

RESPONSE FROM THE GREATER CAMBRIDGE PARTNERSHIP

GREATER CAMBRIDGE CITIZENS' ASSEMBLY:

How do we reduce congestion,
improve air quality and provide
better public transport in Greater
Cambridge?



Foreword from the Aidan Van de Weyer, Chair of the Greater Cambridge Partnership Executive Board (June 2019-June 2020):

As the delivery body for the Greater Cambridge City Deal, the Greater Cambridge Partnership (GCP) is tackling current and future transport problems by investing in better and more sustainable ways to make journeys by public transport, cycling and walking.

Investment in infrastructure is already underway to create sustainable links for better journeys using public transport, walking or cycling.

Drawing on the Greater Cambridge Citizens' Assembly's considered feedback, the GCP can continue to shape plans that respond to your recommendations, representing the people of Greater Cambridge.

This response sets out how the GCP plans to take forward the recommendations you made. We made a start on this in February 2020 when we agreed to take forward some 'quick wins' to make short-term improvements.

Since then, Covid-19 has impacted on every aspect of all our lives, and so the immediate focus must be on those 'quick wins' that can best support people and businesses to adapt and recover in this incredibly challenging time.

At the same time, we continue to develop those longer-term plans that will reflect both the Assembly's recommendations and the societal impacts and trends arising from Covid-19, as they become apparent.

We have heard your call to 'Be brave, be bold, and take action' and will remain committed to keeping you up to date with progress this year and annually going forward.

As a resident and elected representative of Greater Cambridge, I'm proud to see such a pioneering and innovative form of deliberative democracy being used to shape our plans.

Your dedication, collaboration and passion for a vision of Greater Cambridge transport in the future is truly inspiring and serves as an excellent example of how local people can actively contribute to tackling the issues that affect them.

I, and the GCP Executive Board, would like to sincerely thank every member of the Greater Cambridge Citizens' Assembly for giving time to consider and address the transport problems affecting the area.



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Introduction

In September and October 2019, the GCP held a Citizens' Assembly to consider the question: how do we reduce congestion, improve air quality and provide better public transport in Greater Cambridge? This brought together a 'mini public' from across the travel to work area to hear evidence about these issues, discuss and deliberate before voting and delivering key messages.

The Citizens' Assembly was delivered as part of the Government's [Innovation in Democracy programme](#) which aims to trial the involvement of citizens in decision-making at local government level through innovative models of deliberative democracy. The Assembly was designed and facilitated by Involve, and the recruitment of Assembly participants was undertaken by the Sortition Foundation. An [independent advisory group](#) was appointed to provide advice and oversight and ensure that the process was balanced and unbiased.

The Citizens' Assembly brought together 53 randomly selected residents from the Cambridge City Council and South Cambridgeshire District Council areas as well as from the wider travel to work area. Participants were recruited through a civic lottery sent to 10,000 addresses across this area. Households which received the invitation were able to register their interest in participating. The Sortition Foundation then randomly selected individuals from this pool to be broadly representative of the Greater Cambridge population in terms of gender, age, ethnicity and socio-economic group. Given the Assembly topic, the selection also considered how people travelled, and whether they were 'regular travellers'.¹



The Citizens' Assembly met over two weekends, hearing a range of evidence from different experts outlining the situation in Greater Cambridge, the impacts of this, visions for the future and measures to address the issues and deliver the vision. Throughout the two weekends, Assembly members had sessions to discuss what they had heard, listen to each other's opinions and form their own views. [The full programme](#) including all the evidence presented has been published, and the livestream of the Assembly is available [online](#).

¹ Selection criteria can be viewed at <https://consultcambs.uk.engagementhq.com/2305/documents/2660>



The [full report of the Citizens' Assembly](#) was written by Involve and was published by them in November 2019. This sets out the Assembly's work in more detail and its recommendations.

This report sets out the Greater Cambridge Partnership's (GCP) response to the Citizens' Assembly. It looks in turn at the four key outputs from the Assembly: the vision for public transport, measures to achieve the vision, supporting measures and key messages.

Since the GCP Executive Board received the Citizens' Assembly report at its meeting in February 2020, Covid-19 has significantly impacted on all aspects of our lives, including our economy, the way we work and how we travel. The response to the Citizens' Assembly will be informed not just by the immediate impacts of Covid-19, but also by any changes to medium-long term economic and transport trends. Throughout this response we have aimed to demonstrate how the recommendations of the Citizens' Assembly have shaped recent measures, as well as how they will be used to support the development of the GCP's work going forward.



Response to recommendations from the Citizens' Assembly

A. Vision

Citizens' Assembly recommendations

During the first weekend, members of the Citizens' Assembly developed and prioritised their vision for transport in Greater Cambridge, with the outcomes summarised in figure 1.

