

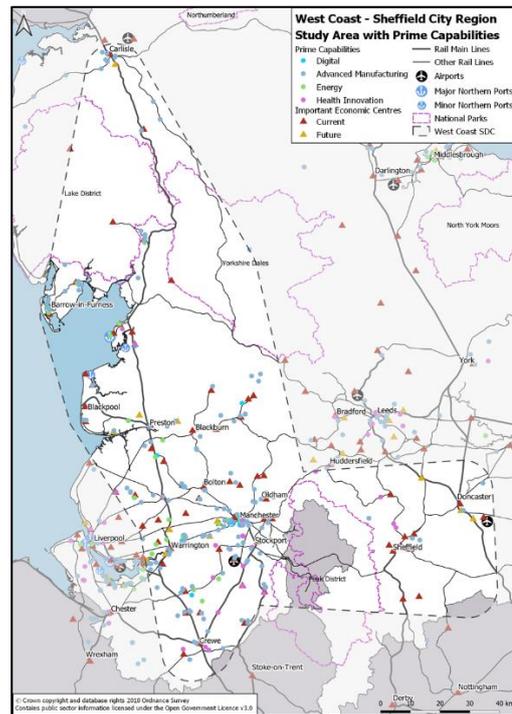


# West Coast – Sheffield City Region Strategic Development Corridor

## Strategic Programme Outline Case – Executive Summary

October 2019

## Foreword



Dear reader,

I'm delighted to present this Executive Summary which explains the work that has contributed to the West Coast to Sheffield City Region Strategic Development Corridor. The Strategic Development Corridors represent our approach to joining up the North like never before, better connecting businesses, improving access to jobs and leisure opportunities, and moving goods more efficiently. They are not traditional transport corridors, but economic eco-systems, that where supported by the right conditions there are the greatest opportunities for re-balancing the economy, delivering a step-change in productivity and economic growth. They are fundamental to our Strategic Transport Plan, which you can read at [www.transportforthenorth.com/onenorth](http://www.transportforthenorth.com/onenorth).

West Coast to Sheffield City Region is one of seven corridors that aim to better connect the economic centres and natural assets of the North, improve links with our neighbours in Scotland, Wales and the Midlands, and enhance access to our international gateways. This document is written for Northern citizens and businesses; as such it addresses the current bottlenecks, problems and constraints revealed by our in-depth understanding of the region – as well as identifying the future transport interventions required to achieve our vision.

To accomplish this, we have built an understanding and evidence base of local spatial planning proposals and the future growth aspirations of businesses, and how they could be met through improved transport infrastructure. Consideration has also been given to how potential advances

in innovation and technology could support new and improved ways of connecting people and moving goods.

Our Strategic Programme Outline Cases for each Corridor provide the evidence base behind Transport for the North's Strategic Transport Plan and Investment Programme – our list of interventions to deliver a step-change in Northern transport, drive transformational economic growth, and improve opportunities for all. Further work will be required to refine this initial assessment, looking at how the economic case can be enhanced and exploring how delivery of the programme could be sequenced over time. Periodic reviews will also be required to keep the evidence up to date with changing economic and spatial plans, and emerging technologies.

These Corridor focused Strategic Programme Outline Cases mark the culmination of 24 months of consultation and collaboration with partners, stakeholders, businesses and transport operators across the north.

I hope you will find it an interesting, useful and compelling document for investment in transport across the north.

**Peter Molyneux**

Major Roads Director

Transport for the North

## Contents

<b>Executive Summary .....</b>	<b>1</b>
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## Figures

Figure 1: TfN's Pan-Northern transport Objectives .....	1
Figure 2: Strategic Development Corridors.....	3
Figure 3: Important Economic Centres in the West Coast - Sheffield City Region SDC.....	6
Figure 4: Locations of reference case interventions .....	10
Figure 5: Combined SDC Passenger Rail Proposals within WC – SCR Study area .....	14
Figure 6: Passenger Rail SOP Proposals across the Pan-Northern Strategic Development Corridors.....	15

## Tables

Table 1: Summary of rail appraisal.....	16
Table 2: Illustrative Funding Requirement (£m in 2017 prices) .....	18

## Appendices

None

## Background Documents

Further detailed evidence is available on TfN's website at:

<https://transportforthenorth.com/>

# Executive Summary

## Why: The Case for Change

### TfN's Overall Context

- 1.1 The significant and widening performance gap between the North of England and the rest of the UK has become evident, and will continue to grow unless action is taken to reverse this trend. To support transformational growth in the North, and subsequently increase the potential for national economic growth and rebalance the economy, a step-change in strategic transport infrastructure investment is required.
- 1.2 As England's first Sub-National Transport Body, Transport for the North (TfN) was established to transform the transport system across the North of England. It has a clear remit to plan strategic transport infrastructure required to support sustainable transformational economic growth in the North.
- 1.3 This document presents a summary of the Strategic Programme Outline Case (SPOC) for Pan-Northern transport interventions in the West Coast to Sheffield City Region Strategic Development Corridor (SDC).

### TfN's Objectives

- 1.4 In its Strategic Transport Plan (STP), published in February 2019, TfN sets out its vision of *"a thriving North of England where world class transport supports sustainable economic growth, excellent quality of life and improved opportunities for all"*. This vision is supported by four key Pan-Northern transport objectives:

**Figure 1: TfN's Pan-Northern transport Objectives**



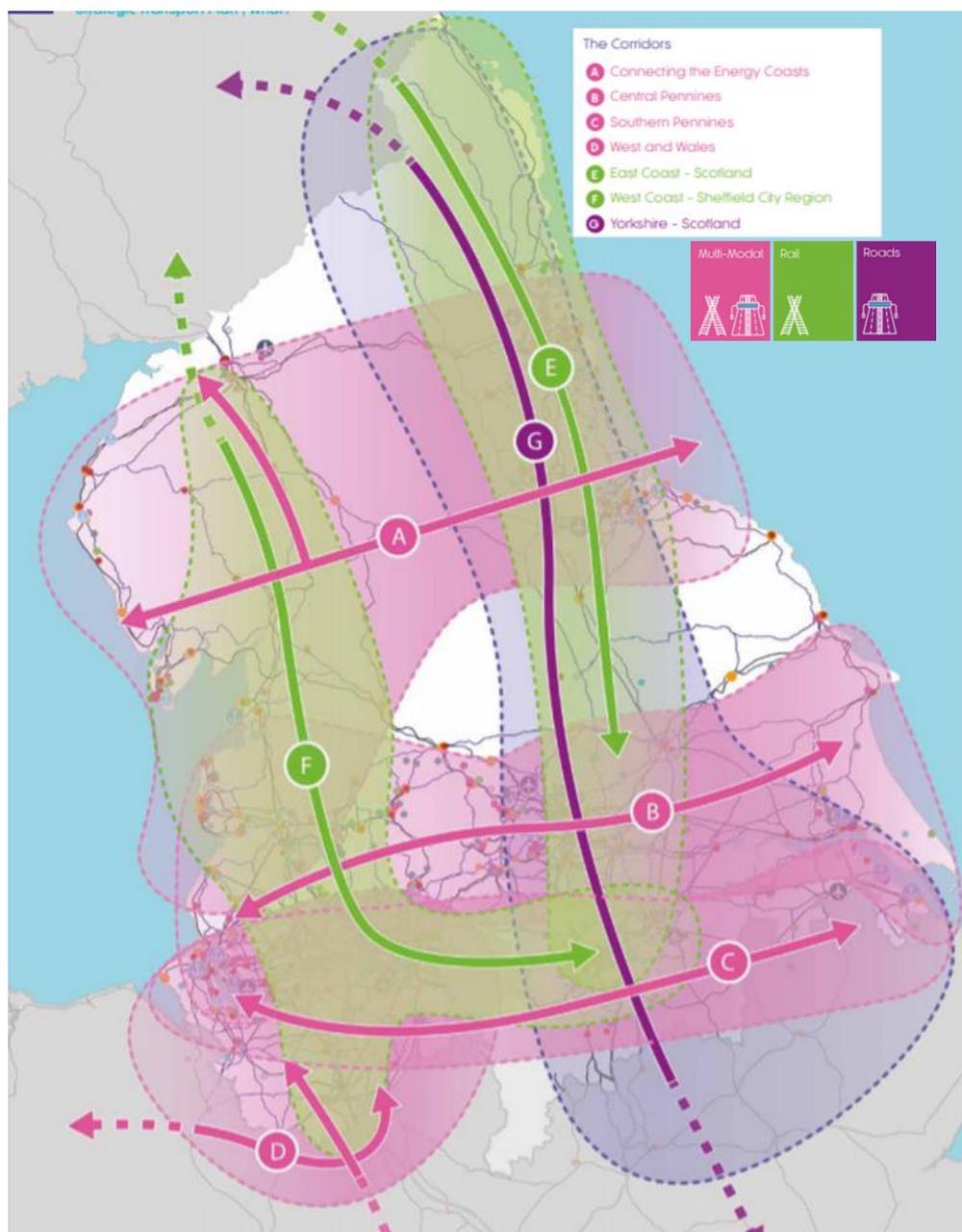
- 1.5 The Government is already funding a significant programme of transport interventions across the North. In addition, further investment is being

planned by both central Government and local bodies. However, there is a need for a programme of further investments focusing on pan-Northern connectivity priorities. This will maximise and realise the opportunities from major transformational infrastructure projects currently planned and being developed such as HS2 and Northern Powerhouse Rail (NPR), achieving early benefits and filling in gaps in TfN's wider programme.

### **Strategic Development Corridors**

- 1.6 The SDCs represent strategic geographical and economic areas with the strongest potential towards achieving transformational growth in the North. TfN has been working with partners to support complementary investment at a local level in order to ensure a 'whole journey' approach to improving connectivity and opportunity in all Economic centres that lie adjacent. A key factor in the success of the SDC will therefore be the integration of strategic and local objectives to reflect the wider aspiration for betterment across a single rail network.
- 1.7 The rationale for the West Coast – Sheffield City Region SDC is to deliver a programme of strategic rail interventions that focus on improving connectivity across this economic ecosystem. This SDC encompasses the West Coast Mainline (WCML), links across central Manchester, and the Hope Valley rail corridors at its core. However, it also encompasses a wide range of Important Economic Centres within the whole corridor that rely on good connectivity to move people and goods to and from Cumbria, Lancashire, the Liverpool City Region, Greater Manchester and the Sheffield City Region.
- 1.8 The West Coast – Sheffield City Region SDC builds upon the evidence presented within the prior Position Statement that was published in March 2019. It draws together the work of TfN, Network Rail and local authority partners to ensure a programme of rail interventions on a whole corridor basis, with the objective of informing interventions that are identified within the Investment Programme and support a holistic and integrated programme of investment for the rail network at a Pan-Northern level.
- 1.9 This West Coast to Sheffield City Region SDC (alongside the combined East Coast and Yorkshire to Scotland Multi-Modal SDC) will complete the geographic areas that are identified within Figure 2 below, and will augment the four SDCs that were progressed during 2018 and completed concurrently with the TfN STP and Investment Programme that was published in March 2019:
  - Central Pennines
  - Southern Pennines
  - Connecting the Energy Coasts
  - West & Wales

**Figure 2: Strategic Development Corridors**



Source: TfN Strategic Transport Plan – February 2019

### **The West Coast to Sheffield City Region SDC**

- 1.10 The West Coast - Sheffield City Region SDC extends north to south on the West Coast Mainline from the Scottish border north of Carlisle to the West Midlands south of Crewe. It encompasses links to West Cumbria, Blackpool, and Morecambe; the Preston to Manchester line; important routes across central Manchester; and, the Hope Valley Route between Manchester and Sheffield via Stockport and links into the East Midlands. It performs a number of functions; not only linking the Important Economic Centres (IECs) contained within the geography, but also acting as nationally (and internationally) significant trade routes for movement to / from and through

the SDC area. The major rail hubs in this corridor include Carlisle, Preston, Warrington, Wigan, Crewe, Manchester, Stockport and Sheffield.

