



**CAMBRIDGESHIRE  
& PETERBOROUGH**  
COMBINED AUTHORITY

<b>CAMBRIDGESHIRE AND PETERBOROUGH COMBINED AUTHORITY BOARD MEETING</b>	<b>AGENDA ITEM No: 3.1</b>
<b>DATE OF MEETING: 30<sup>TH</sup> JANUARY 2019</b>	<b>PUBLIC REPORT</b>

## STRATEGIC BUS REVIEW

### 1.0 PURPOSE

- 1.1. In November 2017 the Combined Authority commissioned a strategic review of the regional bus network. This report presents the outcomes of that review and proposes recommendations for consideration.

<b><u>DECISION REQUIRED</u></b>	
<b>Lead Member:</b>	<b>Mayor James Palmer</b>
<b>Lead Officer:</b>	<b>Interim Transport Director Chris Twigg</b>
<b>Forward Plan Ref: n/a</b>	<b>Key Decision: No</b>
<p>The Combined Authority Board is recommended to:</p> <ul style="list-style-type: none"><li>a) Note the recommendations of the Strategic Bus Review.</li><li>b) Approval, to develop and deliver a Business case assessment of the benefits of operational models open to the Combined Authority including Enhanced Partnerships and franchising opportunities in line with DfT Guidelines and as set out in the Bus Service Act. The business case will be completed in Q1 2021.</li><li>c) Approve the establishment of a cross-organisational group “Bus Reform Group” to build up the implementation</li></ul>	<p><b>Voting arrangements</b></p> <p>At least two-thirds of all Members (or their Substitute Members) appointed by the Constituent Councils to include the Members appointed by Cambridgeshire County Council and Peterborough City Council, or their Substitute Members.</p>

strategy based on the recommendations of the Strategic Bus Review for short and medium term improvements.	
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## 2.0 BACKGROUND

- 2.1. As part of the Devolution Agreement, Transport Authority powers were transferred to the Cambridgeshire and Peterborough Combined Authority (CPCA) from Cambridgeshire County Council and Peterborough City Council. Such powers include responsibility for passenger transport which, in the context of this paper, relate to bus services. It is also important to note that these powers do not extend to home to school transport duties.
- 2.2. The future of bus provision also needs to be placed in the context of wider changes that can be expected within the Combined Authority area. A key ambition of the CPCA is to double the size of the local economy and accelerate house building rates to meet local and national needs. Pressures on transport infrastructure are likely to see increased requirements on developers to create more sustainable developments. There are also plans to develop a mass rapid transport solution for Cambridge City and surrounding travel to work area. In the shorter term, the Greater Cambridge Partnership is exploring and developing a range of other public transport initiatives including extended guided busways, bus priority measures, rural bus hubs, orbital bus services and electric buses. These changes are likely to present both opportunities and challenges to future bus provision.
- 2.3. Delivering radical mode shift, per the targets discussed in the Greater Cambridge Partnership's Transport Strategy - Future Public Transport Requirements (July 2018) will require radical interventions to make modes such as bus travel more attractive, accessible and cost effective.
- 2.4. From a commercial perspective, patronage is simply not high enough on certain routes to be viable without subsidies. This will be compounded by a national trend of reducing patronage figures and rising costs. Furthermore, mandatory concessions for older and disabled people are enshrined by the Transport Act 2000 (as modified by the Concessionary Bus Travel Act 2007). Bus operators are reimbursed for carrying concessionary passengers and the level of reimbursement is set based on guidance from Central Government. This guidance assumes concessionary passengers are using spare capacity on services that would be operating anyway. In reality, these concessionary passengers can make up the majority of passengers on rural services.
- 2.5. In November 2017, the Cambridgeshire and Peterborough Combined Authority was recommended to:
  - a) Agree to undertake a Bus Review within the scope and terms of reference set out in this report.