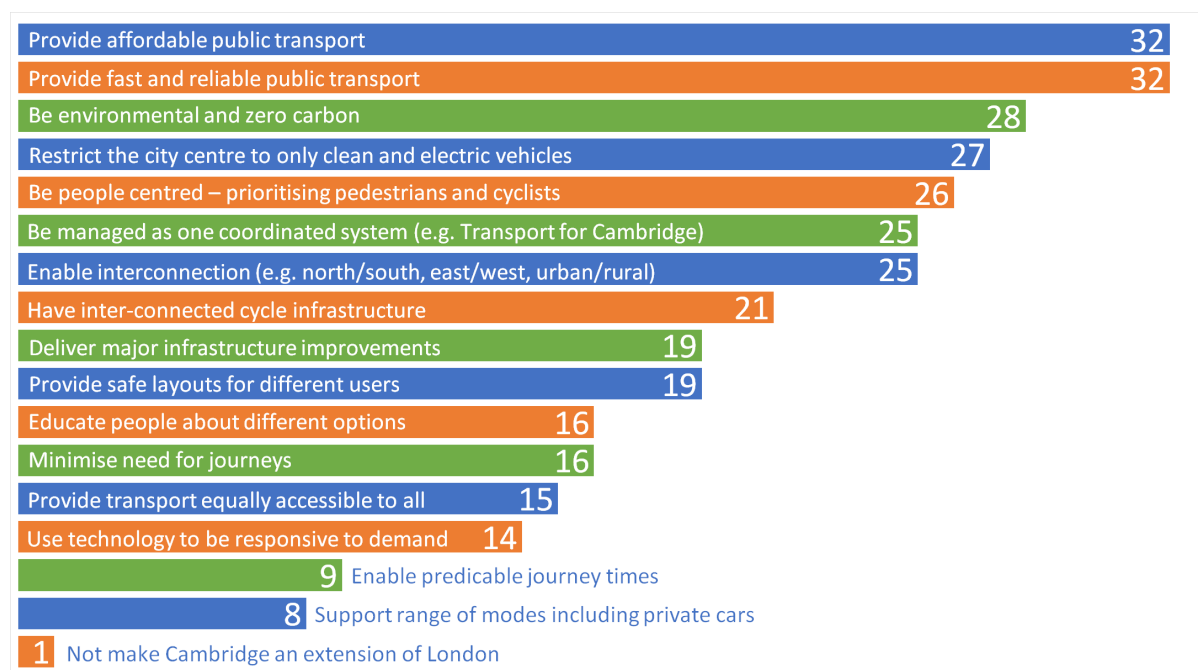


Figure 1: Vision Outcomes

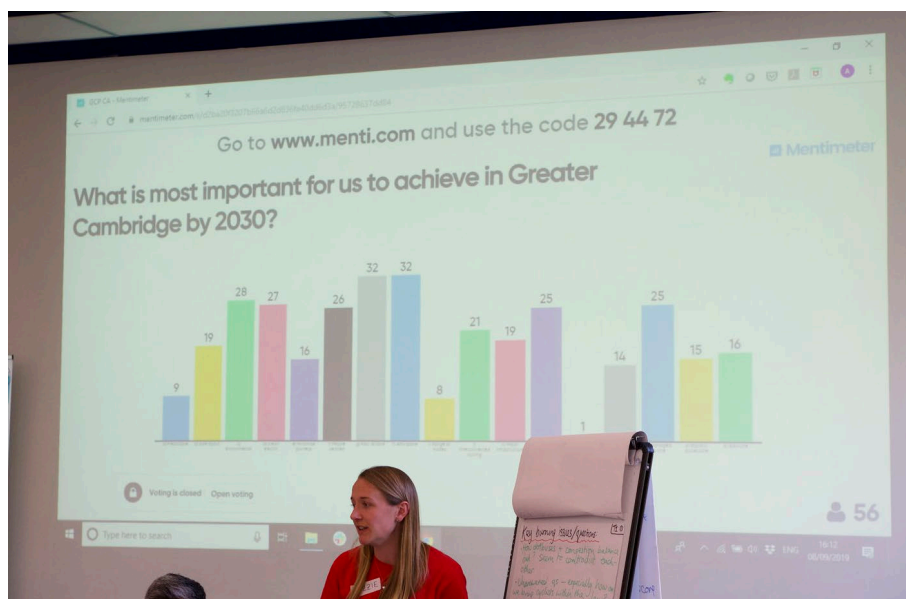
Greater Cambridge Partnership response

The GCP supports the vision set out by the Citizens' Assembly, which aligns well with the aims set out in the City Deal and subsequently developed for the GCP's transport programme. In supporting this vision, the GCP will seek to bring forward proposals that:

- Provide better public and active travel options – giving people a good alternative to travelling by car;
- Improve connectivity and enable better connections for people accessing employment in Greater Cambridge from across the travel to work area;
- Ensure that our proposals help to reduce air pollution and carbon emissions, supporting our partners to achieve their ambitions for net zero carbon. This would include exploring how, over a period of time, we can reduce and ultimately remove polluting vehicles from the city centre;



- Make better use of space, particularly through creating more space for pedestrians and cyclists, which is more important than ever before now, to support social distancing;



- Support businesses and residents to minimise the need for journeys, particularly during social distancing, and increase awareness of different options for travel.

In supporting the vision, the GCP will need to consider how different elements relate to one another and how these might be achieved over a period of time. One element is also outside of our remit: the ambition for “one coordinated system” aligns with the vision of GCP although there is no proposal at this time to create a Transport for Cambridgeshire body and this would be a decision for government in discussion with local partners.



