

Business Plan 2018-2021

'The Cambridge-Milton Keynes-Oxford corridor has a major role to play in the future of the UK economy. Towns and cities across the corridor are amongst the most successful and fastest growing in the UK, making a substantial, and increasingly important, contribution to UK income and to national tax revenues. The success of these places matters, not just to those who live and work in the corridor, but to national prosperity'

[National Infrastructure Commission]

1. England's Economic Heartland: An Area of Economic Importance for the UK

[Insert text box based on info-graphic that sets out the key facts/figures for the Heartland area]

- 1.1. England's Economic Heartland is home to 3.3 million people and hosts some of the most productive, successful and fast growing cities in the United Kingdom. The area is at the heart of the UK knowledge economy and is significantly more productive than the rest of the UK economy.
- 1.2. With the exception of London, no other part of the country hosts such a powerful combination of:
 - World leading universities and research institutes – Oxford and Cambridge Universities rank consistently amongst the top 4 in the world, and Cranfield University is a global leader in engineering disciplines
 - Globally competitive business clusters – the area has a concentration of businesses in the scientific research and development, life sciences, pharmaceuticals, high-tech manufacturing, performance technology and motorsport sectors
 - Highly skilled workers – Oxford and Cambridge have the most highly qualified workforces in the country, Milton Keynes and Northampton have seen sustained growth in degree-level qualifications.
- 1.3. And yet notwithstanding the success of the Heartland economy, the area has yet to achieve the full extent of its economic potential – particularly when compared with its global competitors that are the highest performing knowledge-based economies in the world.
- 1.4. Improved connectivity – both transport and digital connectivity - is fundamental to enabling the economic potential of the Heartland area to be realised. Across the Heartland digital connectivity is both changing the nature of the economy (and as a consequence businesses requirements of the transport system) and enabling the transport system to be managed in an integrated way for the benefit of the user.
- 1.5. It is therefore essential that the overarching Transport Strategy is in fact a Connectivity Strategy; one that brings together consideration of both transport and digital infrastructure.
- 1.6. The legacy of past investment in transport infrastructure and services is an over-dependency on radial links focused on access to/from London. As a result connectivity across the Heartland between centres of economic opportunity is more limited. As a consequence access to labour and housing is difficult, limiting the opportunity of the Heartland area to function as an economic powerhouse in the same way that global

competitor regions are able. Investment in digital infrastructure – both fixed and mobile networks) – has improved levels of connectivity but not to the levels that a globally competitive region.

- 1.7. The National Infrastructure Commission has identified the Heartland area as having the potential to realise between £85bn - £163bn additional GVA per annum by 2050: this represents a three-fold increase in the size of the economy and will result in additional housing pressures.
- 1.8. This Business Plan has been prepared in order to provide the strategic leadership in the planning and delivery of investment in strategic transport and digital connectivity. In this way it contributes towards enabling the economic potential of the Heartland being realised: to the benefit of residents and businesses across the Heartland, as well to the UK.
- 1.9. This Business Plan sets out a 3-year programme of work that 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
 - The introduction and use of mechanisms developed in collaboration with the private sector that will enable investment priorities to be delivered quicker and at lower cost than would otherwise have been the case.

Wider Strategic Linkages

- 1.10. The infrastructure and services that support the Heartland economy are in themselves important linkages in providing access to markets for the rest of the UK. In that regard investment in the Heartland supports wider ambitions of the UK Government to rebalance the economy. Integral to the delivery of this Business Plan will be close working with strategic partners, in particular the Mayor of London, Midlands Connect and Transport for the North.

2. An Area of Economic Opportunity for the UK

- 2.1. Economic growth on the scale identified by the National Infrastructure Commission is transformational. The Business Plan sets out how the work programme will embrace radical thinking in order to accelerate the delivery of planned growth whilst at the same time protecting the Heartland's high-quality environment.
- 2.2. Realising the scale of opportunity identified by the National Infrastructure Commission will require:
 - Investment in additional capacity in strategic transport infrastructure and services – to both improve levels of connectivity and to accommodate the additional demand for travel arising from growth
 - Investment in digital infrastructure to both enable businesses to operate more efficiently in global markets and to enable user focused solutions to the mobility needs of residents and businesses

