

**Strategic Transport Forum**  
**15<sup>th</sup> December 2017**

**Agenda Item 6: Draft Business Plan**

**Recommendation:** It is recommended that the Forum:

- a) Seek clarification from the Department for Transport in respect of future core funding for the work of the Strategic Transport Forum.
- b) Consider and provide comments on the draft 3-year Business Plan (Annex 1).
- c) Request that the Programme Director present an updated 3-year Business Plan to the Forum on 26<sup>th</sup> January for its approval.

**1. Background**

- 1.1. The 2017/18 work programme is co-funded through contributions from the Strategic Alliance partners (Local Transport Authorities and Local Enterprise Partnerships) and revenue funding from Government (channelled through the Department for Transport (DfT)).
- 1.2. The funding available for 2017/18 has enabled the work programme to be expanded in comparison with previous years. This has enabled the core programme team to be strengthened and technical work to be commissioned.
- 1.3. The final report of the National Infrastructure Commission (also considered on this agenda) acknowledges the added value that the Forum's work programme has brought. It goes on to advise both local and national government to capitalise on the hard work done to establish this Forum and on the momentum that has been built behind its current work programme.
- 1.4. As noted elsewhere on this agenda, the revised Terms of Reference explicitly addresses the Commission's advice about the importance of strengthening the linkages with the 'growth boards' across the arc.
- 1.5. What is clear – from both the Commission's final report and the Government's initial response - is that realising the economic potential of the arc is a national priority. There is a clear sense of urgency about the need to build on the momentum already generated, backed by commitments to invest in infrastructure, driven forward by effective strategic leadership.

**2. A 3-year Business Plan**

- 2.1. The 2017/2018 work programme has laid strong foundations. The core programme team has been able to secure a stronger voice in shaping strategic policy at the national level and in influencing proposals within national investment programmes.
- 2.2. Moving forward, the commitment to develop the detail of the overarching Transport Strategy and a proposal to establish a Sub-national Transport Body

represent a further step change in the level of activity. It also requires an expanded programme of commissioned work in order to ensure a robust, evidence based approach.

2.3. On that basis a draft 3-year Business Plan has been prepared (Annex 1): in overall terms the approach underpinning the Business Plan is:

2018/19 Continue to develop the evidence base: develop future scenarios; prepare and publish a draft overarching Transport (Connectivity) Strategy.

Develop an approach to the prioritisation of infrastructure and service improvements that is linked to economic and housing growth opportunities.

Work with the delivery partners to develop new mechanisms that improve the delivery of infrastructure improvements.

Develop and consult on the proposal to establish a Sub-national Transport Body.

2019/20 Revise the draft overarching Transport (Connectivity) Strategy in light of comments received, prepare and publish final Transport (Connectivity) Strategy.

Identify a prioritised pipeline of infrastructure and service improvements that are required in order to deliver the overarching Transport (Connectivity) Strategy.

Establish the delivery framework to be used in delivering the pipeline of improvements.

Submit the proposal to establish the Sub-national Transport Body and begin putting in place the organisational structures required to enable the Body to be established.

2020/21 Establishment of the Sub-national Transport Body.

Implementation of the overarching Transport (Connectivity) Strategy.

2.4. In this way the Business Plan will deliver:

- The preparation and publication of an overarching Transport Strategy – founded on a consistent evidence base but which is aspirational in terms of its strategic vision.
- The identification of a prioritised pipeline of investment requirements (both in infrastructure and services) that are required in order to deliver that Strategy – and through which investment programmes can be aligned.

2.5. The work programme set out in the Business Plan will see the overarching Transport Strategy (and its associated infrastructure pipeline) agreed by the end of 2019/2020: in their final report the National Infrastructure Commission identified the need to have an infrastructure pipeline identified by April 2020.

2.6. The draft 3-year Business Plan was discussed with the Strategic Transport Officers Group at its meeting on 14<sup>th</sup> November.

- 2.7. There is a need to review the 3-year Business Plan further to take account the Government's Initial Response to the final report of the National Infrastructure Commission.

### **3. Next Steps**

- 3.1. The Forum is invited to consider and comment on the draft 3-year Business Plan as presented in this paper.
- 3.2. In parallel the Programme Director is in an on-going discussion with the DfT in respect of future funding for the Forum's activities.
- 3.3. The 2017 Budget announced that the Government is commissioning England's Economic Heartland to undertake a bespoke piece of work in parallel with the work on the 'expressway'. This work – the 'connectivity study' will be funded by the DfT.
- 3.4. The Strategic Transport Forum has begun the process of developing a common evidence base that can be used to inform the identification of strategic transport investments moving forward. The 3-year Business Plan identifies how the Forum will build upon this initial work to develop a strategic scenario modelling capability.
- 3.5. The ability of the Forum to deliver the work programme set out in the draft 3-year Business Plan is dependent upon the level of funding available. Whilst the Strategic Alliance partners have agreed in principle to continue to provide a financial contribution towards the Forum's work programme, this has to be viewed in the context of continued pressure on budgets generally for individual partners.
- 3.6. Given the significance to the UK economy of ensuring the economic potential across the Heartland (and given the context provided by the funding agreements with other sub-national areas) the Forum needs to press Government for a more appropriate level of core funding (channelled through the DfT).

