assessed in terms of the likely benefits and impact of measures to address these. Locations in Cambridge, Peterborough, Huntingdon, Ely and Wisbech will be investigated further to consider the best actions</p>	

	<p>to address the issues highlighted at each, such as signalling improvements. As schemes are fully appraised and designs formulated, an ongoing programme for implementation will be established.</p> <p><i>Schemes will be implemented from 2022/23</i></p>
Supportive policies and measures	<p>Civil enforcement – Many issues raised by bus operators are due to obstructive parking and deliveries at bus stops or use of bus lanes. Recognising the different roles and responsibilities of highway and district authorities in civil enforcement and camera enforcement, the intention is to establish a fund for authorities to bid for funds to introduce or enhance enforcement measures.</p> <p><i>Fund established and available from 2021/22 onwards</i></p>

Fares and Ticketing

- 4.9 A working group of bus operators has met over recent months to consider ways of simplifying the overall offer of tickets. Furthermore, there is a desire to see a free travel scheme to help young people enter work, apprenticeships and training schemes, with the aim of encouraging them to continue using the bus.
- 4.10 Cambridgeshire County Council introduced a multi-operator day ticket some years ago. This is simple to operate with operators keeping the revenue of any tickets they sell, with all other operators agreeing to accept them. The intention is to extend this to the entire CPCA area and introduce a number of zonal versions of the ticket, as well as a CPCA-wide version.

Fares and ticketing	
<p>Whilst operators offer a range of ticketing products, these do not necessarily offer suitable options or value for money, particularly for relatively short journeys outside of the cities. A MultiBus day ticket product already exists across Cambridgeshire only, but a number of key services are not included.</p>	
CPCA Vision for Bus local insights priorities (2020)	National Bus Strategy: Bus Back Better aspirations (2021)
<p>Lower cost / better value Integrated network</p>	<p>Cheaper Easier to understand Easier to use Better integrated</p>
Transport Focus top 10 passengers' priorities (2020)	
<p>4th - Better value for money 7th - Faster journey times</p>	
Progress to date:	<ul style="list-style-type: none"> • A Cambridgeshire-wide multi-operator day ticket already exists • A sub-group of the Bus Forum has considered fares and ticketing issues and developed proposals, some of which build on the existing Cambridgeshire-only MultiBus ticket.
BSIP goal	BSIP actions
Easier travel	<p>Multi-operator tickets – Building on the existing MultiBus ticket, a range of multi-operator day tickets will be introduced for city and area zones, as well as the entire CPCA area. These will include all services. <i>Introduce summer 2022</i></p>
Cheaper travel	<p>Free travel for jobseekers aged 19-21 – A new free travel scheme will be introduced for young jobseekers or those on vocational training schemes or kickstart programmes. Passes will be issued for 6 months, helping to instil bus travel into the lives of young people. <i>Introduce October 2022</i></p>
Free travel	<p>Free travel for young people aged 16 – 18 - A new free concessionary travel scheme for all young people in this age group will be introduced. Passes will be issued off-bus, based on evidence of eligibility to enable young people to attend tertiary education or training, access employment and make other journeys without the cost of bus travel being a drain on their limited income. <i>Introduce October 2022</i></p>

Passenger experience

- 4.11 There is a collective desire to see a massive improvement in the provision of passenger information. This will be coordinated by CPCA with dedicated resources provided to achieve enhancements across all media, ensuring consistency and comprehensive coverage. This will be vital in getting the message out about network improvements and ticketing offers.
- 4.12 With the planned service enhancements, connecting and feeder services, there will be a need to introduce and improve interchange facilities and to increase the capacity of important terminals. It is also intended to introduce a bus stop improvement programme, to put significantly more emphasis on enhancing passenger waiting facilities. This will be a planned programme, replacing current ad-hoc arrangements.