### **Strategic and Economic Context**

- 1.11 The fundamental challenge for the North's economy is to improve the economic interaction between the key economic clusters and assets of the North to improve the sharing of knowledge, supply chains, resources, and innovation to drive agglomeration benefits and productivity. Physically connecting the North's towns, cities, and international gateways will facilitate this. It can also create agglomeration economies centred on areas of commercial and industrial specialisation.
- 1.12 The Northern Powerhouse Independent Economic Review (NPIER) identified the significant potential of delivering better links between Cumbria, Lancashire and the City Regions of Sheffield and Manchester, building upon the strength of academic institutions and complementary skills and advanced manufacturing processes, as well as globally significant businesses, supply chains and economic assets.
- 1.13 Figure 3 illustrates the location of the Important Economic Centres in the West Coast - Sheffield City Region SDC. These important centres include the Advanced Manufacturing Park, which is home to the Nuclear Catapult Research Centre, in the Sheffield City Region. But there also strengths across the North West such as the National Energy College, advanced manufacturing including subsea technologies, nuclear power transmission, marine engineering, polymer science, and renewable energy. Lancaster University is also a leading research institute in addition to Royce Institute and Graphene centre in Manchester. Additionally, the corridor hosts world-class higher education providers (for both teaching and research), technical colleges, and specialist institutions, such as Doncaster National High Speed Rail College.
- 1.14 The corridor is also home to a major visitor economy, with Cumbria and Blackpool acting as assets for the UK economy. Rail travel is considered central to the success and sustainable growth of this sector with UK and international links provided by the West Coast Main Line and in to Manchester Airport seen as critical.
- 1.15 The SDC geography is highly diverse, including a number of major city regions; large cities and towns with significant rural hinterlands; and, significant rural areas containing dispersed centres of population. The SDC contains a number of areas of economic deprivation, largely focussed upon the major urban centres, but also along the Western Coast within Cumbria and Blackpool. The North West region has an employment rate of 74.3% (slightly lower than the national average of 75.6%<sup>1</sup>), and the limited accessibility of labour markets within the North West, especially for non-

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<https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/employmentandemployeetypes/bulletins/regionallabourmarket/august2018>

urban areas, is a contributing factor for workers having reduced job opportunities. This is holding back wages and productivity and makes the North West a less attractive place for businesses.

- 1.16 Rail can play a critical role in matching skilled workers with appropriate employment as a result of its specific characteristics – notably the capability of transporting large numbers of workers into town and city centre locations without being subject to highway congestion and its associated impacts on journey time, the environment and quality of life. Improved accessibility to the railway network, along with an improved rail network, would enhance the free-flowing movement of people from their place of residence to work or other destinations of leisure, educational or business purposes. Furthermore, better rail links for the commuter could reduce congestion on roads, provide access to a wider pool of employment opportunities and incentivise more investment within the corridor.
- 1.17 For longer-distance journeys, rail could have key journey time advantages relative to road travel, as well as enabling direct access to central locations. In some cases, particularly to/from London, connectivity is currently strong, and will undergo a further step-change improvement with the introduction of High Speed 2 (HS2). However, certain centres are poorly connected to the North currently, especially those remote from the main lines and future high-speed routes. Unless weaknesses in the wider network are addressed, this could serve to erode journey time advantages and weaken the attractiveness of rail.

**Figure 3: Important Economic Centres in the West Coast - Sheffield City Region SDC**



## **Transport challenges in the West Coast to Sheffield City Region SDC**

- 1.18 The quality of service provision across Manchester from the North West to Sheffield City Region is insufficient, with capacity and reliability issues prevalent, as well as poor journey times.
- 1.19 The current potential for growth is inhibited by a lack of direct connectivity and integration of rail services linking the key economic centres within the SDC corridor. There is a growing demand for transport connectivity to strengthen the collaboration between the various advanced manufacturing, health technology, digital businesses and research centres in the Sheffield City Region and those in Lancashire and Cumbria.
- 1.20 The WCML is the key corridor connecting long distance passenger connections, it also performs a number of other functions and consequently is one of the busiest mixed-traffic routes across the national rail network. It connects a number of other routes from its spine, with a number of capacity constraints arising from competing passenger and freight functions around Preston and within Cumbria. There is also strong demand for growth on this corridor through to Scotland, for passengers and freight.
- 1.21 Current challenges on the Hope Valley line include the mix of fast and stopping passenger services and freight services with significant freight flows. Proposals exist to increase capacity and resilience of this route through potential new or re-opened lines, and Sheffield City Region are studying possible new infrastructure to enable alternative routings for services between Sheffield and Lancashire / Cumbria avoiding Manchester, including via the Calder Valley Line.
- 1.22 Integration with the current proposals of Northern Powerhouse Rail and HS2 is critical with investment required at rail stations including Preston, Lancaster, Oxenholme, Penrith and Carlisle to increase capacity, promote economic growth, and make the most of the opportunities provided by HS2. A holistic approach needs to be undertaken to maximise the opportunity for high speed rail being able to integrate across the wider network (existing services on local lines as well as the mainlines) and potentially bring together both track and train improvements.

## **Future Technologies and Societal Change**

- 1.23 We are potentially at the start of profound change in how we move people, goods and services around. This is driven by innovation in engineering, technology and business models. The gathering pace of technological change through the delivery of higher speed and capacity digital networks, the connection and automation of vehicles, the adoption of robotics, zero emission propulsion, sharing of transport assets and new approaches to payment could transform travel and the provision and management of infrastructure and services. Whilst uncertain, technology has the potential to reduce the demand for travel as well enabling significant benefits to both those using the transport network and to network operators.