- b) Agree a total budget allocation of £150,000 to undertake the Bus Review.
- c) Note the intention to use this Bus Review to inform a future Combined Authority Bus Strategy which will be developed as part of the future Local Transport Plan.
- d) Note that the Bus Review will seek to recognise the issues faced in certain areas of Cambridgeshire and Peterborough following the recent withdrawal of some commercial services.

### **3.0 SCOPE OF BUS SERVICE REVIEW**

- 3.1. As approved by the CPCA Board in November 2017, the study was intended to provide a high-level strategic review of current bus service provision across the Combined Authority area and provide a menu of potential options for improving the service in the medium and long term. The study considered a broad range of factors as outlined later in this paper, recognising that different areas of the Combined Authority may require different solutions. However, a key aim of the study was to recognise and understand the wider economic and social benefits of an effective bus service against a range of operating models.
- 3.2. The scope proposed in the November paper included 4 main issues that the Bus Review would have to address:
  - a) Current bus service provision: ascertain the level and nature of both commercial and subsidised bus provision with the CPCA.
  - b) Strategic options for bus services of the future: identify and evaluate examples of best practice that may be appropriate for consideration within the CPCA area in the short term (5 years). The review will differentiate between the potential range of bus services and consider alternative delivery models.
  - c) Assess operational models: it is envisaged that the study will consider the opportunities and constraints resulting from the Bus Services Act 2017.
  - d) Transition arrangements: An outcome from this study will be to identify potential transition arrangements that might be put in place until such time as the strategic options identified are further developed and implemented. It is, therefore, important that the study considers the cost of implementation, likely levels of future subsidy and potential sources of funding. This study will also consider the phasing and implications of moving from the 'as is' bus service to alternative delivery models.
- 3.3. The Bus review is intended to identify strategic opportunities and realistic but specific interventions across the whole geography of the CPCA. Through devolution there are increased opportunities to spread benefits through a consistent and integrated network. The review was to identify potential recommendations for CPCA consideration and prioritisation to create an improved integrated service in the short medium and long term.

- 3.4. The timing of this report means that a number of key transport documents are in the process of being prepared, such as the Local Transport Plan for the CPCA, the Greater Cambridge Partnership's (GPC) Transport Strategy, and a number of detailed studies looking at delivering Cambridge's City Access package. As such, this Bus Review cannot, and does not, seek to present a single preferred solution for the network. It presents a range of options at a conceptual level which can help inform more detailed planning and design in the future through other studies.
- 3.5. The report presents the need to consider different delivery models and funding – this is highlighted by the step change that would be required in the delivery of the transport network if options such as those presented conceptually in the report were to be taken forward.

#### **4.0 FINDINGS OF THE STRATEGIC BUS REVIEW**

- 4.1. The report has identified that the area has a variety of existing and emerging opportunities, which should be exploited to enhance the existing bus network and ensure that it supports economic growth.
- 4.2. The opportunities (section 4.3) and proposed interventions (section 5) are presented in one of 4 categories for review
- a) Review of routes (for i.e. cities, rural and interurban network, delivery models and governance)
  - b) Review of integrated ticketing (for i.e. fares initiatives)
  - c) Review of alignment of timetabling with other infrastructure (for i.e. capacity efficiency and technology, land use and infrastructure interphase)
  - d) Review of operational models open to the Combined Authority under the Bus Services Act 2017 (for i.e. delivery models, integrated approach to public transport)
- 4.3. **Opportunities**  
**Increasing private funding for transport development**
- 4.4. Economic growth and the planned new developments offer significant opportunities for enhanced bus services as an alternative to the private car, but linking land-use changes to early, high quality and suitable transport interventions will be critical to supporting sustainable travel choices. Retrospective introductions of bus services must be avoided, as travel behaviours will have already become embedded and difficult to change.
- 4.5. The opportunity to intervene early may be made possible through funding sources such as developer contributions (which need to be made available very early in the development phase), and the City Deal funding must be used judiciously. Funding for enhancements in Peterborough, which does not benefit from City Deal, may prove more challenging.