- 2.3. The UK Government's commitment to work with local partners to deliver a multi-modal transport spine across the Heartland represents a 'once-in-a-generation' opportunity to realise a step-change in connectivity.
- 2.4. However, the full potential created by that opportunity will only be realised by taking a strategic approach to the planning and delivery of future investment and services through the overarching Transport (or Connectivity) Strategy.
- 2.5. The added value of such a Strategy is that it:
- Enables investment by different infrastructure owners and service providers to be aligned in support of the common objective of realising economic potential
 - Provides a long-term framework, including pipeline of improvements, that provides clarity and greater certainty for private sector investors
 - Provides a framework that enables innovators to work with public sector leaders to accelerate the introduction of user focused services
- 2.6. However improved connectivity alone will not be sufficient if the economic potential of the Heartland is to be realised.
- 2.7. In order to maximise the benefits of future investment, the planning and delivery of improvements in connectivity will be taken forward as part of a wider approach across the Heartland area: one that sees the overarching Transport (Connectivity) Strategy integrated with work on an Economic Industrial Strategy and improvements to the co-ordination of planning for housing.
- 2.8. In this way the overarching Transport (Connectivity) Strategy will contribute to:
- Improving connectivity between homes and employment, thereby supporting the delivery of development opportunities identified through the Economic Industrial Strategy and planning framework
 - Improving co-ordination of investment in connectivity and new development, in particular supporting delivery of development opportunities focused around transport hubs and interchanges
 - Delivering a transport system that supports the place shaping agenda and accelerates the delivery of planned growth
 - Acting as a catalyst for private investment in improvements that enable economic potential, thereby unlocking broader local and national benefits
 - Acting as a framework for enabling local authorities and government to capture a more appropriate share in the uplift in land values for the benefit of local communities
- 2.9. In addition, this approach will provide the local partners with the ability to:
- Ensure investment is targeted in ways in that brings direct benefits to the user (both residents and businesses)
 - Encourage an improved range of user focused services that better reflect the needs of different age groups within the population
 - Encourage the introduction of services that provide access to mobility solutions that meet user needs

- Reduce the cost of delivering investment through the efficient planning and delivery of an agreed pipeline of interventions
- Enable additional opportunities for third parties to invest in the long-term economic success of the Heartland

3. A User Focused Transport (Connectivity) System

- 3.1. The scale of economic potential across the Heartland is truly transformational in nature. In order to realise that potential it is necessary to look beyond immediate issues and take a long term perspective that looks beyond individual Political, economic and planning cycles.
- 3.2. The traditional approach to identifying and addressing transport issue is no longer sufficient if we are to meet the twin challenges of transformational growth and the need to respond to demands from residents and businesses for user focused solutions to connectivity needs.
- 3.3. We will therefore use the opportunity presented in preparing the overarching Transport (Connectivity) Strategy to set out a framework that:
 - Actively promotes a user focused transport system that supports the place shaping agenda, in particular encouraging innovative solutions to future mobility requirements
 - Enables investment in maintaining existing transport infrastructure assets where this supports the delivery of planned growth
 - Actively promotes solutions that reduce the environmental impact of the transport system
 - Actively promotes solutions that improve the overall safety of the transport system
 - Facilitates integration of strategic investment with 'first/last mile' infrastructure and services provided by local transport authorities.
- 3.4. Realisation of the 'multi-modal spine' will have fundamental consequences for the Heartland area. The current pattern of functional economic areas and strategic housing market areas will change as a consequence of a step-change in connectivity and the changes this will bring to the choices of transport users.
- 3.5. We will use scenario planning as a means by which we will work with Government and national bodies to reach a common understanding of the future needs of the transport system across the Heartland.
- 3.6. We will ensure that the assessment of needs is informed and shaped by the economic opportunities set out in the Economic Industrial Strategy for the corridor and longer-term opportunities identified by local planning authorities for growth.
- 3.7. The relationship between strategic transport (connectivity), economic development and housing growth is complex and will co-ordinated across the Heartland corridor.

4. England's Economic Heartland Strategic Alliance

- 4.1. England's Economic Heartland Strategic Alliance brings together the Local Transport Authority Leaders and Local Enterprise Partnership Chairmen. It is a non-statutory partnership whose foundations lie in the recognition that:

- Strategic infrastructure issues (and solutions) extend beyond one single local authority area
 - Issues that are common to one or more areas can benefit from a co-ordinated response
 - There is a need for stronger integration of strategic investment by Government, its agencies, local authorities, as well as infrastructure owners and service providers
- 4.2. In this regard the Strategic Alliance partners share a common aim: to look beyond current success and:
- Address identified barriers to economic activity (both existing and planned growth)
 - Raise productivity to match, and where possible exceed, that of our global competitors
- 4.3. The Strategic Alliance approach is founded in strategic collaborative working in order to enable economic benefit. Collaborative working in this way creates added value by:
- Stopping away duplication and remove inefficiencies in process thereby enabling faster, more agile decision making
 - Enabling simplification of funding streams so that the time (and cost) taken in the development and delivery of improvements is reduced, enabling planned growth to be delivered faster
 - Providing greater certainty for private sector investors thereby encouraging them to commit sooner to investments with greater confidence
- 4.4. Buckinghamshire County Council is the Accountable Body for the Strategic Alliance and its activities.