## What improvements mean for users and businesses

- 1.24 Transport investment has been shown to be a key enabler for growth in the North's economy which will bring benefits to people, businesses and the movement of goods while also unlocking new investment opportunities by:
- **Connecting people** - improving access to work opportunities, giving businesses access to a wider labour market, and improving access to leisure and tourism assets.
  - **Connecting businesses** - improving connections to collaborators, clients and competitors, including those within the prime and enabling capabilities.
  - **Moving goods** - supporting businesses to move freight and goods in efficient, multi-modal ways.
- 1.25 In the transformational growth scenario, the GVA contribution of the West Coast – Sheffield City Region SDC is expected to increase by £33.1 billion, from £240 billion, when compared with 'business as usual' in 2050.
- 1.26 Significant economic and population growth is projected within the West Coast to Sheffield City Region SDC, which will increase demand on transport infrastructure. The programme of interventions proposed for this SDC will not only help facilitate this growth, but it will also support the transformation of the economy and enable people and businesses to work within an integrated market across the entire region. It will also maximise and spread the benefits of major investments planned in the reference case, such as HS2.
- 1.27 The proposed programme of interventions across the corridor is also expected to have a positive impact on freight connectivity, benefitting businesses in the SDC as well as the regional economy. Additionally, the programme will also facilitate mode shift from car to rail in some areas, thereby improving the environmental impact of transport in the SDC.
- 1.28 Overall, the proposed interventions in this corridor will be critical to maintain and attract the talent and businesses necessary for the successful economic development of the region.

