

## Transport for the North Board – Item 4

**Subject:** Strategic Transport Plan Consultation – Independent Report and Next Steps

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**Meeting Date:** Thursday 28 June 2018

### **1. Executive Summary:**

- 1.1 The Strategic Transport Plan is Transport for the North's flagship policy document, and the Draft Strategic Transport Plan was published for public consultation on 16 January 2018, for a 13-week period up until 17 April.
- 1.2 Transport for the North commissioned Ipsos MORI to undertake the consultation of the Strategic Transport Plan and Integrated Sustainability Appraisal independently. Transport for the North received a final draft of their report on the consultation on 13 June, along with a more detailed analysis, or "codeframe", of over 3,000 responses also available, breaking down all of the responses received. This has allowed Transport for the North to start to scope out changes to the Strategic Transport Plan for the final version.
- 1.3 This paper presents a series of high level recommendations for the structure of the Final Strategic Transport Plan, drawing on the independent consultation report and comprehensive codeframe entries, feedback from the 33 Transport for the North events undertaken during the consultation, as well as ongoing collaborative engagement with Officers and Members of Transport for the North's constituent authorities.
- 1.4 These are high level commentary points on sections at this time, noting that further work and drafting needs to be undertaken, along with the completion of other Transport for the North work programme deliverables. A full breakdown of how the Final Strategic Transport Plan has responded to the consultation will be presented to the Board in December 2018.
- 1.5 In response to a discussion at the last meeting of the Board, a process for identifying the interventions in the Long Term Investment Programme that will accompany the Final Strategic Transport Plan, is also set out in the paper. Finally, the paper also presents the suggested timescales for refining the Strategic Transport Plan.

## **2. Recommendation:**

- 2.1 It is recommended that the Board:
- a) Notes the findings of the independent Ipsos MORI consultation report;
  - b) Agrees the high level next steps to develop the Final Strategic Transport Plan, including the proposed structure;
  - c) Agrees the principles for developing and identifying the interventions in the Long Term Investment Programme;
  - d) Endorses the key milestones to delivering a Final Strategic Transport Plan.

## **3. Issues:**

- 3.1 The Strategic Transport Plan is Transport for the North's flagship policy document. Following Transport for the North Board approval later this year, the Strategic Transport Plan will become a statutory document, with the requirement to develop such a strategy set out in the STB regulations. It will also become a legal requirement for Transport for the North's constituent authorities to recognise the policies and priorities set out in the Strategic Transport Plan in their respective transport plans.
- 3.2 The Draft Strategic Transport Plan was published for consultation on 16 January 2018, and the Transport for the North Board formally endorsed the Draft Strategic Transport Plan and consultation process at the April 2018 Board meeting. Consultation on the Draft Strategic Transport Plan ran for a 13 week period up until 17 April 2018.
- 3.3 Transport for the North commissioned Ipsos MORI to undertake the consultation of the Strategic Transport Plan and Integrated Sustainability Appraisal after a competitive tender process. A series of closed and open questions were compiled independently by Ipsos MORI. Those responding could use these questions via the online questionnaire and paper copy, or submit their own structured responses via email or freepost address.
- 3.4 Transport for the North has now received the independent report from Ipsos MORI, and a comprehensive analysis, or "codeframe", of over 3,000 entries, on the Draft Strategic Transport Plan consultation, and a copy is provided as Appendix 1 of this paper. This has therefore allowed Transport for the North to start to review the consultation feedback and to consider the changes that may need to be made for the Final Strategic Transport Plan, as well as Transport for the North's other work programmes, such as the Strategic Development Corridors and Northern Powerhouse Rail.