### **4. Next Steps**

- 4.1. A final version of the Business Plan – one which can take account of the core funding available from DfT – will be presented to the Forum at its meeting on 26<sup>th</sup> January 2018 (this will be the first meeting of the Forum under its revised Terms of Reference).
- 4.2. The programme team will continue to work closely with the DfT to press the need for additional funding to deliver the Forum's Business Plan and negotiate their vital contribution for the next 3 years of work.

Martin Tugwell  
**Programme Director**

December 2017

## Annex 1

### **Draft Business Plan 2018-2021**

The following page provides a programme overview of the draft Business Plan (*better printed on A3*).

Please see separate document for further detail (*Strategic Transport Forum 151217 - Draft Business Plan 2018-21*).

ENGLAND'S ECONOMIC HEARTLAND 3-YEAR BUSINESS PLAN (2017/18 - 2019/20)			2017/18												2018/19												2019/20												Resources												
			Q1			Q2			Q3			Q4			Q1			Q2			Q3			Q4																											
			Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar													
Transport Strategy	Evidence Base	Evidence base / databank																																																	
		Policy model																									Sprint		(Subject to Sprint)																						
		User perspective (Transport Focus)																									Baselining			Develop view on future																					
		NGO perspective																									Brief			Baselining						Develop view on future															
		Evidence base data report																									Publish																								
	Evidence base updated report																									In light of other work						Publish																			
	Scenario Planning	Technical advice / support (linked with MaaS)																									Procure			Prepare proposal			Engagement of stakeholders																		
	Future Demand	Prepare report																									Procure			Initial development (topic paper)						Review/revise			Publish												
		Finalise report																															Consultation			Review/revise			Publish												
	Mobility as a Service (MaaS)	Opportunities and potential																									Procure			Develop topic paper						Review/revise			Publi. Consultation												
		Innovation initiative	Ongoing																																																
	Main Transport Strategy	Develop principles																									Publish																								
		Develop objectives																									Publish																								
Prepare draft (with input from other work streams)																										Publish																									
Consultation																																																			
Review and revise																																																			
Publish																																																			
Prioritisation Framework	Prioritisation Framework (linked with Economic Industrial Strategy)																									Procure			Develop framework						Publish																
Investment programme																									Draft			Revise/finalise						Publish																	
Integrated Sustainability Appraisal	Scoping report																									Procure			Develop report						Publish																
	Assessment																									Assessment & develop report						Publish																			
	Review and update (in parallel with Transport Strategy)																									Consultation			Review/revise						Publish																
Major Road Network	Initial workshop	■																																																	
	Develop initial thinking (workshops)																									Draft proposal			Publish																						
	Respond to DfT consultation																																																		
	Develop performance measures																																																		
	Engagement & revise proposal (incorporate into draft Transport Strategy)																									In draft TS						Publish																			
Road Strategic Studies (new)																									Input to Expressway Strategic Studies						Input into other Strategic Studies						Co-commission Strategic Studies (RIS2)														
Integrated Rail Network	Overview of rail																									Procure			Baselining			Publish			Engagement on topic paper						Update			Publish							
	Strategic Studies (new)																																											Co-commission Strategic Studies (CP6)							
	East West Rail	Western section	Ongoing - start on site 2018																																																
		Central section	Ongoing - developing preferred route																																																
		Eastern section	Leaving blank temporarily...																																																
	Franchises	East Midlands																									ITT													A			S								
		Great Western																												EOI						ITT			A												
		West Coast Partnership																									ITT									A			S												
CrossCountry																										EOI													ITT			A									
Chiltern																																																			
Logistics	Freight and logistics																									Scope/procure			Develop topic paper						Engagement			Publish/Consultation						Review/revise							
London and Cross-Regional	Identification of issues																																																		
	Develop work programme																																																		
	Deliver work programme																																																		
Delivery (Partners)	Scope and identify key issues																																																		
	Develop proposals																																																		
	Publish delivery framework																																																		
Sub-national Transport Body	Initial engagement																																																		
	Review and revise Forum Terms of Reference																																																		
	Write brief and complete procurement for proposal																									Brief			Procure																						
	Develop proposal																																																		
	Consultation / engagement																															Decision to submit																			
	Statutory processes																																																		
Transition phase (establishing new organisation)																																																			
Stakeholder Strategy	Develop strategy / procurement (identify key stakeholders)																																																		
	Deliver stakeholder engagement strategy																																																		
	Connectivity?																																																		

Key: EOI Issues of Franchise Expression of Interest  
ITT Invitation to Tender  
A Contract Award  
S End of current Franchise Agreement / Start of new Franchise Agreement