## **What: Identifying the Transport Interventions Required to Transform the Economy**

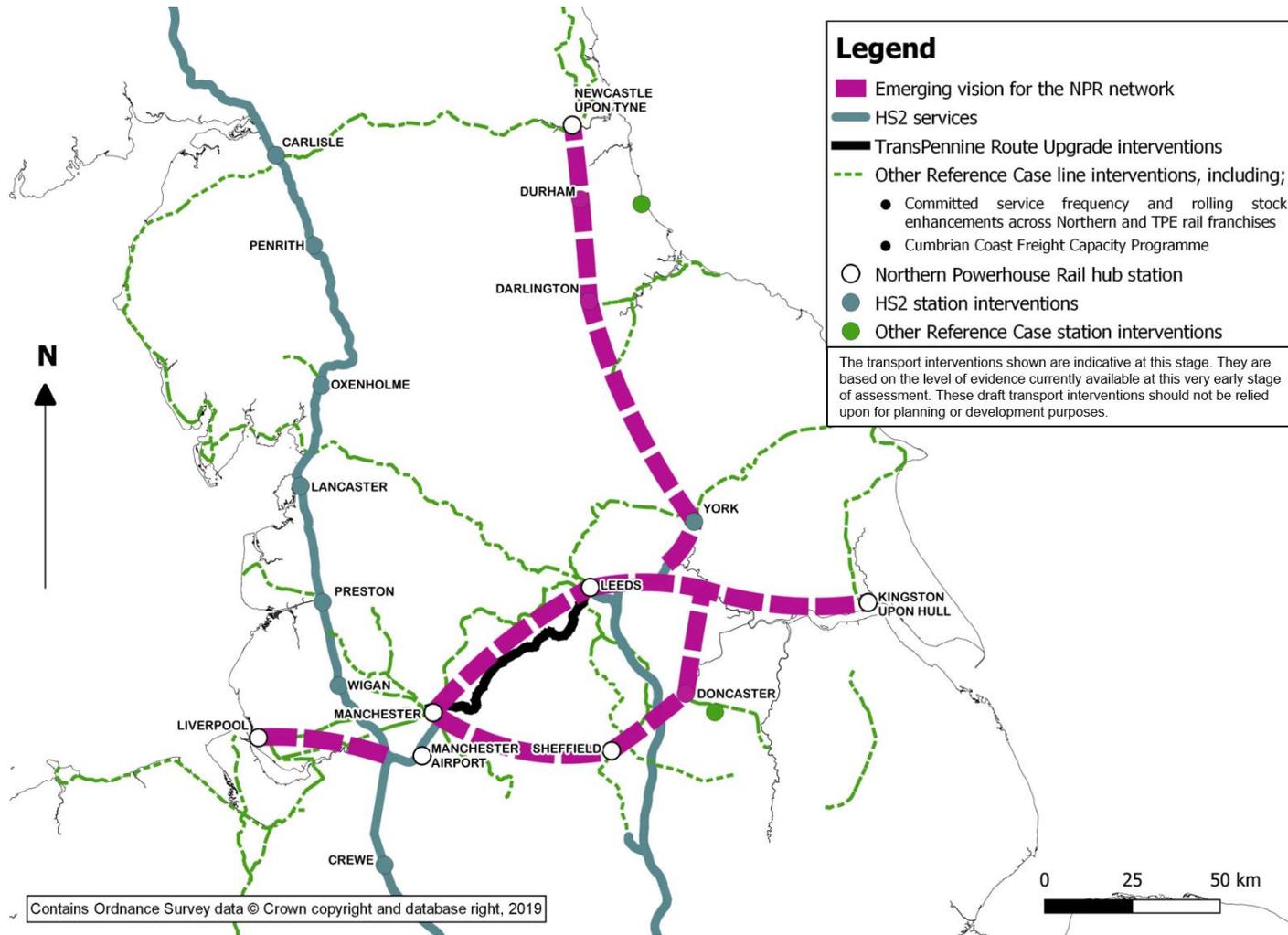
### **Reference Case**

- 1.29 The Government is already funding a significant programme of transport interventions across the North. In addition, further investment is being planned by both central Government and local bodies. This includes road investment schemes put forward by Highways England, transport schemes developed by combined and local authorities across the North, Pan-Northern schemes such as NPR being developed by TfN, and HS2, led by Central Government. It is therefore expected that significant investment in new transport infrastructure will be delivered in the coming decades to address connectivity challenges of the current transport system.
- 1.30 In this context, a Reference Case considered to be a 'do-minimum' scenario has been developed by TfN which includes both committed schemes and non-committed strategic interventions that can be reasonably expected to be delivered in the medium and long term and are necessary to achieve the North's economic growth aspirations. The programme of interventions identified through the SDCs have been developed to maximise the overall benefits of the schemes in the Reference Case and to improve the spatial distribution of benefits. The Reference Case is based on current understanding of interventions at the time of publication. It could change due to government policy or other activities. Changes to Reference Case schemes will be monitored and reviewed during further phases of SDC development.
- 1.31 The Reference Case for passenger rail is summarised within Figure 4 and is summarised below:
- Infrastructure enhancements committed for delivery as part of Network Rail's Enhancements Delivery Plan. This includes, for example, the Trans-Pennine Route Upgrade (TRU) and North of England Programmes;
  - Service frequency enhancements committed as part of existing franchise agreements – including those committed by the Northern and Trans-Pennine Express franchises;
  - HS2 Phases 1, 2a and 2b. The modelled service pattern for HS2 has been assumed to be as per that published in the most recent business case<sup>2</sup> with Crewe Hub proposals;
  - The Northern Powerhouse Rail (NPR) programme, TfN's flagship rail programme which seeks to transform journey times and service frequencies between the North's largest cities.

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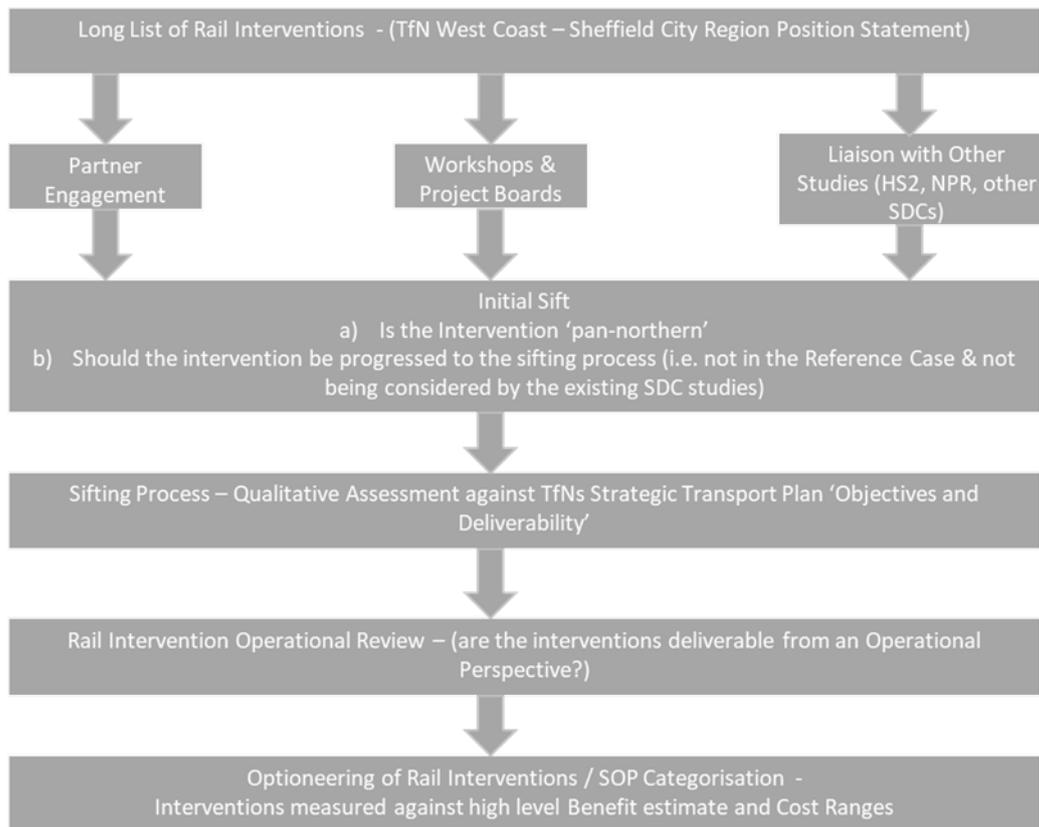
<sup>2</sup> <https://www.gov.uk/government/publications/hs2-phase-two-economic-case>

**Figure 4: Locations of reference case interventions**



### Pan-Northern Scheme Identification

- 1.32 TfN have undertaken a staged approach to allow the identification of 'Pan-Northern' Rail interventions throughout the SDC programme studies. This has included:
- Partner and stakeholder engagement
  - Roundtable Workshops to identify strategic transport issues across the corridors and
  - Liaison with other longer-term studies (High Speed 2, Northern Powerhouse Rail, other SDC studies and Scottish Borders)
- 1.33 As a result of this process a 'long-list' of Rail Interventions were identified for consideration for the West Coast – Sheffield City Region SDC. This interventions list was then sifted and assessed to determine suitability with a number of agreed criteria to ensure alignment with the TfN Strategic Transport Plan Objectives'. The process for developing the refined list of rail interventions to the option assessment stage is outlined below.



## Partner Involvement & Governance

1.34 Transport for the North is the voice of the North of England for strategic transport. Reflecting TfN's governance arrangements, partners have been engaged and have contributed to the development of the Strategic Outline Programme (SOP) for this corridor throughout its lifecycle. This includes participation and approvals during scheme identification, objective setting, sifting, option refinement and economic appraisal processes.

1.35 The Partnership Board includes representatives from the following organisations: combined authorities in the North, local transport authorities in the North, Local Enterprise Partnerships in the North, Department for Transport, Network Rail, Highways England, High Speed 2 Ltd. Our Programme Board has provided direction, technical scrutiny and oversight throughout the development of the proposed set of interventions.