5. Strategic Transport Forum

- 5.1. The Strategic Alliance partners established the Strategic Transport Forum in February 2016, with the remit to:
- Be the focus for a single conversation on strategic transport issues with Government and its agencies
 - Maintain a single overview of strategic transport priorities
 - Co-design investment programmes with Government and its agencies
 - Establish joint project teams to develop and deliver strategic proposals
 - Enable the sharing of resources and rationalisation of standards, practices and policies to improve the operation of the strategic transport system
 - Establish the Heartland area as a 'living laboratory' for technology enabled innovation
- 5.2. The Forum is a non-statutory partnership whose meetings are held in public. Its membership includes representation from the Department for Transport, Highways England and Network Rail.
- 5.3. The Forum operates as a collaborative partnership. A small core programme team – funded collectively by the Strategic Alliance partners and the Department for Transport – manages the Forum's agreed work programme. The core programme team works with partners

- across the Heartland to co-ordinate activity and act as a conduit for engagement with Government and its agencies.
- 5.4. As the Accountable Body for the Strategic Alliance, Buckinghamshire County Council hosts the core programme team supporting the Strategic Transport Forum.
- 5.5. In this role the County Council provides accommodation, administrative and ICT support, as well as access to financial and business support. Commissions for work undertaken by external suppliers are let in accordance with the Buckinghamshire County Council's financial framework
- 5.6. The benefits of the Forum's collaborative approach include:
- More efficient use of staff resources – collaborative working enables a collective position on strategic issues to be developed, thereby enabling staff resources to focus on local issues confident that strategic positions are also protected
 - More efficient use of commissioning budgets – collaborative working enables partners to share the cost of commissioning specialist advice on issues of strategic importance, thereby enabling more efficient use of revenue budgets
 - More effective sharing of knowledge – collaborative working enables partners to benefit from centres of excellence within individual partners to the wider benefit of residents and businesses.
 - More effective engagement on strategic issues – collaborative working enables a more effective engagement with Department for Transport, Highways England, Network Rail and more widely with infrastructure owners and service providers (all of whom operate at a scale larger than individual local transport authorities)
 - More effective influence in shaping national investment programmes – collaborative working is more effective in aligning investment programmes managed nationally to take account of local priorities
- 5.7. In agreeing to work collaboratively, individual partners retain their roles and responsibilities as Local Transport Authorities. Collaborative working also recognises that individual partners retain the ability to work collaboratively with other organisations on other issues where that is appropriate.
- 5.8. The National Infrastructure Commission in its Interim Report identified the added value brought by the establishment of England's Economic Heartland as means of providing leadership on strategic transport issues: leadership that will help address the need to improve connectivity.
- 5.9. The Strategic Transport Forum has set out its commitment to develop a proposal to establish a Sub-national Transport Body as part of its on-going work programme. As part of this journey the Strategic Transport Forum is reviewing its Terms of Reference: the intention being that these will be agreed at the end of 2017 for adoption from the start of 2018

Delivery Partners

- 5.10. A key focus for the Strategic Alliance partners is the importance of ensuring that the mechanisms (including funding and finance) are in place to ensure a more efficient and effective means of delivering investment priorities.

5.11. To that end the providers of out sourced services – main contractors and/or associated design consultancies – are working on a collaborative basis in support of the Strategic Transport Forum. As part of this commitment this group – collectively referred to the 'delivery partners' – provide a single point of contact who works as part of the core programme team.

6. The 2017/18 Work Programme

6.1. The work programme for 2017/18 was endorsed by the Strategic Alliance leaders in January 2017, and agreed by the Strategic Transport Forum on 24th March 2017: the latter following confirmation of the funding contribution from the Department for Transport.

6.2. The work programme is co-funded through financial contributions from the Strategic Alliance partners, matched by a one-year funding arrangement with the Department for Transport.

6.3. The focus of the 2017/18 work programme has been:

- Establishing the capacity and capability of the core programme team to work on behalf of the Strategic Transport Forum
- Beginning the work to enable the overarching Transport Strategy to be prepared
- Beginning the work to develop a proposal to establish a Sub-national Transport Body
- Providing strategic input into national investment programmes
- Working with the delivery partners to identify opportunities to improve delivery mechanisms

6.4. The scope of the 2017/18 work programme was agreed with the Department for Transport. Progress against the work programme is reported on a quarterly basis to the Strategic Alliance leaders and the Department for Transport (Regional Transport Strategies Directorate).

Core Programme Team

6.5. The core programme team is led by the Programme Director: an organisational chart is attached as Annex 1. The team members are seconded on a full or part-time basis from the Strategic Alliance partners.

6.6. The team supporting the East West Rail Consortium is managed as part of the core programme team given its strategic significance for the partners. Buckinghamshire County Council act as the Accountable Body for the East West Rail Consortium. This approach allows for efficiencies in managing collaborative work in support of strategic infrastructure activities.

6.7. The core programme team oversees the delivery of the work programme on behalf of the Strategic Transport Forum. It is supported by the Transport Officer Support Group. The Group is chaired by a senior officer from one of the Local Transport Authorities and provides advice and guidance to the core programme team.

6.8. The team is also responsible for establishing and maintaining strong working relationships on behalf of the Forum with the Department for Transport, Highways England and Network Rail.