Passenger experience		
<p>Current passenger infrastructure and information provision is poor and inconsistent, giving a poor image of bus travel. Whilst operators each provide information about their own services on their websites, there is no single place to get an overall picture and comprehensive information. With the proposed expansion of services, existing bus stations and stops will need more capacity and new hubs will be needed to facilitate interchange.</p>		
CPCA Vision for Bus – local insights priorities (2020)	National Bus Strategy: Bus Back Better aspirations (2021)	Transport Focus top 10 passengers’ priorities (2020)
Integrated network	Easier to understand Easier to use Better integrated	8 th - More stops with next time displays 9 th - Better quality information at stops
Progress to date:	<ul style="list-style-type: none"> Certain areas and routes already have good bus stop and information provision, such as in Peterborough and those maintained by operators such as Delaine. 	
BSIP goal	BSIP actions	
Passenger information	<p>Comprehensive information – Provision of all types of information in all media will be coordinated by CPCA, including RTPI, app-based and web-based solutions, bus maps, paper timetables. Where operators wish to undertake this themselves, they will be encouraged to do so. <i>Additional staffing resource recruited summer 2022 and enhanced provision of information commencing October 2022.</i></p> <p>Real time information – additional RTPI displays and better data feeds <i>New displays introduced from 2023/24</i></p>	
Passenger infrastructure	<p>Bus stations – As service enhancements are introduced in Cambridge, accompanying infrastructure improvements will be needed, including improvements to Drummer Street Bus Station and surrounding bus stops. In Peterborough there is a desire to see Queensgate Bus Station improved with improved pedestrian links with the railway station. <i>Improvements to Drummer Street Bus Station undertaken in 2024/25. Study into potential improvements of Queensgate Bus Station and design work in 2022/23</i></p> <p>Hubs – As part of the bus network and service enhancements, some services will be timed to offer regular connections at certain locations. Elsewhere, there will be locations where DRT services feed into the main bus network. Hubs with improved passenger facilities will be introduced at about a dozen locations across the entire CPCA area. <i>Hubs will be introduced commencing 2023/24</i></p>	

	<p>Bus stop improvement programme – Programme of on-going bus stop and shelter improvements, mainly across Cambridgeshire, with tiered designs, in conjunction with bus operators, used for bus stop poles, flags, information panels and shelters. These will be prioritised according to usage and impact.</p>
--	---

Improvements rolled out on a route by route basis from 2022/23

Passenger Charter

- 4.13 A Passenger Charter, developed with operators and in conjunction with Transport Focus, has been agreed (see Appendix 2). This will be adopted and used from January 2021 and incorporated into commitments of the Enhanced Partnership. It will be reviewed annually, ensuring that it reflects the improvements in service that passengers can expect as a result of realising the ambitions set out in the BSIP.

5. Reporting

- 5.1 The BSIP is a living document that will be reviewed and updated annually, to reflect progress in delivering each of the workstreams and to take account of emerging and changing circumstances and opportunities. The BSIP's ambition and principles will be encompassed into the new Local Transport and Connectivity Plan (LTCP) from April 2022.
- 5.2 Each workstream will have a designated lead to oversee its management and progression. They will regularly report on progress. The various elements within each workstream will also have assigned officers with responsibility for driving and implementing them.
- 5.3 The Bus Forum, which will continue to meet regularly, and will be at the heart of the Enhanced Partnership and any future Franchising Scheme. It will oversee progress towards the BSIP's ambitions and its annual updating, reviewing progress towards the agreed targets.
- 5.4 The impact of all the various improvements will be monitored and evaluated, to inform further developments. Data will be collected on an ongoing basis and progress towards the BSIP targets reported every 6 months and published on the BSIP page of the CPCA website.

6. Overview Table

Name of authority	Cambridgeshire and Peterborough Combined Authority (CPCA)
Franchising or Enhanced Partnership	Enhanced Partnership whilst Franchising Assessment is completed
Date of publication	31 October 2021
Date of next annual update	31 October 2022
URL of published report	

Targets	2018/19	2019/20	Target for 24/25	Description of how each will be measured (max 50 words)
Journey time			+5% (Peterborough) +10% (Cambridge)	Average bus speed
Reliability			90%	Operator data submitted for DfT bus statistics
Passenger numbers	29.3m	28.3m	33.7m	Operator data submitted for DfT bus statistics
Average passenger satisfaction		86%	92%	Transport Focus Annual Bus Passenger Survey

Delivery - Does your BSIP detail policies to:	Yes/No	Explanation (max 50 words)
Make improvements to bus services and planning		
More frequent and reliable services		
Review service frequency	Yes	Bus network to be reshaped and expanded and service levels improved in line with service hierarchy. Increased PVR to provide new services and increased frequencies across the CPCA area.
Increase bus priority measures	Yes	Bus priority schemes have been identified and assessed. These will centre on Cambridge and Peterborough. Pinchpoint schemes have also been identified, including ones in market towns as well as the large cities. We also wish to convert three road/busway level crossings from traffic light to barrier control, raising bus speeds at these points from 5mph to 56mph, speeding up the service,