## Key Pan-Northern Transport Outcomes and Programme of Interventions

1.36 Aligned to TfN's Investment Programme, the key Pan-Northern transport outcomes desirable within this corridor are:

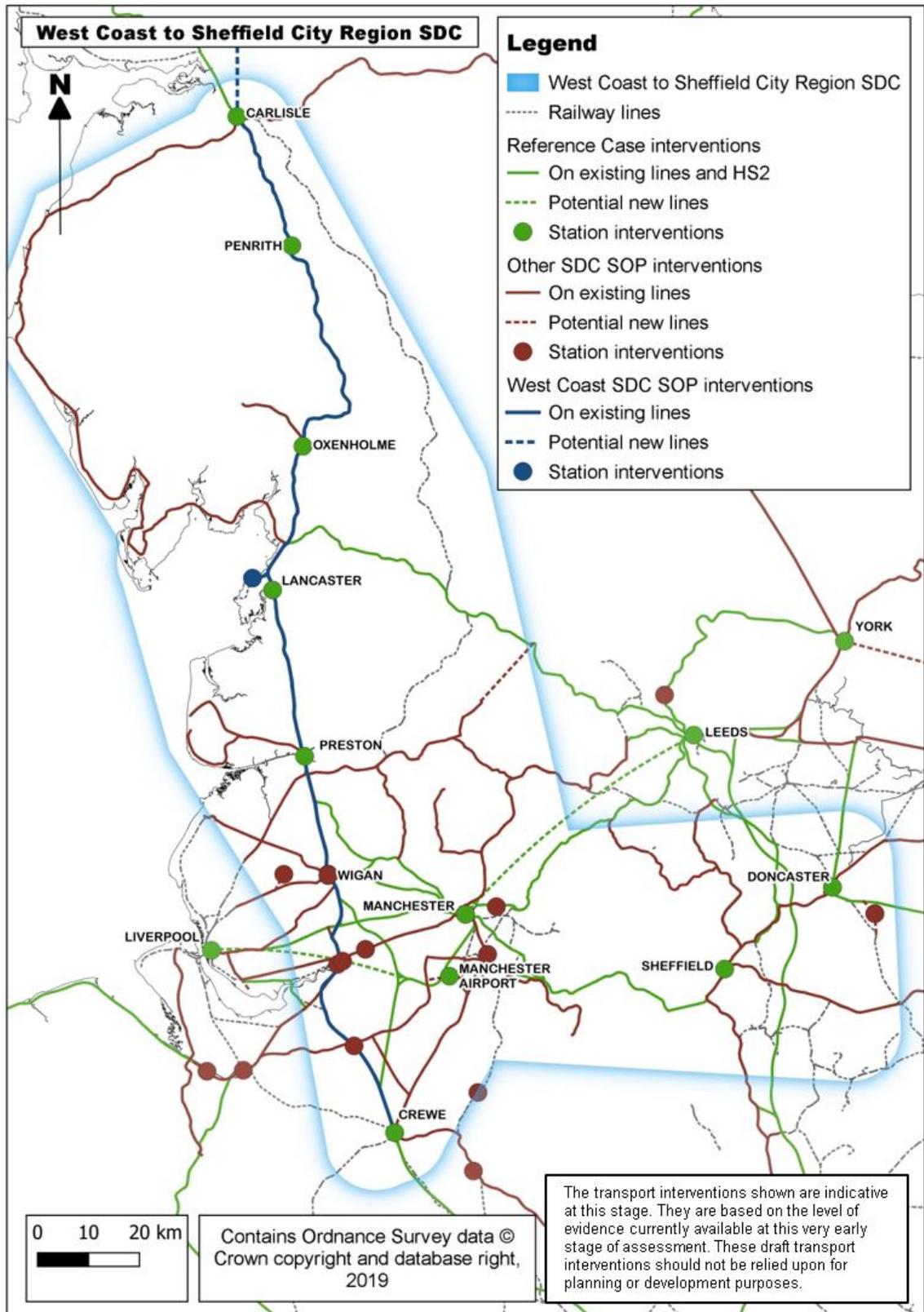
- Ensure that the West Coast Main Line can accommodate HS2 and Northern Powerhouse Rail
- Enhance access to the North's International Gateways
- Improve connectivity, capacity and resilience across Cumbria and Lancashire & Support the visitor economy and enhance strategic connections across the North to support UK competitiveness
- Ensure that the needs of freight operators can be met
- Accommodate services running north to Scotland
- Onward connectivity to the Sheffield City Region

1.37 The rail interventions for the West Coast – Sheffield City Region SDC are identified alongside the TfN reference case and rail interventions identified within preceding SDC studies that overlap with this SDC study area. It demonstrates how this SPOC builds upon the significant programme of investment within the SDC and maximises the sum of the parts on a single