- 4.6. Existing employer-provided transport services could be replaced by integration with a more flexible public transport network, with an opportunity to tap into employer-funding for staff transport.

### **Delivery models and governance**

- 4.7. The recognition that modal shift is critical for the sustainability of the Cambridgeshire and Peterborough area offers a clear opportunity for change, alongside an apparent appetite to take forward difficult transport decisions and adopt a visionary approach to public transport (e.g. CAM).
- 4.8. Emerging models of delivery (greater powers for local transport authorities, and the ability to plan and deliver services in real-time using emerging app-based technology) should help to reinvent public transport with a more appealing and modern image for the 21st Century; and the emergence of the MaaS concept offers an opportunity for a wholesale change in approach to how public transport is delivered, through a one-stop-shop for all information and ultimately even for all travel requirements.
- 4.9. Utilising alternative delivery options that will enable cross subsidy of routes to reduce the subsidy burden and reinvest profit back into the network, improving the services for users.
- 4.10. Exploiting emerging delivery models to reconnect rural areas with nearby urban settlements, and with Peterborough and Cambridge, need to be thoroughly explored, with solutions that match user needs with the services provided.
- 4.11. Greater collaboration between multiple stakeholders will help to reduce conflicts and overlapping responsibilities, perhaps through the Transport for Cambridgeshire and Peterborough concept.

### **Capacity efficiency and technology**

- 4.12. Although there are isolated examples of overcrowding on the bus network, generally there is capacity to expand ridership making better use of existing capacity on busway, and other local bus services.
- 4.13. New technology and more flexible approaches to delivery, including total transport, should support better matching of demand and capacity. Modern demand responsive solutions, including flexible applications in urban areas as a more attractive alternative to low-frequency, fixed-route conventional solutions, are emerging and should be explored.
- 4.14. Public attitudes in the area appear to favour modern sustainable travel choices, provided that the transport options are sufficiently attractive. Reducing inconsistencies of information provision, branding, user restrictions, ticketing, etc would help to make the whole sustainable transport offer more legible for users. Existing RTPI infrastructure provides a basis for future expansion.
- 4.15. Integration with all other forms of sustainable transport gives opportunities to offer attractive first/last mile solutions building on existing positive attitudes

towards modes such as walking and cycling, as well as community transport outside the two major cities. Bus should be complementary to other sustainable modes, not abstractive.

- 4.16. Remaining opportunities for reallocating road-space need to be identified, not limited to Cambridge, but with priority given to buses over all other modes on selected key corridors.

### **Health and socioeconomic considerations**

- 4.17. Younger people appear to be driving less, and are more open to using public transport, and as people change work locations (with the emergence of new employment sites, often in peripheral locations) there is an opportunity to embed sustainable travel behaviours.
- 4.18. The fact that as many as half of the local population have never tried a bus, and examples such as the limited use of the busway by 16-24 year olds, gives an opportunity to develop a new and a more attractive offer, building on known success stories in the area.
- 4.19. Labour shortages within the bus sector may be tackled in the future through autonomous vehicle (AV) technology, allowing limited staff resources to be focused on those services where driverless operation proves more challenging. For example, busway services may be an easy example of early-adoption for AV technology.
- 4.20. Both local Stagecoach depots are located in potential development areas, offering opportunities to modernise depot infrastructure and optimise locations, as well as possibly supporting transition to new delivery models.
- 4.21. Air Quality issues are recognised in the area and have already been partially tackled through an upgraded bus fleet. There is also the recognition that tackling congestion and traffic will alleviate health issues.

## **Challenges**

### **Modal shift and congestion**

- 4.22. The mode share targets for Cambridgeshire and Peterborough require a very significant increase in sustainable travel behaviours, which cannot be supported by the public transport network in its current form. The changes required are a step-change compared to present, and should be seen as revolutionary not evolutionary, posing significant challenges for stakeholders in terms of finance, resources, and organisational change.
- 4.23. Existing congestion is likely to worsen, both in Cambridge – where it is already a major challenge – but also in other urban centres if mode shift to the private car continues. This will be exacerbated by continued population and economic growth in the area.