6.9. The core programme team is responsible for stakeholder engagement.

Overarching Transport Strategy

6.10. The preparation of the overarching Transport Strategy needs to be founded on an evidence base that is consistent across the Heartland area. Work programmed for 2017/18 includes:

- GIS Databank – consultants commissioned to develop a databank that collates current growth plans and identified infrastructure requirements – this will provide the baseline for identifying future strategic infrastructure and service requirements in response to opportunities for economic and housing growth.
- Transport User Baseline - working with Transport Focus to develop a baseline of user satisfaction and expectation across the transport system
- Scenario Planning - working with external partners to develop an approach that will enable alternative scenarios to be developed with stakeholders across the Heartland
- Scenario Policy Modelling - working with external partners to develop the capability to model the strategic implications for the transport system of alternative economic and housing policy scenarios

Sub-national Transport Body

6.11. The Strategic Transport Forum has set out its commitment to develop a proposal to establish a Sub-national Transport Body: this work to be taken forward in parallel with that on the overarching Transport Strategy. Work programmed for 2017/18 includes:

- Concept Report – consultants commissioned to prepare initial advice on the options available to the Strategic Transport Forum
- Initial Engagement – using the advice set out in the concept undertaking an initial engagement with potential partners and wider stakeholders
- Terms of Reference – undertaking a review of the Terms of Reference in light of experience with the Forum during its initial year of activity and in light of the feedback received through the initial engagement

6.12. As part of the work associated the initial engagement the Strategic Transport Forum will engage with adjoining Local Transport Authorities and consider the most appropriate geography on which to base the proposal for the Sub-national Transport Body.

National Investment Programmes

6.13. The Strategic Transport Forum's work is focused on two streams of activity – input into the development of national investment programmes: and involvement in the development and delivery of strategic infrastructure priorities.

6.14. Work programmed for 2017/18 in terms of the national investment programmes includes:

- Road Investment Strategy 1 (RIS1) – working with Highways England and Department for Transport to provide the Forum's input into the delivery of RIS1, including input into three Strategic Studies and into the development of detailed proposals for investments identified for delivery in RIS1
- Road Investment Strategy 2 (RIS2) – working through the Forum to identify strategic priorities to be fed into the preparation of RIS2

- Major Road Network (MRN) – working through the Forum to begin to develop the Heartland perspective on the Major Road Network
 - High Level Output Specification (HLOS) – working through the Forum to identify strategic priorities to be fed into the preparation of investment proposals for the next railway Control Period (CP6)
 - Network Rail Route Strategies – working with Network Rail to identify strategic priorities for inclusion in the Chilterns and East West Rail Route Strategy
- 6.15. Work programmed for 2017/18 in terms of the development and delivery of strategic infrastructure priorities includes:
- East West Rail – the core programme team will represent the East West Rail Consortium on the Department for Transport Programme Board for the Western Section tasked with ensuring its early delivery: work with Network Rail to develop a proposal for the Central Section: and manage work to develop an evidence base for the Eastern Section.
 - Rail Passenger Franchises – the core programme team will work with the Department for Transport franchising team to provide strategic input into the reletting of the East Midlands, West Coast, and Great Western franchises
 - Oxford to Cambridge Expressway – working with Highways England and the Department for Transport to ensure the strategic objectives for this improvement support planned growth

Delivery Mechanisms

- 6.16. Working through the Single Point of Contact, the core programme team will identify opportunities to improve the efficiency of scheme development and the effectiveness of delivery.

Other Activity

- 6.17. In November 2016 the National Infrastructure Commission published its Interim Report in support of realising the economic potential of the Cambridge – Milton Keynes – Oxford corridor. In March 2017 the Commission published its discussion paper on potential models for strategic governance and invited interested parties to make submissions.
- 6.18. Improved connectivity was one of two key issues identified by the Commission as needing to be addressed. The Strategic Alliance partners will work with other partners in responding to the Commission's interim report and subsequent discussion paper.

7. 3-Year Business Plan: Overview

- 7.1. Improved connectivity has been identified by the National Infrastructure Commission as one of the key issues that needs to be addressed in order to realise the long term economic potential of the Heartland.
- 7.2. Realising that potential is seen as a national priority for the UK. The work programme undertaken in 2017/18 began to lay the foundation through which the strategic partners will provide the strategic leadership required to deliver improved connectivity.

- 7.3. Work gathering the evidence base required to underpin the overarching Transport (Connectivity) Strategy has begun, and initial work has also begun that will see the Strategic Transport Forum evolve into a Sub-national Transport Body.
- 7.4. The Transport Investment Strategy published by the Department for Transport in July 2017 set out the critical role that Sub-national Transport Bodies will have in providing leadership on strategic infrastructure.
- 7.5. This Business Plan builds upon these foundations. It sets out a programme of work through which the local partners will deliver:
 - The preparation and publication of the overarching Transport (Connectivity) Strategy
 - The identification of a prioritised pipeline of investment requirements (infrastructure and services) that are required in order to deliver that Strategy
 - The introduction and use of mechanisms developed in collaboration with the private sector that will enable investment priorities to be delivered quicker and at lower cost
- 7.6. A key theme underpinning the work of the Strategic Transport Forum will be the focus of enabling user focused solutions to future transport requirements to be realised. This is key given the scale of the economic potential across the Heartland and the need to embrace radical thinking in response to changes in the expectations of transport users.
- 7.7. The Business Plan covers a 3-year period reflecting the timescales associated with achieving the outcomes sought. In overall terms the approach underpinning the Business Plan is:

2018/19	<p>Continue to develop the evidence base: develop future scenarios; prepare and publish a draft overarching Transport (Connectivity) Strategy</p> <p>Develop an approach to the prioritisation of infrastructure and service improvements that is linked to economic and housing growth opportunities</p> <p>Work with the delivery partners to develop new mechanisms that improve the delivery of infrastructure improvements</p> <p>Develop and consult on the proposal to establish a Sub-national Transport Body</p>
2019/20	<p>Revise the draft overarching Transport (Connectivity) Strategy in light of comments received, prepare and publish final Transport (Connectivity) Strategy</p> <p>Identify a prioritised pipeline of infrastructure and service improvements that are required in order to deliver the overarching Transport (Connectivity) Strategy</p> <p>Establish the delivery framework to be used in delivering the pipeline of improvements</p> <p>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</p>
2020/21	<p>Establishment of the Sub-national Transport Body</p> <p>Implementation of the overarching Transport (Connectivity) Strategy</p>

The decision to establish a Sub-national Transport Body will be a key milestone in the delivery of the Business Plan. The Business Plan will be reviewed and updated if required at that point in time.

- 7.8. Throughout the 3-year period covered by this Business Plan the core programme team will continue to provide strategic advice into the on-going programme of work associated with national investment programmes (such as the Roads Investment Strategy and High Level Output Specification) .
- 7.9. The core programme team will also provide input into activities – such as the on-going programme of rail passenger franchising – where there is a need to provide a strategic input and/or need to improve the alignment of decision making required to achieve a user-focused transport system that supports economic and housing growth.
- 7.10. The Business Plan will be kept under regular review throughout the 3-year period. The core programme team will actively work to ensure strong linkages with work underway across the Heartland to develop an Economic Industrial Strategy and improve the co-ordination of local planning.

Delivering the Strategy

- 7.11. Realisation of the objectives set out in this Business Plan will require more efficient delivery mechanisms.
- 7.12. Critical to this requirement will be the identification of a pipeline of improvements (infrastructure and services) required to enable delivery of planned economic and housing growth.
- 7.13. The identification of a pipeline of improvements will enable the delivery of improvements to be delivered faster and at lower cost through the more efficient use of design resources. It will also provide greater clarity of future investments by the public sector. This will give confidence to private sector investors to make a commitment to invest, as well as offering the public sector partners greater opportunity to secure funding from third parties.
- 7.14. The pipeline of improvements will be used to:
- Secure an 5-year funding package to support delivery of an agreed programme of works
 - Secure an indicative funding envelope for years 5-10 to enable the development of proposals to the point that they are ready to enter the delivery programme
 - Improve the alignment of investment programmes, both national and local in support of the common objective of enabling economic and housing growth
- 7.15. Each five-year funding package will be managed as a single programme, providing flexibility to ensure improvements are delivered in a timely manner, thereby enabling the Strategic Transport Forum to respond positively to investment opportunities in economic and/or housing growth where these arise as a consequence of changes in local economic circumstances.

8. Year 1: 2018/19

8.1. The 2018/19 work programme will be focused around ten main work streams, sub-divided into a number of activities

[Note: topic papers will be published at various points throughout the work to develop the overarching Transport (Connectivity) Strategy – this will be used to seek comments/input from stakeholders]

a) Overarching Transport Strategy – Evidence Base

- User Perspective - working with Transport Focus and other stakeholders to develop and publish a topic paper that takes the baseline evidence and sets out user expectations – to include the identification of performance standards for users
- NGO Perspective – working with NGO stakeholders to develop and publish topic paper on expectations of the overarching Transport (Connectivity) Strategy

Base Line Report – initial draft will be published in Q1, reviewed and updated in light of comments received; revised version published alongside the draft Strategy

b) Overarching Transport Strategy – Future Demand

- Scenario planning – commission specialist advisors to facilitate scenario planning workshops with a view to developing and publishing topic paper on potential future scenarios for the transport system
- Policy Modelling of Scenarios – developing the capability to undertake modelling of the implications for the transport system of future policy scenarios, linked to economic and housing growth scenarios
- Data Hub – establishing a datahub for the Heartland area: open access in order to encourage/enable the Heartland to be a 'living laboratory' for innovation
- Mobility as a Service – develop a topic paper setting out the potential and opportunities associated with MaaS; reaction to topic paper used to shape the policy framework in the draft Strategy

Future Demand Report - building on the base line report, the initial draft of the Future Demand report will be published in Q2, reviewed and updated in light of comments received; revised version published alongside the draft Strategy