B. Measures to reduce congestion, improve air quality and deliver better public transport

Citizens' Assembly recommendations

The Citizens' Assembly looked at the advantages and disadvantages of a series of measures to achieve the vision set out above. Assembly members then voted on these. Figures 2 and 3 set out the results of the two votes that looked at all aspects of the Citizens' Assembly question: reducing congestion, improving air quality, and delivering better public transport. Details of all the votes, including the Borda count methodology used for the results in Figure 3, are set out in section 2.3 of Involve's report.

The vote results showed a clear desire from the Citizens' Assembly for action – when asked to consider all the options in vote 5, no member of the Citizens' Assembly selected 'no intervention' as their first choice, and this option received the lowest number of points through the Borda count. Of the measures they considered, Assembly members voted most strongly in favour of road closures, followed by a series of road charging options (clean air zone, pollution charge and flexible charge).

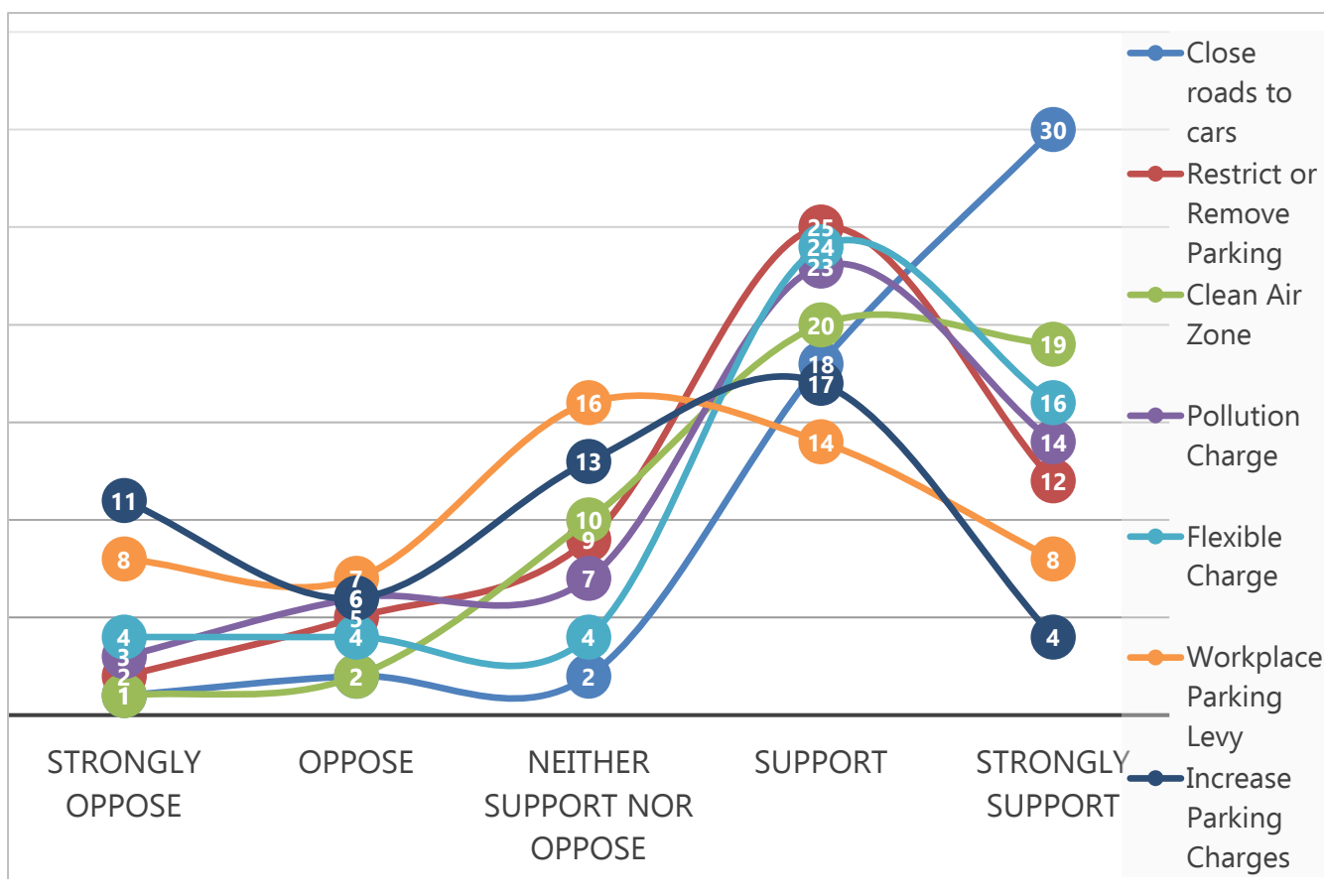


Figure 2: Vote 4 results – to what extent do you support or oppose the following measures being part of the solution to improving congestion, air quality and public