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- 3.5 This paper presents a series of high level changes to the structure of the Final Strategic Transport Plan, drawing on the independent consultation report and codeframe. These recommendations are also based on the feedback from the 33 consultation events Transport for the North held during the consultation period, as well as on-going collaborative engagement with officers in each of the constituent authorities and delivery agencies. These are high level commentary points on sections of the Strategic Transport Plan at this time, and the Board should also note that engagement by Transport for the North with stakeholders will still be ongoing as Transport for the North continues to develop its thinking and evidence.
- 3.6 In agreeing to the publication of the Draft Strategic Transport Plan at the Partnership Board meeting in December 2017, the Partnership Board were clear that it wanted to see an evidence-based Long Term Investment Programme published alongside the Final Strategic Transport Plan. This would also discharge Transport for the North's statutory responsibility to provide advice and make recommendations to the Secretary of State for Transport regarding the North's strategic transport priorities and requirements.
- 3.7 This paper therefore also presents the current approach and steps being undertaken to identify the interventions in the Long Term Investment Programme that will accompany the Final Strategic Transport Plan.
- 3.8 Finally, this paper also includes a suggested programme for completion of the Final Strategic Transport Plan, mindful of the other Transport for the North and Partner work programmes progressing in parallel, as well as the upcoming Comprehensive Spending Review, and Transport for the North's submission to this.
- 3.9 **Independent Consultation Report**
- A statutory public consultation was required to be undertaken on the Draft Strategic Transport Plan, prior to it becoming a statutory document. A formal consultation is also required to be undertaken on the independent Integrated Sustainability Appraisal. The Cabinet Office produced a set of consultation principles in 2016 that demonstrated the Government's desire to engage more effectively with the public. Transport for the North believes these principles were applied during the consultation, making it easier for the public to contribute and feed in its views from such an early stage in Transport for the North's policy and strategy direction.
- 3.10 The consultation process was undertaken independently by Ipsos MORI, who provided Transport for the North with advice and requirements on undertaking a robust consultation process required by legislation, to avoid risks and legal challenges of the process. Ipsos MORI collated and processed responses (including coding) independently. The consultation was also undertaken to the

international quality standard for Market Research ISO 20252, and also to ensure best practice on public consultation standards, the Consultation Institute endorsed the methodology used by Ipsos MORI for this consultation. The methodology applied also ensures that no one stakeholder or organisation has weighting over another. The questions and consultation approach were endorsed by the Partnership Board in December 2017.

- 3.11 It should be noted that Transport for the North will use the independent report as guidance for the Final Strategic Transport Plan, demonstrating a “you said, we did” approach, or where Transport for the North may re-iterate what has already been set out in the Strategic Transport Plan. This use of the independent consultation report will happen alongside a review of the comprehensive codeframe, which allows Transport for the North Officers to analyse all consultation responses in considerable depth, should this be required.
- 3.12 A total of 563 respondents took part in the consultation. A breakdown of the responses is set out on Page 8 of Appendix 1. From the maximum of 339 respondents that completed the closed questions (bases vary from question to question as none were compulsory), the key headlines are:
- a) 295 out of 336 (88%) either “Strongly Support” or “Tend to Support” the Vision of the Plan – of these, the majority (199) “Strongly Support” it, and only 22 oppose it;
  - b) There was broad agreement with the pan-Northern objectives outlined in the Plan;
  - c) 259 out of 332 respondents (78%) either “Strongly Support” or “Tend to Support” the process for developing the Plan – of these, 117 “Strongly Support” it, and only 34 oppose it;
  - d) 201 out of 333 respondents (60%) “Agree” with the process of identifying the Strategic Development Corridors – although 50 respondents (15%) offered no view;
  - e) 236 out of 332 respondents (71%) “Agree” that the Draft Strategic Transport Plan will give businesses the confidence to invest in the North – of these 110 “Strongly Agree”;
  - f) 258 out of 335 respondents (77%) either “Strongly Support” or “Tend to Support” the Plan in its current form.
- 3.13 Respondents were then given the opportunity to comment in their own words via a series of open ended questions linked to each section of the Draft Strategic Transport Plan. The following are the key issues (both positive and negative) that came out in relation to the more general closed questions.
- 3.14 In terms of the **vision and objectives of the Plan**, a large proportion of the positive comments received reiterate general support in the tone of the response. In terms of supportive comments, respondents are persuaded that delivery of the vision and objectives will stimulate business and economic growth across the North, will help to redress

the perceived North/South divide and, ultimately, create jobs. In terms of negative comments, many express concern that the Plan does not sufficiently provide for their particular locations, with a focus on smaller locations. There are also respondents who think the vision and objectives lack ambition and are not wide reaching enough, again with a focus on their locality or place of work – there is a sense that the projected enhancement to transport infrastructure should be inclusive and benefit the entire North.