- Innovation Working Group – develop proposals, working in partnership with the 'delivery partners' and the SME community, to enable innovative solutions to come forward in support of meeting future transport needs

c) Overarching Transport Strategy – draft Strategy

- Publication of draft principles for the overarching Transport Strategy in Q1 as a topic paper
- Publication of draft objectives for the overarching Transport Strategy in Q2 as a topic paper
- Publication of draft overarching Transport Strategy at end of Q3 – followed by minimum 8 week period of consultation and engagement: analysis of comments received to begin towards the end of Q4

Draft Transport (Connectivity) Strategy – to be launched at a stakeholder event in Q3

d) Prioritisation Framework

- Commission specialist advice to develop a prioritisation framework through which infrastructure and service improvements that enable economic and housing opportunities to be realised

Draft Prioritisation Framework – to be published alongside draft Transport (Connectivity) Strategy in Q3

e) Integrated Sustainability Appraisal

[Note: scoping report for Integrated Sustainability Appraisal will be commissioned as part of the 2017/18 work programme – Q4]

- Assessment of draft Strategy – specialist advisors will be commissioned to provide independent assessment of the emerging draft overarching Transport (Connectivity) Strategy: overseen by dedicated resource within the core programme team

Draft Integrated Sustainability Appraisal – to be published alongside draft Transport (Connectivity) Strategy in Q3

f) Major Road Network

[Note: initial scope of the Major Road Network will be undertaken as part of the 2017/18 work programme – Q4 – building on the DfT led consultation process expected to be published autumn '17]

- Performance measures – working with local partners across the Heartland, develop and publish a topic paper (in Q2) setting out the proposed performance measures.

Draft Major Road Network – to be published as part of the draft Transport (Connectivity) Strategy in Q3

- Cambridge to Oxford Expressway – working with Highways England and the Department for Transport to ensure that proposals for the Expressway reflect the agreed strategic objectives, and are aligned with proposals for East West Rail and the A1 East of England.
- A1 East of England – working with Highways England and the Department for Transport to ensure that proposals are aligned with proposals for East West Rail and the Cambridge to Oxford Expressway
- Strategic Studies – working with the Department for Transport and Highways England - through 'Highways Heartland' – to identify and co-commission further strategic studies

g) Integrated Rail Network

- East West Rail – support for the East West Rail Consortium will continue to be managed as part of the core programme team, enabling greater flexibility in the use of resources available to support delivery of this key strategic improvement.

Key roles for 2018/19 will include:

- Enabling realisation of the consent strategy for the delivery of the Western Section

- Ensuring a coherent strategic approach to the development and delivery of the project by aligning activity on the Western, Central and Eastern sections

[Note: governance and working arrangements will be reviewed as appropriate to reflect the expected emergence of the new 'East West Rail' organisation promoted by the Secretary of State for Transport]

- High Level Output Specification – identifying future strategic priorities in Q1: subsequently working with the Network Rail System Operator to co-commission studies to identify potential improvements required (infrastructure and services)
- Future Shape of Rail Passenger Franchising – using the output of specialist advice commissioned as part of the 2017/18 work programme, working with the DfT to ensure that future rail passenger franchises support the need to improve connectivity across the Heartland in support of economic and housing growth
- Rail Passenger Franchises – continuing to work with the Department for Transport to ensure that the East Midlands, West Coast Partnership and Great Western franchises reflect the need to improve connectivity in support of economic and housing growth.

h) Freight and Logistics

- Future Shape of Logistics – working with the freight and logistics sector to prepare and publish a topic paper on freight and logistics alongside publication of the draft Transport (Connectivity) Strategy in Q3

i) Delivery Mechanisms

[Note: initial scope of the key issues and opportunities for improving delivery mechanisms will be undertaken as part of the 2017/18 work programme]

- Delivery Framework – working with the 'delivery partners' and representatives from the broader construction sector to develop options for the delivery framework that will be used to implement a future pipeline of improvements in infrastructure and services.

j) Sub-national Transport Body

[Note: the Terms of Reference for the Strategic Transport Forum will have been reviewed and updated as part of the 2017/18 work programme: these will come into effect in Q4 of 2017/18]

- Developing the Proposal – commission specialist advisors to support the core programme team in developing a detailed proposal - to include consideration of the potential powers required in order to enable effective delivery of the overarching Transport (Connectivity) Strategy

Engagement with potential partners and interested stakeholders to take place on an on-going basis throughout the process

- Draft Proposal – published for consultation (in accordance with the requirements of the legislative framework) at the start of Q3

In developing the draft proposal the core programme team will actively work with individual Local Transport Authorities (the promoters of the proposal). They will also work with wider corridor governance working arrangements to ensure alignment with activities on the Economic Industrial Strategy and co-ordinated local planning

Proposal to establish a Sub-national Transport Body – subject to the approval of all potential partners, will be published alongside draft overarching Transport (Connectivity) Strategy at the end of Q3

8.2. A comprehensive programme of stakeholder communication and engagement will be integral to the work programme as a whole. Key audiences will be:

- Members of the Strategic Transport Forum
- All local partners across the Heartland – local transport authorities, local planning authorities, local enterprise partnerships
- Local MPs across the Heartland – building on the work of the existing East West Rail All Party Parliamentary Group
- Wider business community across the Heartland
- Wider stakeholder community across the Heartland

8.3. Also integral to the delivery of this Business Plan will be continued close working with strategic partners nationally, in particular the Mayor of London, Midlands Connect and Transport for the North.