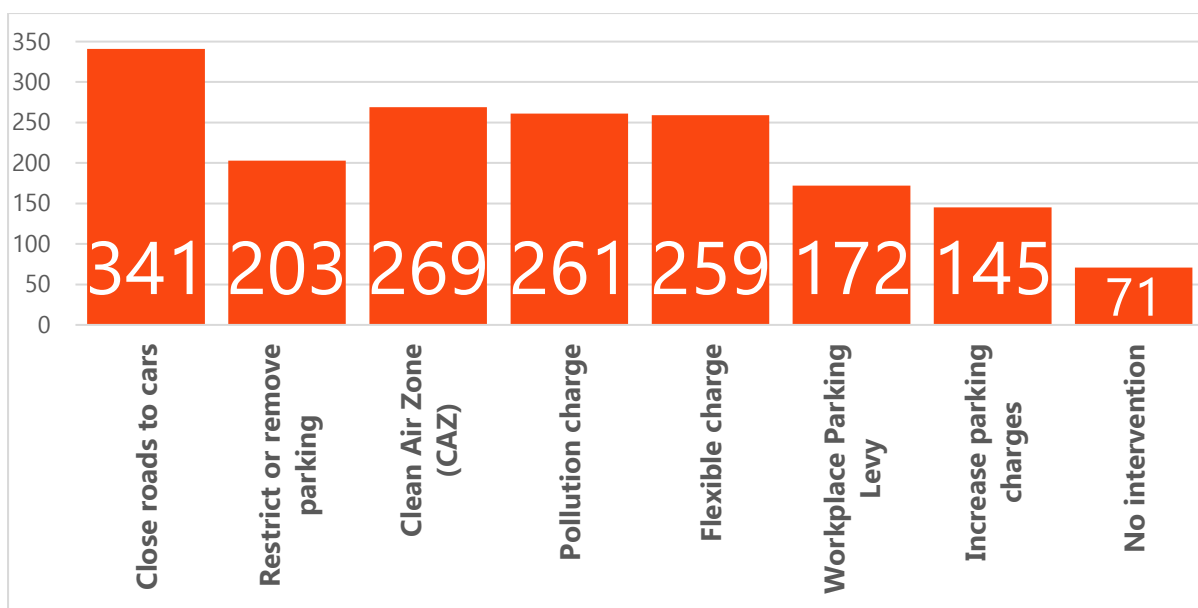


Figure 3: Vote 5 results – what would be your preferred ways, from the following demand management measures, to improve congestion, air quality and public

Greater Cambridge Partnership response

The vote results showed clear support for the GCP to take action in order to reduce congestion, improve air quality and deliver better public transport. In February 2020 the Executive Board agreed to prioritise and implement a series of short-term measures, which recognised the desire for action and formed an immediate, initial response to the Citizens' Assembly. These included:

- Enhancements to public transport, including extending operating hours, developing a targeted fare-reduction pilot, and extending the electric bus trial;
- Piloting further road closures and road space reallocation, both in the city centre and on local roads, including the development of community-led schemes such as 'play streets';
- Encouraging more people to cycle through provision of additional cycle parking at key locations;
- Funding a lease scheme for electric and cargo bikes to encourage longer-distance, family and business cycle commuting;
- Developing an integrated parking strategy considering on-street, off-street and Park & Ride provision and how this can support users and encourage modal shift;
- Development of a freight pilot for the city centre, working with Cambridge Business Improvement District (BID) and others to reduce vehicle deliveries,



thereby supporting improvements to air quality and public realm as well as potentially reducing vehicle movements at busy times.

These measures are now being taken forward in the context of Covid-19 and support for recovery. In June 2020, the Joint Assembly and Executive Board received an update on these measures and agreed to fund and deliver a prioritised set of interventions aimed at supporting a sustainable recovery from Covid-19. This included a series of measures to reallocate road space to pedestrians and cyclists which will be taken forward over the summer, as well as schemes to increase cycle parking, improve access to ebikes, invest in electrification of the bus fleet, and bring forward a freight pilot for the city centre.

Building on this initial response, the measures upon which the Citizens' Assembly voted are being assessed as part of the City Access project, which is part of the GCP programme, taking into account the Citizens' Assembly's feedback. In February 2020, the Joint Assembly and Executive Board received and considered technical work on these, alongside formally receiving the report of the Citizens' Assembly. The Joint Assembly subsequently passed a motion recommending that the Executive Board agree to develop detailed options for a package of phased interventions. The Executive Board agreed to develop a set of packages of measures for consideration, as well as prioritising and implementing a series of short term interventions to support the uptake of sustainable travel. The minutes of the Executive Board discussion of the Citizens' Assembly report and City Access strategy, and the recommendations they agreed, are included at Appendix 1.²

This work will look at how improvements to public transport and active travel could be delivered when introduced in combination with one or more of the measures considered by the Citizens' Assembly. It will take into account the different vote results, comments on the advantages and disadvantages of different measures, as well as wider points from the Citizens' Assembly such as the supporting measures and key messages. These packages were due to come to the Executive Board in June 2020, but in order to take account of the impacts of Covid-19 they will now come to the December meeting. The work will need to take into account the impacts of Covid-19 on the economy, business and transport, and any future trends, as well as the opportunity to encourage healthier and more sustainable travel as Greater Cambridge emerges from the current crisis.

The packages will come forward to the Joint Assembly and Executive Board for consideration later in the year. This will include setting out the impacts of the different packages, including on traffic levels and journey times, public transport and active travel, business and the economy, the environment, equalities, health and community. It will also consider phasing of any actions, as the Citizens' Assembly feedback demonstrates a significant appetite for bold measures provided that workable alternatives are in place.