- 3.15 In terms of the **process for developing the Plan**, many feel that the main roles (Connecting People, Connecting Businesses, Moving Goods) are essential to enhance the economic performance of the North. Some respondents identify additional roles which should be included, such as sustainability, guaranteeing multi-modal connectivity and the importance of tourism/cultural assets in driving economic growth. In terms of negative comments, some think the Plan fails to address issues around quality of life/health and wellbeing, whilst a few others also highlighted a lack of vision for reducing air pollution/emissions.
- 3.16 In terms of the **Strategic Development Corridors**, there is broad support for them overall (albeit some more concerns raised at an individual corridor level). Comments in support think that the approach will deliver against the wider Plan objectives, specifically to stimulate business and the economy (and ultimately create jobs) and will make the North a more attractive and competitive place to invest. The main concerns reflect a perceived lack of information about specific, local places, which creates an impression that the Plan may not deliver in all areas of the North.
- 3.17 In terms of the **delivering the Plan**, there is overall support for each of the seven delivery strands identified in the 'How?' section. However, some general concerns were also raised around funding and finance being critical to delivering the Investment Programme, but ensuring this does not create a conflict between strategic and local interests. Other responses made some suggestions as to how this section could be better presented, specifically to provide additional information about priorities and timescales for delivering the identified interventions.
- 3.18 Taken as a whole, the feedback from the consultation on the closed questions shows a strong level of support for how the Draft Strategic Transport Plan has been presented, suggesting that a radical restructure of the document is not required. Verbatim comments are overall supportive, although some offered conditional support. The conditions on which support is offered vary considerably, from a lack of specific projects in certain areas or with certain modes of transport. Wider conditional support is predicated on the perceived lack of commitment to fund the implementation of the Strategic Transport Plan and the wider political will to implement it.
- 3.19 Respondents made four cautionary comments in general:

- a) A lack of balance across the North, with the perception that some cities and regions are better connected than others;
- b) Concern that the Strategic Transport Plan is not sufficiently ambitious and wide reaching;
- c) A lack of information, particularly around how funding will be secured to deliver the Strategic Transport Plan;
- d) A lack of confidence that the Strategic Transport Plan will be delivered, particularly given the long-term focus of it.

It will be important to address these when developing the Final Strategic Transport Plan.

### 3.20 Strategic Transport Plan Consultation Events

As reported at the last meeting of the Board, a series of 33 Transport for the North events were held during the consultation period, running from 24 January until 29 March 2018. At each event, records were kept of the key issues raised by attendees.

### 3.21 The following is a summary of the main points of feedback from the consultation events:

- a) The Plan is still written in quite a technical way – there is a need to strike a balance between a statutory transport plan and being accessible by describing what impact the interventions will have on the lives of the people in the North;
- b) The Plan needs to make more of the “whole journey” concept and the importance of local travel modes, such as walking, cycling and buses, and how Transport for the North will work with its constituent authorities to improve these;
- c) Transport for the North needs to do more analysis to address how it will support the Government’s carbon reduction targets and working with its constituent authorities to improve Air Quality Zones;
- d) The visitor and tourism economy is important to the North – this should figure more prominently in the discussion of the North’s economic assets;
- e) The map showing transformational GVA change per person by 2050 (on page 25 of the Draft Plan) was an initial starting point to addressing the opportunities for transformation across the North – the way that this information is presented in the Strategic Transport Plan was good at picking up parts of the North that have poor connectivity at present, but does not necessarily recognise areas with existing high GVA contributions, such as on the Furness Peninsula;
- f) The concept of the Strategic Development Corridors is understood, but the Plan should look to articulate what they mean in more detail, and why intervention within these corridors is important;