9. Year 2: 2019/20

9.1. The 2019/2020 work programme will continue to be focused on the core purpose of the Strategic Transport Forum:

- The preparation and publication of the overarching Transport (Connectivity) Strategy
- The identification of a prioritised pipeline of investment requirements (infrastructure and services) that are required in order to deliver that Strategy
- The introduction and use of mechanisms developed in collaboration with the private sector that will enable investment priorities to be delivered quicker and at lower cost

9.2. It will build upon and use the main work streams that formed the core of the 2018/19 work programme.

a) *Overarching Transport Strategy – Evidence Base*

- GIS Databank – will be maintained by the core programme team and continue to be made available to all local partners across the Heartland. It will continue to be updated to reflect proposals that come forward through the Economic Industrial Strategy and the publication of Local Plan proposals.
- Transport User Baseline – will be maintained by working with Transport Focus to ensure an up to date baseline of user satisfaction and expectation across the transport system

Base Line Report – an updated version of the report will be published alongside the final version of the overarching Transport (Connectivity) Strategy in Q3

b) *Overarching Transport Strategy – Future Demand*

- Policy Modelling of Scenarios – this capability will be maintained by the core programme team and continue to be made available to all local partners across the Heartland

- Data Hub – will continue to be supported and updated by the core programme team as an on-going commitment to encourage/enable the Heartland to be a 'living laboratory' for innovation
- Mobility as a Service – opportunities to develop and support the availability of user focused transport solutions will be identified and taken forward in support of the overarching Transport (Connectivity) Strategy

Future Demand Report - an updated version of the report will be published alongside the final version of the overarching Transport (Connectivity) Strategy

- Innovation Working Group – will continue to work in partnership with the 'delivery partners' and the SME community, to enable innovative solutions to come forward in support of meeting future transport needs

c) Overarching Transport Strategy – final Strategy

- Comments received in response to the consultation on draft Strategy will be reviewed in Q1 and Q2
- A final version of the overarching Transport Strategy will be prepared in Q2 for approval in Q3

Final Transport (Connectivity) Strategy – to be launched at a stakeholder event in Q3

d) Prioritisation Framework

- The agreed prioritisation framework will be used to identify a pipeline of infrastructure and service improvements that are required in order to enable the delivery of economic and housing opportunities

Investment Pipeline – to be published alongside the Transport (Connectivity) Strategy in Q3

e) Integrated Sustainability Appraisal

- Assessment of revisions to the draft Strategy – specialist advisors will be retained to provide independent assessment of proposed changes to the draft of the overarching Transport (Connectivity) Strategy

Integrated Sustainability Appraisal – to be published alongside final Transport (Connectivity) Strategy in Q3

f) Major Road Network

- Performance measures – the core programme team will continue to work with local partners across the Heartland to monitor performance against the agreed measures.

Annual Performance Report – to be published alongside the the final Transport (Connectivity) Strategy in Q3

- Cambridge to Oxford Expressway – continuing to work with Highways England and the Department for Transport to ensure that proposals for the Expressway reflect the agreed strategic objectives, and are aligned with proposals for East West Rail and the A1 East of England.

- A1 East of England – continuing to work with Highways England and the Department for Transport to ensure that proposals are aligned with proposals for East West Rail and the Cambridge to Oxford Expressway
- Strategic Studies – continue to work with the Department for Transport and Highways England - through 'Highways Heartland' – to identify and co-commission further strategic studies

g) Integrated Rail Network

- East West Rail – the core programme team will work as part of the governance and working arrangements (developed collaboratively by the Department for Transport and East West Rail Consortium in 2018/19)
- High Level Output Specification – ensuring that future strategic priorities are reflected in the agreed work programme for Control Period 6: working with the Network Rail System Operator to co-commission studies to identify potential improvements required (infrastructure and services)
- Future Shape of Rail Passenger Franchising – continuing to work with the DfT to ensure that future rail passenger franchises support the need to improve connectivity across the Heartland
- Rail Passenger Franchises – continuing to work with the Department for Transport to ensure that the East Midlands, West Coast Partnership, Great Western and Cross Country, beginning preparations for the reletting of the Chiltern franchise.

h) Freight and Logistics

- Future Shape of Logistics – working with the freight and logistics sector to take forward a detailed programme of work agreed following the publication of the topic paper on freight and logistics

i) Delivery Mechanisms

- Delivery Framework – working with the 'delivery partners' and representatives from the broader construction sector to put in place to establish the delivery framework to be used to implement the future pipeline of improvements in infrastructure and services.