- 4.24. The high expectations placed on buses to help deliver this revolutionary change will be extremely challenging in the short-term, when delivery structures are likely to be largely unchanged from present.
- 4.25. Behavioural change is very challenging given the current perceptions about local bus services – although existing user satisfaction is reasonable, the image (with multiple operators, mixed responsibilities between public and private sectors, and inconsistent messaging across all forms of sustainable transport) will make it challenging to attract significant volumes of new users to the bus.
- 4.26. In many cases, direct bus services will continue to be difficult to justify, and reliance will continue on interchange – albeit that it is anticipated the quality of interchange facilities will improve. Public transport users are resistant to interchange, and this will pose a significant challenge to mode shift involving potential passengers who are remote from high frequency direct bus services. Rural travel patterns already demonstrate a very low mode share for bus, which may be very difficult to influence.

#### **Land use and public transport interface**

- 4.27. At present, transport solutions for new developments lag behind the developments themselves, meaning that less sustainable travel behaviours become established and difficult to change. Delivery models, and financial support, need to support proactive early intervention. All sources of finance need to be explored, and difficult financial decisions may be necessary including workplace parking levies.
- 4.28. The dispersed nature of planned development, and changing travel patterns (e.g. flexible work times, frequency of home-working, internet shopping) makes it challenging to serve by conventional public transport, which works best as a mass transit mode, meaning new delivery models will need to be developed, which have no current track record.

#### **Funding and resources**

- 4.29. Where funding is available for transport, it is largely restricted to capital funding which is of limited value in supporting many of the initiatives necessary to deliver the revolutionary levels of mode shift envisaged. More attractive bus services rely heavily on revenue funding for their success.
- 4.30. Even where funding for new initiatives is available, it may not be evenly – or equitably – distributed. For example, City Deal funding is targeted at Cambridge and its immediate surrounding area, whereas enhancing rural transport might require a disproportionate share of the total funding for public transport. Funding across different modes (conventional bus, rail, community transport, walking/cycling, etc) will almost certainly need to be reprioritised compared to present.
- 4.31. Demographic changes will also add to challenges for bus network – increasing numbers of older people (eligible for free travel) may result in diversion of funding away from development-led interventions, and emerging attitudinal

trends, such as young and retired people's attitudes to driving, are not yet clearly established.

- 4.32. Given the considerable level of economic growth anticipated in Cambridgeshire and Peterborough, labour shortages within the bus sector are likely to continue, and may well pose very real restrictions on the level of ambition that can be delivered through bus-based interventions.
- 4.33. Bus fares are high (in some cases more expensive than trains), and in a commercial market likely to remain so.

### **Organisational change**

- 4.34. Local proposals for CAM (Cambridge Autonomous Metro) are important to the economic growth of Cambridge, but it will be critical to ensure that short-term bus-based interventions are aligned with CAM aspirations, so that the emerging short-term bus strategy is capable of evolution and flexibility into one which incorporates CAM alongside all other sustainable modes.
- 4.35. At present, operators are reluctant to innovate for the long-term due to uncertainty about the overall trajectory for bus-based interventions in the area, and in the short-term it is likely that this inertia will continue until the Combined Authority's aspirations (and appetite for change) are clarified.
- 4.36. The regulatory and legislative landscape has changed recently, with the Bus Services Act and revised interpretation of operator licensing for community transport providers. The impact of these changes cannot yet be predicted – in some cases it is unknown, and in others it is dependent on local political decision-making.
- 4.37. It is likely that driving all these initiatives forward will require significant leadership from the public sector, at a time when local transport authority resources are strained. There is a significant risk that the public sector will be unable to dedicate sufficient resources to provide consistent leadership.
- 4.38. Managing multiple stakeholder relations will be critical but time-consuming and may distract from a focus on high-quality service delivery.