- g) Northern Powerhouse Rail should be integrated in to the existing transport network, with a translation of the benefits to the network of enhanced services to those areas where new or enhanced infrastructure is not currently being developed;
- h) The minimum standards in the Long Term Rail Strategy are welcomed, but more should be made of them in the Plan because these show what the North's rail network aspires to;
- i) There is some confusion between the Major Road Network for the North and the DfT's recent consultation, although there is strong support for an increase in funding for these economically important routes, whichever are finally designated;
- j) As funding will still come from Central Government, the Plan needs to explain how the immediate recommendations that Transport for the North is responsible for will work in practice to show a difference;
- k) More details should be provided on the sources of funding for the £21 – 27 billion 'gap' in the Long Term Investment Programme;
- l) The role of technology and innovation is fundamental to the Plan's success, yet there is only a short section towards the end at the moment.

Transport for the North believes that these comments also suggest that further content is required rather than a major restructure of the Final Strategic Transport Plan. This could also be achieved through some re-ordering and more focus on how the document should engage with its audience.

### 3.22 **Ongoing Partner Engagement**

As part of ongoing collaborative engagement with Partners, Transport for the North Officers undertook a series of 1-2-1 meetings to discuss the main items of feedback from their consultation responses, discuss areas for Transport for the North to undertake further work, and to explore areas for greater alignment between the Strategic Transport Plan and the transport plans of its constituent authorities.

### 3.23 In addition to the issues outlined above, the following is a summary of the main points of feedback from this engagement:

- a) The Strategic Transport Plan, and particularly the 'Why?' section needs to set the strategic context for all of Transport for the North's work programmes;
- b) More information in the 'Why?' section on the recent Transport for the North research on user insight and labour markets would be useful, and may help alleviate some of the issues with some of the previously reported GVA analysis;
- c) Northern Powerhouse Rail should be seen within the context of a Long Term Rail Strategy for the North;
- d) The presentation of the Northern Powerhouse Rail network at Strategic Outline Business Case (SOBC) should avoid the distinction between Northern Powerhouse Rail stations and 'Other

Significant Economic Centres’ – the SOBC will demonstrate how the Northern Powerhouse Rail programme has evolved from the original “One North” proposition into a wider integrated network and Sequence 4 of Northern Powerhouse Rail will provide an opportunity to move away from the artificial distinction between Northern Powerhouse Rail stations and OSECs;

- e) Transport for the North should work with the Department for Transport to reach a compromise for a Major Road Network for the North;
- f) The Plan should articulate the user benefits and role of IST in supporting modal shift and helping to show how Transport for the North is supporting the “whole journey”.

### 3.24 Changes to the Final Strategic Transport Plan

Based on the above, Transport for the North has started to scope out the proposed changes to the structure and content of the Final Strategic Transport Plan, as set out in Appendix 2. These are high level commentary points on sections at this time, rather than comprehensive proposed changes to the Strategic Transport Plan, noting that further work and drafting needs to be undertaken, along with the completion of other Transport for the North work programme deliverables. However, an endorsement from the Board of the proposed changes will provide Transport for the North Officers with a clear steer in preparing the Final Plan.

### 3.25 Long Term Investment Programme

Alongside the Final Strategic Transport Plan, Transport for the North will be producing an initial Long Term Investment Programme, which will be published at the same time and be part of the Final Plan. The Investment Programme should ultimately be seen as a separate document to the Strategic Transport Plan, as a rolling programme of interventions, and as it will be updated and monitored on a more regular basis.

3.26 With endorsement from the Executive Board, Transport for the North has also identified two principles that it feels will guide the development of the first version of the Long Term Investment Programme:

- a) For the inclusion of any intervention, there should be an evidence base, whether this be from the Strategic Development Corridor Strategic Programme Outline Cases, the Long Term Rail Strategy analysis and delivery plans, Network Rail Route Study/Strategic Business Plans, Highways England Strategic Road Network reports, or Partner developed business cases. This will point to the need for each intervention being required, and the outcome to support the Strategic Transport Plan objectives clearly identifiable.