		creating capacity, improving safety and improving energy efficiency.
Increase demand responsive services	Yes	Building on the current trial in Huntingdonshire, comprehensive DRT services will be introduced to cover all rural areas and market towns, with semi-scheduled feeder services into the main bus network via interchange hubs.
Consideration of bus rapid transport networks	Yes	Greater Cambridge Partnership are developing schemes for dedicated bus infrastructure (busways) on main corridors into Cambridge. One per year will be implemented.
Improvements to planning / integration with other modes		
Integrate services with other transport modes	Yes	The network will be coordinated to offer bus/bus and DRT/bus connections (with through ticketing). As part of the bus network reshaping, more bus services will link to rail stations. Hubs will provide integration with active modes including on our busway.
Simplify services	Yes	The reshaping of the bus network will simplify routes, with more direct services. The network hierarchy will ensure consistency of service levels.
Review socially necessary services	Yes	In line with the network reshaping, all socially necessary services will be reviewed. Some will be replaced by DRT and others will become part of new or revised services. There will be an increase in the amount of supported mileage, particularly associated with the expansion of services across rural areas and improved connectivity between the market towns.
Invest in Superbus networks	Yes	The reshaping of the entire network will transform service provision, coupled with new vehicles, targeted fares initiatives and priority infrastructure. We wish to introduce an express non-stop from Cambridge to Huntingdon and extended to the large new Alconbury Weald development.
Improvements to fares and ticketing		
Lower fares	Yes	Free travel schemes will be introduced for 16-18s and young jobseekers.
Simplify fares	Yes	New multi-operator day tickets will cover the entire CPCA area.
Integrate ticketing between operators and transport modes	Yes	Multi-operator ticketing will be put in place.

Make improvements to bus passenger experience		
Higher specification buses		
Invest in improved bus specifications	Yes	With the move to zero emission vehicles, by default the entire bus fleet will be renewed by 2030. This will provide the opportunity to ensure that specifications are to the highest standards for passenger comfort and convenience, including next stop announcements, USB charging, seat spacing.
Invest in accessible and inclusive bus services	Yes	The entire bus network will be designed to be accessible and inclusive, including fully accessible DRT.
Protect personal safety of bus passengers	Yes	The bus stop improvement and hubs programme will ensure that waiting infrastructure is well designed, including lighting, to ensure a safe travel environment.
Improve buses for tourists	Yes	The reshaped and coordinated bus network, including more evening and Sunday buses, will offer significantly more connectivity and availability for leisure travel, assisted by the multi-operator ticketing.
Invest in decarbonisation	Yes	There is a commitment for all buses in the CPCA area to be zero emission by 2030. Therefore, significant conversion to electric is being pursued through the BSIP and via the ZEBRA scheme.
Improvements to passenger engagement		
Passenger charter	Yes	Charter covering all bus services across the CPCA area has been agreed and will be introduced January 2022.
Strengthen network identity	Yes	This will come mainly through local/route branding and significant improvements in information and promotion.
Improve bus information	Yes	Significant improvements in the provision of comprehensive information will be coordinated by CPCA.
Other		
Other	No	