### **Technology**

- 4.39. Technological change has accelerated markedly in recent years, and it is challenging for existing operators and transport authorities to be confident about the future technological landscape. It will be critical to remain ahead of the development cycle wherever possible, to avoid pursuing obsolescent solutions, but the risk of technological blind-alleys must also be recognised.
- 4.40. Mobility as a Service (MaaS) offers clear opportunities for developing a holistic sustainable transport service for Cambridgeshire and Peterborough, but as yet many of its concepts are untested. The structure of MaaS delivery, with a mixture public and private sector stakeholders, will be challenging and is largely uncharted waters.



- 4.41. As well as information technology, vehicle power systems and autonomous vehicle solutions are also evolving rapidly – new solutions are expensive to adopt, and also risky when the precise direction of travel is unknown. It is likely that new technologies will require championing from the public sector, and potentially financial support to offset risks for the private sector. Infrastructure provision for electric vehicles may prove challenging.
- 4.42. Local proposals for CAM (Cambridge Autonomous Metro) are welcome, but it will be critical to ensure that short-term bus-based interventions are aligned with CAM aspirations, so that the emerging short-term bus strategy is capable of evolution into one which incorporates CAM alongside all other sustainable modes.

## **5.0 PROPOSED INTERVENTIONS IN THE NETWORKS**

- 5.1. The report identifies and analyses different networks within the territory of the Combined Authority: Cities network and Interurban and Rural network.

### **Cities network**

- 5.2. Both Cambridge and Peterborough will face challenges in accommodating significant future growth in population and economic activity without a commensurate increase in car travel.
- 5.3. The report proposes interventions in the short term to improve services in the cities network, where around 20 million trips are done yearly, linking most of the population to the main employment sites.
- 5.4. Regarding frequency and routes of the network, the report proposes to enhance the existing bus network by:
- Establish a minimum level of service
  - Committed equity of access for areas of deprivation
  - Enhance radial bus services and evolve into a turn-up-and-go network
  - Consider the feasibility of providing targeted cross-city services for high demand movements
  - Merge Park & Ride services with the wider network
  - Adjust bus services to complement CAM proposals
  - Enhance bus service provision for key employment centres
  - Target bus priority: create quality bus corridors and limit motorised access to the city centres.
  - Support demand responsive transport and first/last mile solutions
  - Support vehicle quality upgrades and new vehicle technology
  - Support multi-modal integration
- 5.5. It is recognised that the majority of the options outlined would require increased spend on public transport and that this would need to be delivered through additional sources of funding. However, to deliver the ambitious targets for mode share in the area, as well as wider Government objectives, such as reducing air pollution and emissions, easing social deprivation and

health inequality, and delivering sustainable growth, options should not be discounted at this early stage because they represent a step-change in delivery and resources. Having noted this, it is also recognised that issues such as cost cannot simply be ignored.

### **Interurban and Rural networks**

5.6. Given the urban geography around Peterborough and Cambridgeshire, there is a well-defined network of inter-urban bus services linking Peterborough and Cambridge with towns such as Huntingdon, St Ives, Ely, Wisbech, St Neots, March, and Whittlesey, as well as some key towns outside the study area such as Newmarket.

5.7. As described, there is some potential overlap between the inter-urban network, and the rural and market town network, but in principle the latter constitutes lower frequency services, in some cases only operating a small number of journeys per day (often not even operating every weekday), sometimes to irregular timetables designed around specific demand requirements such as providing home to school/college transport or to minimise costs by fitting resources around operations such as school transport contracts. Rural buses and community transport faces increased challenges like lack of long vision, lack of funding, and decreasing patronage. These challenges could be alleviated by some of the interventions proposed.