- b) The interventions within the early years of the programme and those earmarked for later delivery, should be shown in different ways, based on their level of certainty and development – for example, in terms of the former, it may be beneficial to show where in the relevant development process each one is, to demonstrate that they are deliverable in this timeframe, and possibly include a high level delivery programme for the short term interventions. They should however ensure that they align with the outcomes that Transport for the North wants to see within the various Strategic Development Corridors.

The process for compiling the initial version of the Long Term Investment Programme, will build on the process and steps set out in Appendix 3. The Board's views on this, and the guiding principles set out above, would be welcomed.

### 3.27 **Strategic Transport Plan Programme for Completion**

Following preceding discussions with the Transport for the North Executive Board, Appendix 4 includes a suggested programme for completion of the Final Strategic Transport Plan, in line with the 2018/19 Business Plan. This would see a Final Strategic Transport Plan and the initial version of the Long Term Investment Programme approved for publication by mid-December 2018, with the opportunity to use one or both as part of Transport for the North's submission to the 2019 Comprehensive Spending Review.

### 3.28 Based on the suggested programme, the key milestones for the Board are:

- a) September Partnership Board – Revised initial sections of the Strategic Transport Plan, including a full explanation of how consultation feedback has shaped the revised content;
- b) December Transport for the North Board – Approval of the Final Strategic Transport Plan to become a statutory document, and agreement to the initial Long Term Investment Programme. This will be accompanied by outputs from other Transport for the North work programmes and their evidence bases, and will set out Transport for the North's final statement as to how it has responded to the consultation feedback.

## **4. Options Considered:**

- 4.1 Not applicable as there are no options to be considered.

## **5. Considerations:**

- 5.1 Not applicable as there are no considerations.

## **6. Preferred Option:**

- 6.1 Not applicable as there is no preferred option.

## **7. Appendices:**

- 7.1 Appendix 1 – Ipsos MORI Draft Strategic Transport Plan and Integrated Sustainability Appraisal Consultation – Analysis of Findings
- 7.2 Appendix 2 – Proposed Revised Structure for the Final Strategic Transport Plan
- 7.3 Appendix 3 – Process for Developing the Initial Long Term Investment Programme
- 7.4 Appendix 4 – Strategic Transport Plan Programme for Completion

## **List of Background Documents:**

Strategic Transport Plan – Draft for Public Consultation (Transport for the North, January 2018)

## Required Considerations

### Equalities:

Age	Yes	No
Disability	Yes	No
Gender Reassignment	Yes	No
Pregnancy and Maternity	Yes	No
Race	Yes	No
Religion or Belief	Yes	No
Sex	Yes	No
Sexual Orientation	Yes	No

<b>Consideration</b>	<b>Comment</b>	<b>Responsible Officer</b>	<b>Director</b>
Equalities	A full Impact assessment has not been carried out because it is not required for this report.	Robin Miller-Stott	Jonathan Spruce

### Environment and Sustainability

Yes	No
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<b>Consideration</b>	<b>Comment</b>	<b>Responsible Officer</b>	<b>Director</b>
Sustainability/ Environment	An Integrated Sustainability Appraisal was carried out alongside publication of the Draft Strategic Transport Plan.	Robin Miller-Stott	Jonathan Spruce

### Legal

Yes	No
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Consideration	Comment	Responsible Officer	Director
Legal	The legal implications have been considered and are included in the report.	Robin Miller-Stott	Jonathan Spruce

### Finance

Yes	No
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Consideration	Comment	Responsible Officer	Director
Finance	Transport for the North Finance Team has confirmed there are no financial implications.	Robin Miller-Stott	Jonathan Spruce

### Resource

Yes	No
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Consideration	Comment	Responsible Officer	Director
Resource	Transport for the North HR Team has confirmed there are no resource implications.	Robin Miller-Stott	Jonathan Spruce

### Risk

Yes	No
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Consideration	Comment	Responsible Officer	Director
Risk	A risk assessment has been carried out and the key risks are included in the Corporate Risks Report.	Robin Miller-Stott	Jonathan Spruce