Appendices

Appendix 1: List of local bus services financially supported by CPCA

Service number	Operator	Contract type	Route	Days of Operation
8	Whippet	Min Sub	Cambridge - Dry Drayton - Papworth Everard	Mon - Sat
1/2/3/4/5/6	Stagecoach	Min Sub	Peterborough evening services	Mon-Sun
22	Stagecoach	Min Sub	St Ives Town Circular	Mon-Fri
31	Stagecoach	Min Sub	Peterborough - Whittlesey - Ramsey	Mon-Sat
33	Stagecoach	Min Sub	Peterborough - Whittlesey - March	Daily
35	Stagecoach	Min Sub	Chatteris - Huntingdon	Mon - Sat
39	Stagecoach	Min Sub	Ely - Chatteris - March	Mon - Sat
46	Stagecoach	Min Sub	Wisbech - March	Mon - Sat
50	Stagecoach	Min Sub	Wisbech - Long Sutton	Mon-Sat
63	Whippet	Min Sub	St Neots - Rail Station - Eynesbury - Eaton Socon - Eaton Ford - St Neots	Mon-Fri
65	Dews	Min Sub	St Neots - The Offords - Buckden	Mon-Fri
16A	Stagecoach	Min Sub	Cambridge - Long Rd - Teversham - Fulbourn - Balsham - Great Thulow	Mon-Sat
905	Stagecoach	Min Sub	Bedford-Cambourne- Science Pk - Cambridge	Mon-Sun
X2/X3	Whippet	Min Sub	Addenbrooke-Cambourne-Huntingdon	Mon-Sun
New 29	Stagecoach	Min Sub	Peterboro Hospital - Orton - Hampton	Mon-Sat
New V2	Stagecoach	Min Sub	St Ives-Chatteris - March	Mon-Sat
60/61/62/63	Stagecoach	Min Sub	Peterborough low volume services	Mon-Sat
U (Universal)	Whippet	Min Sub	Madingley-Cambridge - Stn	Mon-Sun
9	Dews	Min Cost	St Ives - Hilton	Mon - Fri
15	Dews	Min Cost	Over - St Ives	Mon & Fri only
15	Myall	Min Cost	Haslingfield - Bassingbourn - Royston	Wed only
18	A2B	Min Cost	Newmarket - Fulbourn	Tue & Fri only
19	Big Green Bus co	Min Cost	Haverhill - Linton - Burrrough Green	Mon-Fri
21	Dews	Min Cost	St Ives - Earith - Somersham - Ramsey	Mon-Fri
22	Dews	Min Cost	St Ives - Warboys	Mon - Sat
46	Big Green Bus co	Min Cost	Newmarket - Dullingham - Linton	Tue only
75	A2B	Min Cost	Cambridge - Orwell - Wrestlingworth	Mon - Sat
101	Myall	Min Cost	Whittlesford - Duxford - Saffron Walden	Tue only
110	Big Green Bus co	Min Cost	Ely - Cottenham - Impington	Thu Only
114	A2B	Min Cost	Cambridge City Centre - Grafton - Beehive - Addenbrookes	Mon-Fri
117	A2B	Min Cost	Cambridge City Centre - Fen Estate	Mon-Fri
125	Lords	Min Cost	Ely - Little Downham	Mon - Sat
127	A2B	Min Cost	The Mordens – Bassingbourn – Meldreth – Royston	Mon-Sat
150	Dews	Min Cost	St Neots - Kimbolton - Tilbrook	Mon - Sat
199	Myall	Min Cost	Cambridge - Newnham	Tue & Fri only
203	Lords	Min Cost	Newmarket - Isleham	Tue & Sat only
400	Whippet	Min Cost	Huntingdon - Grafham - Spaldwick	Mon-Fri
401	Whippet	Min Cost	Huntingdon - Leighton Bromswold	Mon-Fri
415	Dews	Min Cost	Peterborough - Upwood	Wed only
117/129	Lords	Min Cost	Ely - Upware, Ely-Brandon Creek	Thu Only
12/47/204	Big Green Bus co	Min Cost	Newmarket - Ely/Brinkley/Isleham	Mon-Fri
1A	Dews	Min Cost	St Ives – Fenstanton – Bar Hill	Mon-Fri
31/31A/32	A2B	Min Cost	Cambridge - Stapleford - Fowlmere	Mon - Sat
45A	Dews	Min Cost	St Ives - Houghton & Wyton - Huntingdon	Mon-Fri
46A	Dews	Min Cost	Hampton - Stilton - Sawtry - The Alconburys - Huntingdon	Mon-Sat
7A	A2B	Min Cost	Trumpington P&R – Hinxton – Whittlesford – Trumpington P&R	Mon - Sat
901-4	Big Green Bus co	Min Cost	Newmarket Area Services	Mon-Sat NOT Wed
C2	Myall	Min Cost	St Neots - Longstowe - Orwell - Arrington - Croydon - The Hatleys	Thu Only
Zip	Dews	Min Cost	Ely Zipper Ely - Strettham - Haddenham - Witcham - Ely	Mon-Sat
Citi 3/19/9(B)	Stagecoach	De Min	Citi 3: Fison Rd-City-Cherry Hinton	Mon - Sat
			19: Camb–Horningsea–Landbeach	
			9B: Camb- Waterbeach-Ely-Littleport	
30	Stagecoach	De Min	Huntingdon - Ramsey	Mon-Sat
56	Stagecoach	De Min	Wisbech - March	Mon - Sat
56	Stagecoach	De Min	March - Manea/Benwick	Mon-Sat
Citi 5 & 6 / Bus	Stagecoach	De Min	Madingley / Boxworth – Cambridge	Daily

Appendix 2: Passenger Charter

Cambridgeshire & Peterborough Bus Passenger Charter

Issued **01 January 2022**

The Cambridgeshire & Peterborough Combined Authority (CPCA) is your Local Transport Authority. CPCA works to co-ordinate and improve all public transport within its borders, and funds around 10% of local bus journeys.