5.8. In summary, the proposed interventions for these networks are:

- Adopt a consistent and long term response, taking into account of current needs, but also with a view to the future
- Aim for rural transport services to provide more targeted access to employment, education, shopping and recreation, operating at least 6 days per week at a reasonable frequency
- Adopt a centrally planned approach, led by the Combined Authority to manage the network including establishing new routes where bulk demand is recognised, allocate subsidies, promote a common branding and integrated ticketing, promote multi-purpose vehicles.
- The central management of the network would also include:
  - Maximise the role of transport hubs via integration
  - New initiatives such as the crowd-sourcing of services to test out new potential routes.
  - Establish community bus partnerships
  - Adopt the network concept including provision of feeder hubs and services to connect low access areas to core transport links

## **6.0 DELIVERING MODERN PUBLIC TRANSPORT**

6.1. Delivery of these radical mode shift targets requires a step change in the weight placed to delivering transport solutions in the CPCA area – as already emphasised, the targets mean that simply continuing business as usual will not

achieve success, and the delivery of significant changes to delivery will need a new approach to funding and resourcing.

- 6.2. There are several components to successful delivery of transport as envisioned by the report.
- 6.3. Firstly, the services themselves need to be fit for purposes: providing high quality, high frequency city bus services, using best in class vehicles, and supported by world-leading infrastructure, alongside seamless integration with other sustainable modes (walking, cycling, rail and CAM).
- 6.4. Transport provision will still involve multiple providers: bus operators, community transport, the CPCA itself, other public-sector authorities, train operating companies, cycle hire providers, community car clubs, and the CAM franchisee for example. Providing a seamless marketing front and effective communication with these multiple service providers will be critical in positioning public transport as a 21<sup>st</sup> Century utility. Branding must be unified and information coordinated so that a coherent message is always provided.
- 6.5. Fundamental to this repositioning of public transport will be payment means and ticketing. Replicating the flexibility and seamless nature of mobile phone pricing suggests a move towards multimodal payment contracts encompassing all relevant transport modes in the CPCA area.
- 6.6. Ensuring that public transport is affordable will help to maximise its usage. At present, there is a limited range of tickets available, including day, weekly and monthly unlimited travel on selected operators and in selected areas – with some constraints on what can be delivered in terms of multi-operator ticketing as a result of competition legislation that restricts cooperation between operators regarding pricing.
- 6.7. The report recommends the following initiatives regarding how to deliver this modern public transport vision:
  - It is suggested that communication, branding, and ease of user access are reviewed in line with network options to ensure an effective approach is taken.
  - Assess the benefits in the creation of an organisation that draws in professional officers to deliver necessary back office systems and ensure community transport support, in the form of a delivery agency.
  - New mobility concepts, such as MaaS, should be explored to consider their potential to provide holistic delivery of the mobility system.
  - Review benefits in introducing fares initiatives such as:
    - Simplified, flat fare system for Peterborough and Cambridge
    - Discounted fares for young apprentices, jobseekers, over 60s
    - Promotional packages for new residents and employees of new developments
    - Retention of current free travel arrangements for ENCTS cardholders