### Consultation

Yes	No
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Consideration	Comment	Responsible Officer	Director
Consultation	A statutory consultation has been carried out on the Draft Strategic Transport Plan.	Robin Miller-Stott	Jonathan Spruce

## **Appendix 2 – Proposed Revised Structure of the Final Strategic Transport Plan**

### **Chairman’s Foreword**

### **Executive Summary**

### **About Transport for the North and the Strategic Transport Plan**

- c) **Roles and responsibilities** - Update text to reflect that Transport for the North is now a statutory body, and to recognise the roles and remits of Transport for the North and Local Transport Authorities. This will pick up that improvements for the “whole journey” need to be considered, and that the role of Partners and their transport plans remain crucial in improving local transport networks, particularly active and sustainable modes.
- d) **Scope of the Strategic Transport Plan** - This section will set out how Transport for the North’s areas of responsibility, and hence the focus of the Strategic Transport Plan, have developed since the publication of the Draft Plan.

### **Why? Understanding the Need for Change**

- e) **Industrial Strategy** - Addressing upfront how the Strategic Transport Plan is aligning with, and can support the delivery of, the ambition set out in this key Government policy, as well as the Local Industrial Strategies being prepared by Partners.
- f) **The North today** - This section will be updated to reflect the latest statistics.
- g) **The North’s role in powering the UK economy** - Update the economic analysis figures from the further work on the Northern Powerhouse Independent Economic Review.
- h) **Transport’s Role in the North’s Economy** - Building on the updated Northern Powerhouse Independent Economic Review analysis, including the visitor, rural, and wider economies’ role and growth potential, this section will pick up the further analysis Transport for the North is undertaking on user insight and labour markets that enhanced strategic connectivity can support, and strengthen the narrative on which connections need to be improved to drive transformational economic growth, based on the following.
- i) **The North’s economic clusters** - It is proposed that a new section is added, building on the role and responsibilities of Transport for the North set out in the introductory section, to articulate how Transport for the

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North's proposed revised approach to connecting key economic clusters and assets across the North. This will also align with the Strategic Development Corridor sub-corridors and Northern Powerhouse Rail.

- j) **Transport for the North's Vision and Pan-Northern Transport Objectives** - This section will strengthen what the objectives are trying to do, re-iterating how all the objectives are equal and are important in delivering Transport for the North's vision.
- k) **Transport for the North's Policy Positions** - This section will build on the objectives and will clearly set out Transport for the North's policy positions under each, including legislative requirements on issues such as carbon emissions. These will also draw on how Transport for the North will work with the public and private sector, and how the Strategic Transport Plan aligns with policy positions and priorities at a local level.
- l) **Future Transport Demand** – Updated based on the most recent transport demand work from the Northern Transport Demand Model. The way in which the scenarios are described and forecast growth quantified will need to ensure that there is no apparent conflict with local growth priorities and targets, particularly in term of private car traffic in the larger urban areas, whilst building on the scenarios of others, including the Department for Transport and the Commission for Future Transport Demand.
- m) **Inclusive and Sustainable Growth** – A new section outlining the further analysis and policy work Transport for the North is undertaking on labour markets and setting out the links to wider health and societal benefits, including wider return on investment from transport interventions, picking up potential closer working with Public Health England, Natural England and the Environment Agency to address sustainability principles in the Long Term Investment Programme. This text will also be updated to include the most recent work around carbon emissions so that the Final Strategic Transport Plan addresses the responsibility that Transport for the North has to ensure that the Investment Programme contributes towards the Government's reduction targets. Moving forward the sustainability text from the Draft Plan will clearly set out what Transport for the North expects Delivery Partners to undertake during design and construction.
- n) **Aims of the Plan** - This section will include more detail of how people travel around the North, describing what the Strategic Transport Plan is trying to achieve. One option might be to re-introduce the planned use of "actors" to provide a more human dimension to the descriptions. Links to the importance of rural connectivity also need to be brought out in this sub-section. Each of the aims should also link back to the defined economic clusters and assets across the North.