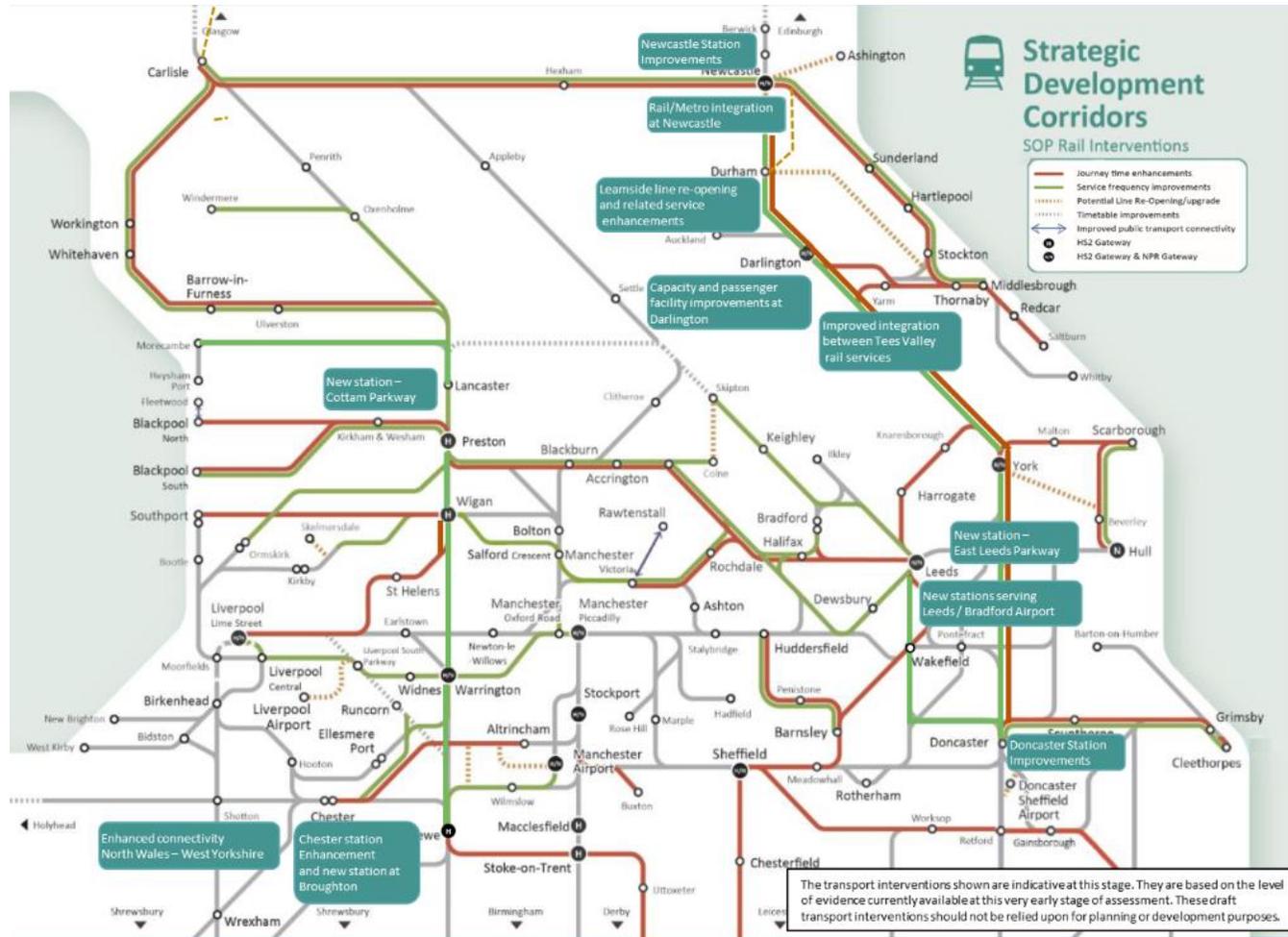
network basis. Figure 5 identifies the SOP on a geographical map base. To show how all the rail interventions are integrated, all the proposed rail SOP interventions across the Pan-Northern SDCs is shown in Figure 6. Table 6.2 of the SPOC details the SOP rail interventions that have been identified as part of the West Coast - Sheffield City Region SDC, alongside the SOP rail interventions that were identified through the other SDC studies.

- 1.38 The rail interventions identified across this SDC geographic area are indicative at this stage. They are based on the level of evidence currently available at this early stage of assessment. For many of the reference case scheme there remains a critical requirement to continue with the development of business cases, to secure funding and TfN will continue to work with partners to try and achieve that. It should also be noted that many of the interventions require further development and a positive funding decision before they can be delivered. Delivery of these draft transport interventions should not be relied upon for planning and development purposes.

**Figure 5: Combined SDC Passenger Rail Proposals within WC – SCR Study area**



**Figure 6: Passenger Rail SOP Proposals across the Pan-Northern Strategic Development Corridors**



## Value for Money Statement

- 1.39 The Value for Money (VfM) Assessment summarises the monetised and non-monetised impacts of the appraised rail interventions.

### **Appraisal of Rail Interventions**

- 1.40 The economic dimension includes the approach to costing interventions, including the treatment of optimism bias, and a summary of the overall cost of the programme, the approach to quantifying the impacts of the programme, including the forecasting of demand impacts and the processes of economic appraisal. DfT's Appraisal Summary Table format is used to show the SDC Programme's Economy, Environment, Social and Public Accounts impacts. The economic dimension concludes with a Value for Money (VfM) assessment which draws together the quantified and qualitative factors, the latter including consideration of the programme's alignment with DfT and TfN strategic objectives. It should be noted that for the West Coast – Sheffield City Region SDC (and the East Coast-Scotland SDC), all the rail interventions are included in the non-appraised programme costs category, consequently the VfM Assessment is the same as reported in the Passenger Rail SPOC (March 2019).

**Table 1: Summary of rail appraisal**

<b>Value for Money Assessment</b>		
<b>Established Monetised Impacts (journey times/operating costs):</b>		
Established Monetised Impacts	Net Cost to the Transport Budget	Initial Ratio of Benefits to Costs
£464m	£424m	1.10
Initial Value for Money Category		Low
<b>Evolving Monetised Impacts (plus wider economic impacts/reliability):</b>		
Established + Evolving Monetised Impacts	Net Cost to the Transport Budget	Provisional Ratio of Benefits to Costs
Not Valued	Not Valued	1.10
<b>Provisional Value for Money Category</b>		Low
Non-monetised Impacts conclusion: Alignment with Strategic Objectives: The Rail SOP has been developed around TfN's objectives to develop and enhance connectivity and accessibility in the North, whilst promoting sustainable growth. Interventions were defined in accordance with the Desirable Minimum Standards in the draft Long Term Rail Strategy, which		

## Value for Money Assessment

have demonstratable alignment to the pan-Northern transport objectives set out in the STP. The SOP has been designed to improve rail connectivity across the North of England.

### Other Economy Impacts:

In addition to the monetised impacts above, the Passenger Rail SDC programme has been assessed as having slight beneficial wider economic impacts. While it is anticipated that investment in transport infrastructure will result in benefits to the North’s economy, accelerating, maximising and more-widely distributing the transformational growth and benefits of the major infrastructure investment projects within the reference case, these wider impacts have not been assessed at this stage of the study.

### Other Environmental and Social Impacts:

Impacts to local air quality, noise, and greenhouse gases have been monetised as part of the assessment of Established Monetised Impacts. Impacts to Landscape/Townscape, Historic Environment, Biodiversity and Water Environment have been assessed to be Slight Adverse, based on a high-level assessment at programme level, for which there is a significant level of uncertainty. Impacts are likely to be localised to the off-line schemes in the SOP, mitigated by design and offset by beneficial impacts. Impacts to accidents have been monetised as part of the assessment of Established Monetised Impacts. Other social impacts have not been assessed at this stage.