j) Sub-national Transport Body

- Submitting the Proposal – subject to the agreement of the local transport authorities proposing the establishment of a Sub-national Transport Body, the proposal will be submitted to the Department for Transport. Although responsibility for taking the proposal through the secondary legislative requirements will rest with the Department for Transport, specialist advisors will be retained to support the core programme team throughout this period
- Transition Team – in parallel with the submission of the proposal, a transition team will be established to take forward preparations for establishing the Sub-national Transport Body

The core programme team will continue to work actively with individual Local Transport Authorities (the promoters of the proposal). They will also work with wider corridor

governance working arrangements to ensure alignment with activities on the Economic Industrial Strategy and co-ordinated local planning

9.3. The programme of stakeholder communication and engagement begun in 2018/19 will be continued. Key audiences will continue to be:

- Members of the Strategic Transport Forum
- All local partners across the Heartland – local transport authorities, local planning authorities, local enterprise partnerships
- Local MPs across the Heartland – building on the work of the existing East West Rail All Party Parliamentary Group
- Wider business community across the Heartland
- Wider stakeholder community across the Heartland

9.4. Also integral to the delivery of this Business Plan will be continued close working with strategic partners nationally, in particular the Mayor of London, Midlands Connect and Transport for the North.

Mid-year Review of Business Plan

9.5. A mid-year review of the Business Plan will be undertaken once the proposal to establish the Sub-national Transport Body has been submitted. This will ensure that the work programme is fully aligned with the roles and responsibilities of the Sub-national Transport Body. It will also ensure that the work programme reflects the requirements set out in the published overarching Transport (Connectivity) Strategy.

10. Year 3: 2020/21

10.1. The 2020/21 work programme will see the establishment of the Sub-national Transport Body and the implementation of the overarching Transport (Connectivity) Strategy.

11. Core Programme Team

11.1. Experience with the work programme for 2017/18 has demonstrated the importance of the core programme team working in support of the Strategic Transport Forum.

11.2. Whilst the underlying philosophy will remain one of collaborative working, the work programme set out in this Business Plan will require the core programme team to be strengthened.

11.3. This is required to manage the expanded of commissioned work necessary to develop an evidence based overarching Transport (Connectivity) Strategy, the development of the prioritised pipeline of improvements and the development of the proposal for a Sub-national Transport Body.

11.4. The core programme team will continue to be led by the Programme Director. An organisational chart for the strengthened core programme team is attached as Annex 2.

11.5. Priority will be given to the use of secondments from Strategic Alliance partners to resource the core programme team. Secondments will offer the greatest flexibility in terms of securing the resource required in a timely and cost effective manner. It will also ensure that

the investment made in strategic transport planning is retained within the Heartland for the longer term.

- 11.6. As part of the commitment to simplify working arrangements overall, opportunities will be explored to fully intergate the East West Rail Consortium support team as part of the core programme team.
- 11.7. The decision to submit the proposal to establish a Sub-national Transport Body will trigger the need to establish a transition team. This team will be responsible for taking forward the programme of work required to establish the new organisation, including the identification of a new organisational structure and the recruitment of personnel. Recruitment to the new organisation will be on an open and competitive basis.

12. Governance and Financial Framework

- 12.1. The period covered by this Business Plan will see England's Economic Heartland develop its capacity and capability as an emerging Sub-national Transport Body.
- 12.2. The efficient resourcing and funding of the core programme team will be fundamental to maintaining the support of its Partners and to the successful delivery of the shared vision and ambitions.
- 12.3. England's Economic Heartland's aim is to create an agile and influential organisation that brings together 'voices' from across the Heartland into one single strategy. This will provide evidence-based advice on transport investment decisions that are capable of driving transformational economic growth.
- 12.4. Buckinghamshire County Council will continue to act as the Accountable Body until the establishment of the Sub-national Transport Body. As the Accountable Body the Council will host the core programme team and provide support in terms of accommodation, ICT, HR and payroll.
- 12.5. The Programme Director will be accountable for ensuring that the agreed work programme is delivered isefficiently and effectively. The work programme will be updated in accordance with an annual business planning cycle.
- 12.6. The Programme Director will prepare an annual budget for consideration and approval by the Strategic Alliance partners and the Department for Transport.
- 12.7. Commissioned work will be let in accordance with the financial framework of the Accountable Body (Buckinghamshire County Council). The Programme Director may agree to use the financial framework of another Strategic Alliance partner where this is more cost effective and/or efficient for the delivery of the agreed work programme.
- 12.8. Performance will be monitored on a monthly basis and reported to the Strategic Alliance leaders and the Department for Transport on a quarterly basis.
- 12.9. Reporting will set out expenditure against the agreed work programme and include an estimated of the outturn position for the year end. The Programme Director will be responsible for reporting variances. They will also be responsible for setting out proposed actions to address performance issues relating to the delivery of the agreed work programme.

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12.10. The transition team will be responsible for establishing the governance framework for the new body, including arrangements to secure financial accountability

13. Risks and challenges

13.1. [to be developed]

14. Measuring Success

14.1. [to be developed]

September 2017