## **What? Identifying the Major Strategic Interventions**



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- o) **Committed Investment** – Updating the section from the Draft Plan, building on the outcomes of recently completed schemes, and the benefits of committed schemes.
  - p) **Building the Long Term Investment Programme** - This section will not change substantially, but with an update to the flow chart diagram. Reference should be made as to how Transport for the North is developing a multi-modal programme of interventions and how different modal solutions will be assessed to ensure that the intervention supports future markets, and how enhanced and funded local connectivity is required for the whole journey.
  - q) **Strategic Rail** - a more holistic section on the interventions needed across the North's rail network covering:
    - o **Long Term Rail Strategy** – reflect the fact that the Long Term Rail Strategy is the North's future rail strategy, with delivery plans being developed underneath this to influence Network Rail's new approach to rail enhancements. This sub-section will include the agreed minimum standards for the Long Term Rail Strategy, as this helps shape the Investment Programme. It may also be possible to show/list some areas of the network where the minimum standards are not met at present (and hence provide a clear link to the Investment Programme).
    - o **Northern Powerhouse Rail** – a summary of the Strategic Outline Business Case, drawing on the strategic rationale for intervention provided by the Strategic Transport Plan itself. The text should also cover infrastructure and services (journey times and wider connectivity), station masterplans and local connectivity, including Manchester Piccadilly, Leeds, Sheffield Midland and Crewe Hub, and wider infrastructure and franchise investment.
  - r) **Major Roads Network** - Reflect the outcome of the discussion with Partners over a reduced MRN for the North and the emerging RIS2 programme, along with any further information from the three Strategic Road Studies available at the time of publication.
  - s) **Integrated and Smart Travel** - This section should bring to life what the programme is doing, and the benefits to users of the coming years, supporting the whole journey approach.
  - t) **Strategic Development Corridors** - This section will clarify how the Strategic Development Corridors have been developed and the case for investment in these economic areas. Each Strategic Development Corridor will have more detail building on the ongoing programme-level business cases that are being developed. This includes setting out for each Strategic Development Corridor:
    - o Strategic economic context

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- Transport demand
  - Need for intervention
  - Rationale for investment – a series of outcomes.

As with the updated text on the Long Term Rail Strategy, the end of each sub-section on the Strategic Development Corridors should provide a clear pointer to the outcomes that will comprise the Long Term Investment Programme.

## How? Delivering the Investment Programme

- u) **Ways of Working** - A new short, introductory section to set up the following components of the 'How?' question.
- v) **Transport for the North's Funding Framework** - Building on the principles and next steps to be agreed by the Transport for the North Board, this section will reflect how Transport for the North will work with Government to fund the Long Term Investment Programme.
- w) **Appraisal and Analysis** - Setting out a summary of the new approach to analysis, picking up the Government's proposed Rebalancing Toolkit, but particularly highlighting all the tools Transport for the North has developed, what they do, and how they will be used to go beyond the WebTAG approach. This will also pick up the multi-modal nature of the appraisal tools to be used.
- x) **Spatial Planning** - Expand the text from the Draft Plan to set out how enhanced transport connectivity aligns with spatial planning, including housing growth. It will also link to the transport policy set out in the revised NPPF.
- y) **Innovation and Technology** - Drawing on Transport for the North's Innovation Group's work and the Thought Leadership work within the Strategic Development Corridors, this section will strengthen the opportunities in this area for Transport for the North.
- z) **Skills** - Strengthening this is a key area for Transport for the North to work with Partners and others to support and deliver.
- aa) **Reviewing the Strategic Transport Plan** - Update text to reflect the agreed STP review process and remove the reference to the consultation process.

**Appendix A – Strategic Transport Plan evidence base and supporting documents** - Updated to include any updated/additional reference documents used when preparing the Final Strategic Transport Plan.