These costs are not based on a detailed assessment of current infrastructure constraints, nor the engineering interventions required to overcome them, there is therefore a high degree of uncertainty at this stage. Nonetheless, the appraisal methodology is considered sound and reasonable for the stage of scheme development which the Rail SOP is currently at, and no adjustment is required to the Value for Money categorisation as a result.

### Non-monetised Impacts conclusion:

The non-monetised impacts are not expected to be sufficiently material to justify a category shift to the initial Value for Money category.

Adjusted Value for Money Category

Low

## Summary of Value for Money

- 1.41 The costs and benefits demonstrated above show that the transport interventions appraised in our SOP represent value for money based on the evidence currently available, giving a justified basis for progressing the case for investment in this corridor.

## Funding Requirement

- 1.42 The illustrative Strategic Development Corridor funding requirement for appraised (within the economic appraisal) and non-appraised interventions is shown in Table 2. The indicative costs which underline the funding requirements are based on high level benchmarked unit rate cost estimates appropriate to this early stage in the business case development cycle.
- 1.43 This represents an ambitious but realistic funding requirement for a programme of transport investment, building upon the reference case schemes, to be delivered over the period up to 2050.
- 1.44 Following the structure of the SPOC documentation, costs for highway interventions are provided for each of the separated SDC corridors, whereas passenger rail intervention costs are presented at a combined northern level. It is to be noted that for the West Coast – Sheffield City Region SDC, all the rail interventions are included in the non-appraised programme costs category.

**Table 2: Illustrative Funding Requirement (£m in 2017 prices)**

SPOC	Appraised Programme	Non-Appraised Programme	Full Programme
<b>Highway: Central Pennines</b>	£7,144	£334	£7,478
<b>Highway: Energy Coasts</b>	£2,158	£170	£2,328
<b>Highway: Southern Pennines</b>	£3,115	£583	£3,698
<b>Highway: West and Wales</b>	£3,281	£1,578	£4,859
<b>Highway: East Coast - Scotland</b>	£1,717	£653	£2,371
<b>Passenger Rail: North</b>	<b>£505</b>	<b>£6,991</b>	<b>£7,496</b>
<b>Sub-Total<sup>3</sup></b>	£15,682	£10,119	£25,801
<b>TfN Programme Level Contingency (5%)</b>			£1,290
<b>Total Base Cost (including programme contingency)</b>			£27,091
<b>Illustrative Funding Requirement (allowing for inflation)</b>	£40,000 to £50,000		

<sup>3</sup> Double counting of interventions in more than one SDC removed.

## How: Delivering the Interventions

- 1.45 Reflecting TfN's governance arrangements, Department for Transport, Network Rail, Highways England and TfN's local transport authority partners have been engaged with, and have contributed to, the development of the West Coast - Sheffield City Region SDC throughout its lifecycle including participation in the option assessment and economic appraisal processes.
- 1.46 The SPOC for the West Coast – Sheffield City Region SDC provides a key part of the evidence base for TfN's Strategic Transport Plan and Investment Plan, which sets out TfN's priorities for investment in transport across the North.
- 1.47 TfN is accountable for owning the vision for the proposed programme and integrating and aligning it with the wider TfN Strategic Transport Plan, the wider Northern Powerhouse agenda and key government policies and strategies.
- 1.48 TfN will provide the overall direction, governance and leadership, including chairing the Programme Board, further developing, refining and sequencing the package of interventions to facilitate the implementation of the proposed programme. TfN's role is overarching, in order to maintain a healthy alignment between the programme and wider Departmental and Government strategies, while engaging with HM Treasury, Cabinet Office, the National Infrastructure Commission, Infrastructure and Projects Authority and other key governmental stakeholders. TfN will also be responsible for managing the key strategic risks facing the programme and ensuring that the views of the local authority partners are represented.

### How TfN will take forward the Investment Proposals

- 1.49 TfN will lead on further business case development at the pan-northern / Strategic Development Corridor level, including seeking and prioritising funding for schemes. Beyond that stage, works and services will be procured by the appropriate delivery entity, yet to be determined. For example, this could include Highways England (for Strategic Road Network schemes), Network Rail and Local transport authority partners.
- 1.50 The programme of interventions proposed for the West Coast – Sheffield City Region corridor includes many schemes, which will likely be delivered over a number of years. The timing of the delivery of interventions provides an opportunity for scheme promoters to ensure suppliers offer the correct skillsets as new framework and term maintenance contracts are let. More detailed market analysis will be undertaken as part of the next stage of works and updated as technologies in construction and within the complementary industries develop.

### Next Steps

- 1.51 The proposed programme of interventions across the West Coast – Sheffield City Region SDC comprises investments to be delivered over time. The delivery of these schemes will require a comprehensive plan that carefully phases investment to ensure affordability, whilst balancing disruption,

mitigation and enhancement of environmental impact and the realisation of benefits to the residents and businesses of the North of England. The interdependencies with committed schemes such as HS2 and programmed road schemes are also a key factor to consider when developing the delivery plan.

- 1.52 It is envisaged that a number of early 'priorities for delivery' will be taken forward to SOBC status in 2019/2020 and delivered between 2020-2027. Overall, a programme of short (up to 2027), medium (2027-2035) and long term (post 2035) interventions will be developed.
- 1.53 TfN plans to update the Strategic Programme Outline Cases to inform an update of the Investment Programme. This will include work on reviewing the current SDCs and Investment Programme, including the sequencing of schemes. The next stage of modelling will include transformational NPIER<sup>4</sup> forecasts and the latest spatial planning information.
- 1.54 As in the first stage of development of the SDCs, TfN will fully engage with DfT, our local partners, national delivery bodies, transport operators and key stakeholders. This will ensure that partners' and stakeholders' contributions inform and help shape our delivery programme.

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<sup>4</sup> Northern Powerhouse Independent Economic Review