At their meetings, the Joint Assembly and Executive Board will consider how any final package aligns with the views expressed by the Citizens' Assembly. This package would then be developed for public consultation and implementation.

²https://cambridgeshire.cmis.uk.com/ccs_live/Meetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/1417/Committee/26/Default.aspx



C. Supporting Measures

Citizens' Assembly recommendations

In addition to the measures considered above, Assembly members developed and prioritised a number of other supporting measures. Figure 4 sets out the top measures as prioritised by the Citizens' Assembly.

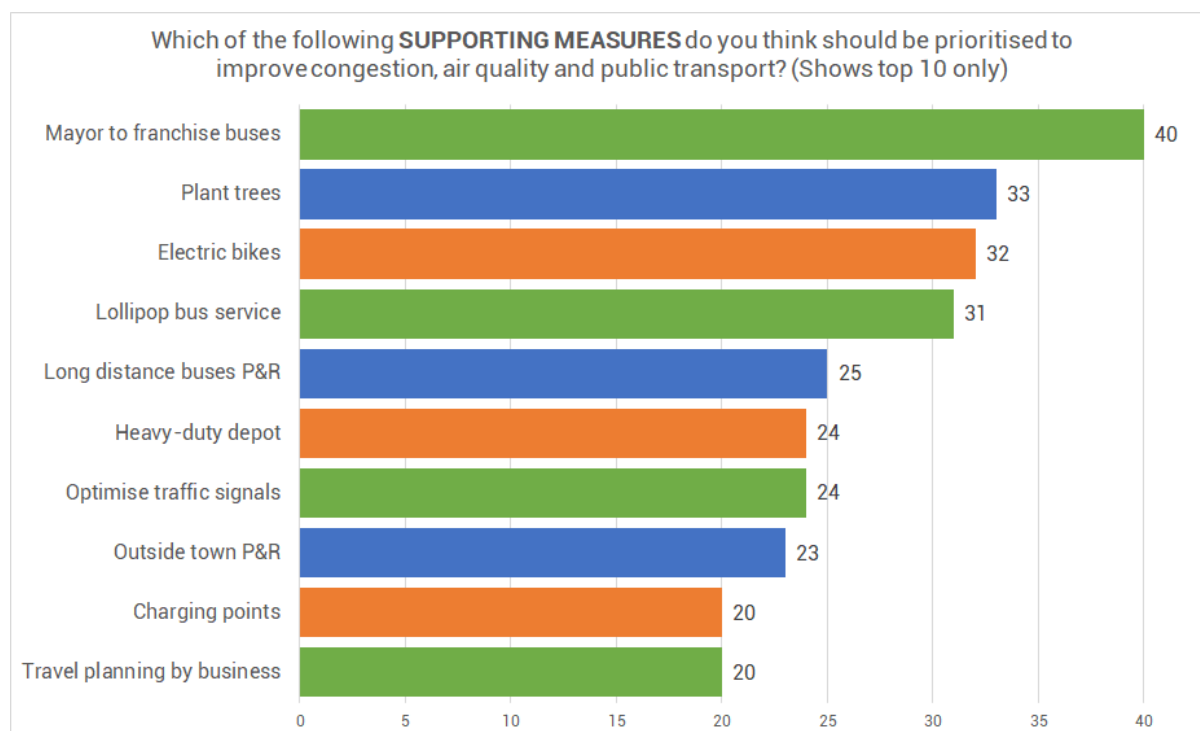


Figure 4 Supporting measures prioritisation

Greater Cambridge Partnership response

The suggestions of further measures and their relative priority will be used in developing the packages of measures for the Executive Board to consider later in the year. Further comments on the top 10 measures are as follows:

- **Franchising buses:** the power to progress this rests with the Mayor of the Cambridgeshire and Peterborough Combined Authority, who is currently considering franchising as one option in his bus review. It is anticipated that a decision will be made by early 2021.
- **Tree planting schemes:** the three partner councils within the GCP - Cambridge City Council, South Cambridgeshire District Council and Cambridgeshire County Council - have all identified tree planting as a priority and are working on plans to plant more trees over the coming years. The GCP is also committed to biodiversity net gain and schemes will consider how to achieve this.