## **7.0 DELIVERY MODELS**

- 7.1. Fundamental to repositioning transport as a utility for economic growth also requires tackling the structure of the conventional bus sector in the CPCA, and the associated restrictions imposed by competition legislation as a result of the deregulated bus market (e.g. restrictions on joint ticketing products and cooperation between operators).
- 7.2. Despite the presence of an open, deregulated bus market, there is very little actual competition between operators in the CPCA area – the only significant overlap in services was between Whippet and Stagecoach on sections of the busway.
- 7.3. Recognising that the deregulated market may not always be the most effective delivery model to meet local authority aspirations, recent legislation (Bus Services Act 2017) provides for a range of interventions to modify the fully deregulated model introduced in 1986.
- 7.4. Agreement with Operators could be encompassed within an Enhanced Partnership under the Bus Services Act 2017. If the operator was unwilling to meet these requirements, the CPCA would be able to propose incorporating it within its own network (as part of the franchising element of the Act).
- 7.5. Under a partnership, CPCA would have an expanded influence over local bus service delivery, but with very little leverage to enforce its plans and operators still at liberty to take commercial decisions, albeit under Enhanced Partnership there is the potential for such decisions to be moderated in line with jointly-agreed plans and schemes. There may still be only limited data-sharing between operators and CPCA, and constrained strategic decision-making.
- 7.6. In consideration of the CPCA aspiration as set out in the 2030 plan the Mayoral Interim Transport Strategy, it is clear that to access significant economic growth the Bus network will need to be flexible and fluid to act as an enabler and facilitator of integrated transport models over the coming years. Given the need for flexibility over the coming years that fixed contracts may not facilitate, it will be important to improved partnership working as a vital prerequisite – if successful, it accelerates delivery of many of the recommendations set out in this document.
- 7.7. Therefore, the recommended strategy to follow would be to start engaging with operators to investigate an Enhanced Partnership in the short term, while developing a Business Case for the assessment of a long term delivery models including Enhanced partnerships and franchising considerations that achieve the Combined Authorities need for investment back into its networks and offers flexibility to support economic growth over the short medium and long term.
- 7.8. An estimated timeline for the development of the recommended strategy is shown below. According to this timeline, it would be possible to reach a decision on whether one of the Bus Service Act options (including franchising) by mid 2021.

Item	Time	Year 1: 2019				Year 2: 2020				Year 3: 2021
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1
Engage with operators										
Establish brief										
Procurement of Business Case										
Business Case										
Consultation										
Independent Audit										
Decision by Mayor/Board										

## 8.0 INTEGRATED APPROACH TO PUBLIC TRANSPORT

- 8.1. An important outcome of the Strategic Bus Review is the need for a consistent and integrated way of managing public transport for the new geography of the Combined Authority.
- 8.2. In order to provide an integrated response to the recommendations from the report, this paper is asking the board to establish a Bus Reform group (including Peterborough City Council, Cambridgeshire County Council, the Combined Authority and external consultants where needed). The commission of the Bus Reform group would also include the development of an implementation plan including establishing a brief for what is most appropriate route network and operational model to the CPCA. This will serve as a base for engaging with operators to achieve public transport improvements, in line with the options given by the Bus Service Act (2017).

## 9.0 FINANCIAL IMPLICATIONS

- 9.1 The integrated approach to public transport is the first step of a long term strategy. The future of bus provision should be guided by efficiency and integration, while looking at delivery models that provide income streams and private sector involvement in the provision of improved public transport.
- 9.2 The implications of examining different models and developing a Cambridgeshire and Peterborough solution to improve public transport has been considered as part of the development of the Medium Term Financial Plan elsewhere on this agenda. Specifically £1m has been identified in both 2019/20 and 2020/21 to fund the work in looking at the options and delivering a new model by 2021 as well as any on-going costs for intermediate measures and subsidies that may be required in addition to budgets already allowed for by CCC and PCC. during that period.

## 10.0 LEGAL IMPLICATIONS

- 10.1. The Combined Authority is the local transport authority by virtue of the Cambridgeshire and Peterborough Combined Authority Order 2017. It is in this capacity as the local transport authority that it has the power to conduct this review.

## 11.0 SIGNIFICANT IMPLICATIONS

- 11.1. none

## 12.0 APPENDICES

### 12.1. Appendix 1 –Strategic Bus Review Report Executive Summary

<b><u>Source Documents</u></b>	<b><u>Location</u></b>
List background papers:  1. CA Board Report November 2017	List location of background papers  1. <a href="http://cambridgeshirepeterborough-ca.gov.uk/assets/Combined-Authority/Agenda-29th-November-2017.pdf">http://cambridgeshirepeterborough-ca.gov.uk/assets/Combined-Authority/Agenda-29th-November-2017.pdf</a>  2.