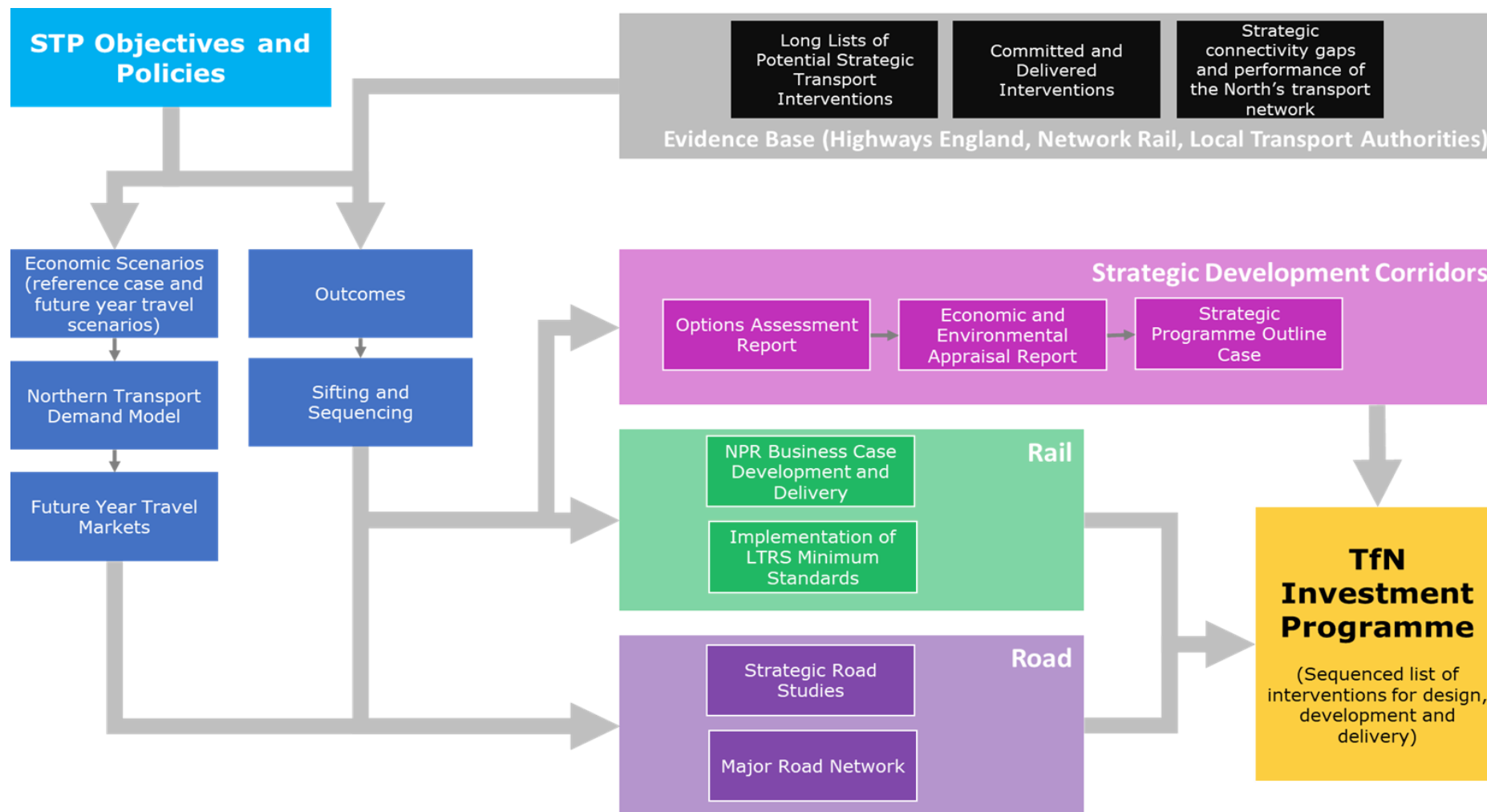
## Transport for the North's Long Term Investment Programme

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Noting that the Investment Programme will be a separate document, it will be crucial to provide a link from the 'What?' section in to the Investment Programme. The structure will broadly be:

- Process for identifying the interventions
- List of interventions
- Performance management indicators
- Reviewing the long term Investment Programme

## Appendix 3 – Process for Developing the Initial Long Term Investment Programme



## Appendix 4 – Strategic Transport Plan Programme for Completion