- Electric bikes: as set out above, one of the measures agreed by the Executive Board in February was to develop a scheme to encourage use of ebikes and ecargo bikes. The GCP has worked with Cambridgeshire County Council and Cambridge City Council to successfully bid for 30 electric cargo bikes to be used for deliveries, residential hangars, loans to businesses and try out schemes. In addition, GCP is also exploring investment in electric bikes to encourage sustainable travel for a wider group of people, especially where using a conventional bike is impractical, and will look to bring this forward to support people returning to work as part of Covid-19 recovery work.
- Lollipop bus service: in February, the GCP published work undertaken by Systra Ltd looking at how the bus network could develop in order to provide more people with a good alternative to their car. The report raised access to the city centre for buses as a key issue and suggested options. This issue will be explored further through the work on packages of measures and through the Spaces and Movement Supplementary Planning Document being developed by Cambridge City Council.
- Long distance buses using Park & Ride (P&R) and out of town P&R: the GCP is planning several more travel hub sites in the Greater Cambridge area. In addition to this, the GCP has also delivered increased capacity at Trumpington P&R and is working on plans to increase capacity at Babraham P&R.
- Heavy duty depot: The concept of a heavy duty depot relates to the need to reduce the number of delivery vehicles on the roads to address both congestion and air pollution. In February, the Executive Board agreed to develop a freight pilot for the city centre, working with businesses and the university. This work will now be undertaken in the context of Covid-19 and will include exploring the need for a depot from which consolidated last-mile deliveries could be made.
- Optimise traffic signals: Optimising traffic flows by linking traffic signals along a route to provide a co-ordinated green signal at successive junctions is simple but co-ordinating signals over a wider road network of conflicting routes is much more difficult. Optimisation achieves more significant reductions in delays where junctions operate under capacity and are more evenly spaced out along a route. However, in Cambridge many junctions operate well over capacity during peak periods and many parts of the historic road layout do not lend themselves to optimisation. Signal optimisation techniques have been used on many parts of the Cambridge road network since the mid-1980s and, whilst this has helped reduce delays, continuing traffic growth has tended to diminish its benefits. GCP is currently funding an ongoing programme of review to ensure that these signal optimisation techniques are updated and revalidated to suit current traffic patterns along with a longer term project to achieve a consistent approach to providing bus priority at signalled junctions on the bus network.
- Charging points: the GCP agrees that a network of electric vehicle charging points should be developed and is working with partners to deliver early



elements of this. This includes charge points in some car parks, encouraging the taxi fleet to convert to electric vehicles with the provision of charging facilities and changes to taxi licencing and provision of charging points for new electric buses. A smart energy grid for the St. Ives Park&Ride site is being progressed, and plans for another are being developed for the Babraham Road Park & Ride site. The Cambridgeshire and Peterborough Combined Authority is developing an Electric Vehicle Strategy, with input from the GCP and other partners, which will help to set priorities going forward.

- Travel planning by businesses: in the current Covid-19 context, travel planning by businesses has become more important than ever as employers seek to ensure their workforce can access and work in their place of employment safely and observing social distancing guidelines. The GCP and partners are supporting this and we will work with businesses to understand how travel planning can work in the longer-term.



D. Key Messages from the Citizens' Assembly

Citizens' Assembly recommendations

The Citizens' Assembly also developed some key messages, which are set out in full in Involve's report. Throughout the two weekends there was a high level of support for action and ambition to address the question the Assembly was set. The key messages developed by the Citizens' Assembly were:

- Be brave, be bold and take action
- Improvements in public transport need to come first
- Funding raised through charging needs to be ring-fenced for transport in Greater Cambridge and the wider area
- Better integration and co-ordination of transport across Greater Cambridge
- Fairness is a key principle
- Exemptions: provide access for essential services/users
- Be the best and make Cambridge no.1
- Progress immediate actions and those improving the Greater Cambridge environment
- Transparency, monitoring and feedback
- Communication, education and behaviour change
- Consider trials/pilots and phasing
- The question of growth and planning
- Don't forget to consider longer term measures

Greater Cambridge Partnership response

The session where Citizens' Assembly members delivered their key messages was truly inspiring, and demonstrated a strong desire to take bold action, both in the short and longer-term. The GCP is committed to addressing the issues considered by the Citizens' Assembly. Many of the key messages pertain to 'what we do' and 'how we do it' and are fundamental to how GCP aspires to work at all times.

The GCP has heard the clear message from the Assembly to "Be brave, be bold and take action", "Be the best and make Cambridge no.1" and to "progress immediate actions". Participants were clear that they wanted more to be done, and to be done quickly, including considering more difficult options to achieve bigger aims. The



Executive Board responded to the call for immediate action by identifying measures in February to progress at pace, and the call to be brave and bold will continue to be considered as the GCP develops packages of medium-longer term action and makes decisions about further investments.

The GCP agrees with the principles that improvements in public transport need to come before measures to restrict or discourage particular travel choices; that measures need to be fair; and that any funding raised through charging needs to be ringfenced for transport in Greater Cambridge and the wider travel to work area. On fairness and exemptions, the GCP will undertake an integrated impact assessment of different package options and of any final proposals, and will ensure that any final package of measures will consider exemptions.

Piloting and phasing will also form a key part of package development. It is likely that the response to Covid-19 will involve trials and pilots of a variety of measures to encourage more active travel, secure environmental and transport benefits, and support economic recovery. The impacts of these will be monitored in order to inform future proposals.

As changes are made to our transport network over the coming years, the GCP and our partners are committed to clear communication and education for our communities and businesses about the need to change, what planned changes are, and people's choices.

The City Deal was set up to address some of the challenges from growth, particularly connectivity challenges. This will continue over the coming years, including taking account of the wider impacts of Covid-19 as well as our partners' sustainability ambitions.