All bus services running within the CPCA area run to this passenger charter, which does not affect your legal rights.

All our bus passengers can expect:

- your bus will normally arrive at your starting point within five minutes of the scheduled time
- your driver will keep you informed if your bus is seriously delayed
- you can expect at least 99% of journeys to be operated each week unless there are exceptional circumstances beyond the operator's control
- a clean bus - your vehicle will be cleaned internally and externally at least once every day
- a comfortable seat on the bus
- a friendly and helpful driver
- CCTV in operation on all buses by the end of 2023 for your security
- a range of value for money tickets and passes that are easy to understand and purchase
- a day rover ticket valid on all buses running in the Authority area
- a network of bus routes connecting all towns and cities and running along all our major roads
- direct, express public transport between major destinations
- real-time next bus displays at major stops, and also on our smartphone app
- up-to-date timetable and fare information available on line
- a space on every bus large enough to take one wheelchair or two buggies

Performance against operational targets will be published monthly on the CPCA Transport website.

Complaints

This bus is operated by: **Wonderbus** and we can be contacted by emailing [**WonderbusComplaints@gmail.com**](mailto:WonderbusComplaints@gmail.com) or phoning us on **0700 300 4000**

If you feel we have not met your expectations, please let us know - we actively welcome comments and suggestions as well as complaints. Please complain directly to us, your bus operator. Details of how to do so can be found on our **Wonderbus** website in a section called "How to get about by bus".

We commit to responding to all complaints within 14 days.

If you are dissatisfied with how we, as the operator, have responded to your complaint, it can be escalated to the Combined Authority by writing to passengertransport@cpc.gov.uk or by phoning CPCA on 01223 740149.

Appendix 3: Bus Operator Letters of Support



Mr R Potter
Head of Transport
Cambridgeshire & Peterborough Combined Authority
Mayor's Office
72 Market Street
Ely
Cambridgeshire
CB7 4LS

27/10/21

Dear Mr Potter

CPCA - BUS SERVICE IMPROVEMENT PLAN (BSIP)

Thank you for providing Delaine Buses with a copy of the final draft of the Combined Authority's BSIP. We are very pleased to support the aims and objectives of this BSIP and look forward to working with you in delivering the Combined Authority's bus strategy.

From our involvement in the regular meetings of the CPCA Bus Forum we are aware of the amount of time and effort that has been put into producing a BSIP which takes account of a number of suggestions from the bus operators serving the geographical area of the Combined Authority. We have welcomed the opportunity to contribute our views and ideas on how to develop and improve bus services and believe that this BSIP provides a significant step in working with the bus operators to make bus a preferred choice of travel in the Combined Authority's area.

Yours sincerely

A Delaine-Smith
Managing Director
Delaine Buses Ltd



Ron W. Dew & Son Limited

Chatteris Road, Somersham,
Cambridgeshire, PE28 3DN.
Tel: (01487) 740241
Fax: (01487) 740341
www.dews-coaches.com
e-mail: sales@dews-coaches.com
VAT no. 284 5548 25

Rowland Potter
Head of Transport
Cambridgeshire & Peterborough Combined Authority
Mayor's Office
72 Market Street,
Ely
Cambridgeshire
CB7 4LS

27th October 2021

Dear Mr Potter

CPCA's Bus Service Improvement Plan 2021 (BSIP)

Thank you for providing us with a copy of the final draft of the Authority's BSIP for 2021. We support the aims and objectives of this BSIP in their entirety and look forward to working with you in delivering the Authority's ambitious bus strategy.

From our involvement in the regular meetings of the Authority's Bus Forum we are only too aware of the amount of time and effort that you have put into producing a BSIP. We also appreciate that a number of suggestions from the bus operators serving in the area covered by the Authority, have been incorporated into the BSIP. The opportunity to contribute our views and ideas on how to develop and improve bus services has been a welcome one and we believe that this BSIP provides a significant step in working with all Stakeholders, including the wider Community in general, to make bus the preferred choice of travel in the Authority's area and beyond.

Yours sincerely,

Nick Tetley
General Manager

Rowland Potter
Head of Transport
Cambridgeshire & Peterborough Combined Authority
Mayor's Office
72 Market Street
Ely
Cambridgeshire
CB7 4LS

25th October 2021

Dear Mr Potter,

CPCA's Bus Service Improvement Plan

I am very pleased to support the submission of the CPCA Bus Service Improvement Plan.