Finally, the GCP will report back regularly on progress in achieving this response to the Citizens' Assembly's recommendations, including bringing a report to the Joint Assembly and Executive Board at the end of this year to mark the 'one-year on' point. The GCP will consider how Citizens' Assembly participants can be engaged and updated more frequently, and relevant reports to the Joint Assembly and Executive Board will include a section detailing the contribution of projects to implementing the response to the Citizens' Assembly's recommendations. The GCP remains committed to long-term action to address the issues considered by the Citizens' Assembly. As our area begins the recovery from Covid-19 there is an opportunity to look to the future and ways in which we can help to ensure Greater Cambridge emerges as a healthier and more sustainable place to live and work.



Conclusion



The GCP Executive Board supports the vision of the Citizens' Assembly, and the initial measures identified in our response will enable us to make a strong start in delivering that, particularly through creating space for walking and cycling, investing in public and active transport and looking at how we can better manage freight and parking. As well as supporting people and businesses to travel sustainably as part of Covid-19 recovery, the Executive Board committed in February to develop and consider longer-term packages of measures which will aim to support Greater Cambridge to become a more sustainable and healthier place in the future - see Appendix 1. These packages will be considered by the Executive Board in December, including how they align with the Citizens' Assembly's recommendations.

The GCP recognises the call from the Citizens' Assembly to 'be brave, be bold, and take action'. As well as continuing to update and engage Citizens' Assembly participants, we will ensure an annual report is brought to the Joint Assembly and the Executive Board to provide Citizens' Assembly participants, as well as members of the public, with the opportunity to hold the GCP to account for actions agreed as a result of the recommendations.

The GCP would like to reiterate it's thanks to every member of the Greater Cambridge Citizens' Assembly for participating and giving up their time to develop recommendations to address some of the transport and air quality problems affecting the Greater Cambridge area.



Appendix 1 – Extract from GCP Executive Board Minutes 19 Feb 2020

6. Report and recommendations of the Greater Cambridge Citizens' Assembly

David Stoughton was invited to present his public question. The question and a summary of the response is set out in **Appendix A** of the minutes.

The Head of Transport Strategy presented the report, which contained recommendations from the Citizens' Assembly (CA) that had been held in September and October 2019 to consider how to reduce congestion, improve air quality and provide better public transport in Greater Cambridge. As part of undertaking the CA, the Board had agreed to respond in full to all of its recommendations and it was proposed this would be done by Summer 2020. She drew attention to the CA's request to receive regular reviews of progress in the medium to longer term.

[At this stage in the proceedings, following repeated disruption by protesters, the meeting was adjourned to allow for an informal discussion on how to proceed. Following a short break the Chairperson reconvened the meeting and announced that it would continue in a separate room, but those members of the public who wished to observe proceedings would be able to do so via a video link in a separate room. After a further adjournment to allow the rooms to be set up the meeting reconvened and business continued.]

Suzannah Lansdell, associate of Involve (the public participation charity that ran the CA), informed members that the consultation had been part of a wider, national project called the Innovation in Democracy Programme (IiDP). She praised the GCP for involving citizens in such a deliberative form of democracy and emphasised the CA's broad representation of the area's demographics. All participants had agreed that some form of intervention was needed, with road closures being the most popular choice and increased parking charges being the least popular choice. Among the key messages that they wished to convey to the Joint Assembly and Executive Board were a call for bold and brave action, improvements to public transport and better integration and coordination of transport.

A selection of video interviews with on their opinions of the CA process was presented to the Board for information.

While discussing the report, the Executive Board:

- Queried whether the participants of the CA would recommend the process be replicated elsewhere. The representative of Involve informed members that a review of the CA was being carried out, along two others that had been held elsewhere in the country, in order to identify the suitability of using CAs on different issues. She suggested that they were particularly beneficial when considering matters that required negotiations to be made, as they allowed for different views to be expressed, considered and counter-balanced. She also observed that while they were currently only complimentary to the democratic



systems in the UK, they were established features of political systems in some other countries, such as Poland.

- Welcomed the over-riding support for road closures by the CA, observing that initial objections to road closures currently enforced in the centre of Cambridge had been overcome and the schemes had proved largely successful. One member argued that vehicles were still able to travel down roads that had been closed and sought clarification on whether the CA participants had identified any roads that would be suitable for closure. The representative of Involve explained that the CA had only considered the general principle, along with the arguments in favour of and against road closures, without discussing details of particular locations.
- Discussed the role of public transport, noting that the CA argued that buses were key to resolving the issues at hand, although it was noted that the Cambridgeshire and Peterborough Combined Authority (CPCA) was already undertaking a Strategic Bus Review. This included some of the issues raised by the CA, including the possibility of franchising bus services. Members were assured that participants had appreciated the challenge of finding road space to allow a fast and reliable bus service.
- Noted that the proposed interventions didn't include details on how any resultant income would be spent, although it was argued that the CA had sought to create a funding base from which additional measures could be developed.
- Identified a high level of support from the CA for a lollipop bus service, which would involve ring-and-spoke routing. This was considered ideal for the layout and transport needs of Cambridge.

On conclusion of the debate, the Chairperson put the recommendations to the vote and the Executive Board resolved to:

- a) Thank the participants of the CA for their work, note the full report and recommendations from the CA, which considered how to reduce congestion, improve air quality and provide better public transport, and note the strong support for action to address these issues; and
- b) Agree to bring forward a detailed response to the recommendations of the CA by Summer 2020 at the latest, and agree to the CA's request for regular reviews of progress in the longer-term.