Local partners have worked closely together to ensure that services operated for key workers throughout the pandemic.

We have been involved in regular meetings of the Authority's Bus Forum and are pleased that some of our suggestions have been incorporated into the plan. Significant time and effort have been invested by all to discuss, develop and provide ideas to improve bus services. The Bus Service Improvement Plan is therefore a product of close collaboration with the CPCA Authority.

First Bus are both nationally and locally implementing a range of successful schemes to enhance the bus offer for passengers:

- We have committed to achieve a 100% zero emission bus fleet by 2035, buying our last diesel buses in 2022.
- We have transformed over emissions performance, with 100% of our local fleet now Euro VI.
- We will be leveraging our proven digital capabilities to partner our local authorities as they develop App, DRT and MaaS solutions.

We therefore commend this BSIP to the Department and look forward to continuing to work in partnership to ensure its delivery.

Yours sincerely,



Steve Wickers
Managing Director
First Eastern Counties Buses Ltd.

C.G.MYALL & SON
CHERRY TREE HOUSE, 75 THE CAUSEWAY, BASSINGBOURN
ROYSTON, HERTS. SG8 5JA

Telephone: Royston (01763) 243225 Email: myalls@btconnect.com

COACHES 29 – 96 seats available

V.A.T. Reg. no. 215 7044 86

25th October 2021

Rowland Potter
Head of Transport
Cambridgeshire & Peterborough Combined Authority
Mayor's Office
72 Market Street
Ely
Cambridgeshire
CB7 4LS

Dear Mr Potter

CPCA's Bus Service Improvement Plan 2021.

Many thanks for sending C G Myall & Son a copy of the final draft of CPCA's Bus Service Improvement Plan 2021.

We are pleased to support you and work with you in order to deliver the authority's ambitious bus strategy.

Yours sincerely,
Wendy Downs
Administrator
C G Myall & Son

Rowland Potter
Head of Transport
Cambridgeshire & Peterborough Combined Authority
Mayor's Office
72 Market Street,
Ely
Cambridgeshire
CB7 4LS

25 October 2021

Dear Mr Potter

CPCA's Bus Service Improvement Plan 2021 (BSIP)

Thank you for providing Stagecoach East with a copy of the final draft of the Authority's BSIP for 2021. We are very pleased to support the aims and objectives of this BSIP. The key areas within the BSIP we wish to emphasise are the importance and pace of the introduction of:-

1. Bus priority measures – we know that the consistency of journey times is of paramount importance in encouraging the use of public transport. It is critical that the known hotspots and pinch points for buses are addressed as quickly as possible.
2. Policies that reduce the reliance on cars, we recognise the work being done by the CPCA and the GCP in this area, and support any measure that can sustain modal shift to bus.
3. Fares and ticket simplification – we recognise the importance of having a fares and ticketing structure that is simple to understand and use, to help support existing users whilst encouraging new users to bus.

We acknowledge the fact that the CPCA are considering bus franchising, and in our view the challenges are not about regulation or ownership, but about how to deliver successful and sustainable bus services to millions of customers who rely on them every day. The key areas contained within the BSIP, when delivered, will support the aspirations of the New Bus Strategy, irrespective of what regulatory framework is adopted.

continued

We have welcomed the opportunity to contribute our views and ideas on how to develop and improve bus services and believe that this BSIP provides a significant step in working with the bus operating and wider communities to make bus a preferred choice of travel in the Authority's area and beyond.

Yours sincerely,



Darren Roe
Managing Director
Stagecoach East

Attn: ROLAND POTTER,
Cambridgeshire and Peterborough Combined Authority

Tuesday 26 October 2021

RE: Cambridgeshire and Peterborough Combined Authority Bus Service Improvement Plan

Further to our discussions regarding the above BSIP document, I am delighted to confirm that Whippet Coaches, as one of the operators of bus services within the Cambridgeshire and Peterborough Combined Authority area, is happy to support the detail within the Plan.

We look forward to working with the Cambridgeshire and Peterborough Combined Authority on this Bus Service Improvement Plan to help deliver and shape great bus services for years to come.

Yours faithfully

Gary Forbes-Burns

Gary Forbes-Burns
Operational Support Manager

Company number 520428 VAT number 308321825

Whippet Coaches Ltd
Buckingway Business Park, 2 Rowles Way
Swavesey, Cambridgeshire CB24 4UG
Tel 01954 230011
Email info@whippet.uk.com


Whippet
1919 • **100 YEARS** • 2019