7. Public transport improvements and City Access strategy

Public questions were invited from Vincent Poole, Matthew Danish (on behalf of Camcycle) and Edward Leigh. The questions and a summary of the responses are set out in **Appendix A** of the minutes.

The Director of Transport presented the report, which contained an analysis of work carried out so far to establish options for the Board to consider developing further, as well as a set of proposed immediate interventions, which would address issues related to public transport, congestion and air quality. The Head of Transport Strategy commented on the extensive list of background documents in Appendix 1 of the report which formed an extensive evidence base. He emphasised that the issues would become more aggravated if no action was taken. Drawing attention to the resolution agreed by the Joint Assembly [set out in section 3 of the report], she noted that at the request of Executive Board members this had been reflected in the proposed recommendation.

The Vice-Chairperson of the Joint Assembly, Councillor Bick, addressed the Executive Board regarding the resolution that had received unanimous support by the Joint Assembly. He noted that each member had been consulted in its drafting and all had agreed on the urgent need to move forward on the issues of congestion, public transport and air quality, highlighting the significance of the diverse membership reaching unanimous agreement on such fundamental principles. While acknowledging that disagreement remained over the eventual package of measures to be implemented, all had agreed that decision-making should be based on evidence. He argued that the individual members of the Executive Board and Joint Assembly should avoid conflict and work together as a unified body.

Helen Valentine, a business representative on the Joint Assembly, had also asked to address the Executive Board. Echoing the call for urgent and bold action, she identified the need for a revenue stream to fund initiatives and for all options to be evaluated and considered appropriately before being discarded.

While discussing the report and its recommendations, the Executive Board:

- Welcomed the contributions made by the Chairperson and Vice-Chairperson of the Joint Assembly, as well as the discussion at the Joint Assembly meeting that had subsequently informed the recommendations to be considered by the Executive Board. The force of the Joint Assembly's resolution, emphasised by its unanimity, was acknowledged.
- Recognised that many of the decisions that needed to be made were challenging and controversial, although it was suggested that these difficulties highlighted the need for the separate councils to work together, through the GCP, to overcome their differences and support each other. One member argued that while there were some areas where agreement could be reached, it was inevitable that there would be other areas where disagreement prevailed.



- Expressed concern over the slow progress achieved by the GCP as a delivery body. One member suggested that priority should be given to those projects on which there was agreement, in order to establish momentum. However, another member identified the need for short term measures to form a part of a long term strategy, noting that other planned projects by external bodies, such as the Cambridgeshire Autonomous Metro (CAM) and East West Rail, would not be completed within the next decade.
- Considered whether identifying an income stream was necessary to ensure that short term measures would lead to long term change. It was argued that the different options should be considered in detail and that it was important for a wider understanding of how they would work.
- Observed that improving the quality of the bus service alone would not be enough if the separate issue of congestion was not resolved as well.
- Called for a greater range of innovative scheme proposals, such as the lollipop bus initiative.
- Acknowledged that despite its focus on city access, the strategy also affected residents, workers and visitors who travelled in the area outside the city.

On conclusion of the debate, and noting a correction to recommendation (d), which incorrectly referenced paragraph 10.4 instead of paragraph 12.4, the Chairperson put the recommendations to the vote and the Executive Board resolved to:

- a) Note the work to develop major improvements to the bus network, and agrees to use this as the basis for further work to identify how a significant uplift in public transport could be delivered including consideration of funding sources;
- b) Note the detailed technical work to assess the options for demand management and potential impacts within this report, including:
 - A technical assessment of the list of interventions tabled by Cllr Bates at the Executive Board meeting in June;
 - Traffic modelling of pricing and physical interventions, which demonstrate comparative impacts of illustrative interventions on traffic volumes, journey times and modal shift; and
 - An Integrated Impact Assessment and baseline and scoping report, identifying possible impacts for consideration as part of any future package, including potential impacts in a do nothing scenario;
- c) Develop a refined set of packages that provide options for different levels of intervention, taking together the technical work undertaken and recognising the feedback from the Citizens' Assembly and other public engagement activity, and reflecting the Joint Assembly's recommendation, for consideration at the June meeting. Options would:



- Offer packages of intervention based on different cost levels, referring to the major improvements to the bus network set out in the Systra report as well as offering walking and cycling enhancements and exploring options for lower fares;
 - Include measures to accelerate the uptake of ultra-low and zero emission vehicles, particularly in the bus and commercial fleets;
 - Support delivery of the vision of the Making Space for People project, identifying opportunities to re-allocate highway space for public realm that is safer, healthier and more conducive to walking and cycling, including an assessment of road changes in central Cambridge;
 - Be developed in the context of the Board principles for city access agreed at the June 2019 meeting, and the recommendations from the Citizens' Assembly; and
 - Consider specific impacts and mitigations in the context of each package, and potential phasing; and
- d) Agree to prioritise and implement the measures set out at paragraph 12.4 of the report, to support the uptake of sustainable travel options, following a short report for Executive Board and Joint Assembly members assessing the costs and benefits of these and proposing a prioritised programme of measures that is consistent with a longer-term strategy encouraging more journeys to be undertaken by public transport, walking and cycling.