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TRANSPORT FOR THE
NORTH

The Northern Powerhouse: One Agenda, One Economy, One North

A report on the Northern Transport Strategy

March 2015





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Front cover image: Alasdair Rae, Sheffield University

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Joint Foreword



This is the first joint publication from Government, Northern city regions and Local Enterprise Partnerships, working together and with Highways England, Network Rail and HS2 Ltd as the Transport for the North Partnership Board.

Our shared aim is to transform Northern growth, rebalance the country's economy and establish the North as a global powerhouse. This strategy sets out how transport is a fundamental part of achieving these goals and how we will develop the long-term investment programmes needed.

Creating the 'Northern Powerhouse' of economic growth, driven by a flourishing private sector and supported by innovative local government requires us to harness and unify the people power of our city regions and the wider North. Rebalancing the national economy is a core part of Government's economic strategy, and an agreed priority with city leaders across the North. City region authorities and Local Economic Partnerships have already made great strides, but we can and do need to go further.

A world class transport system must better link up the individual cities and towns in the North, to allow them to function as a single economy and be stronger than the sum of their parts. The North has many centres of excellence increasingly recognised on the global stage, including the city regions of Liverpool,

Manchester, Leeds, Sheffield, Newcastle and Hull, as well as Cumbria, Lancashire, Cheshire, North Yorkshire and the Tees Valley. These places have seized the opportunity to promote their strengths and drive up productivity with growth strategies that align skills, local transport and economic renewal.

Alongside investment in skills, support for business and regeneration of our city centres, a transformation in connections between the great cities of the North and beyond will enable them to increase their productivity to meet the levels currently only seen in London and the South East¹. The Government's clear commitment to the full HS2 'Y' network alongside record levels of other transport investment will transform journeys between London, the Midlands, Scotland and the North's key growth areas. This will provide the foundation from which we can build a Northern Powerhouse that will be able to compete with the best performing regions of Europe. This will bring in investment from overseas, further driving growth and completing a virtuous circle, cementing the North as a global centre for innovation and trade.

1 Regional GVA data from the Office for National Statistics.

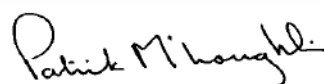
Our aim is for economic growth in the North to be at least as high as the rest of the country, to complement and act as a balance to the economic weight of London. This is a priority that has attracted the full support of Northern political leaders as well as major commentators, such as the RSA Cities Growth Commission which recently drew together a wealth of academics, business leaders and decision-makers to explore how our city regions could be freed to realise their full potential.

Sir David Higgins' conclusion when taking up his post as HS2 Ltd Chairman last year was that there is huge untapped potential for more trade and commerce across the Pennines, but that would require better connections than currently exist². It also formed the basis of the One North prospectus³, which helped to scope out a vision for a connected Northern Powerhouse and confirmed the value of establishing Transport for the North.

This report identifies a long term transport strategy and how we will develop the associated investment programme, following the ambitions set out by One North. The challenge for Transport for the North is to realise that overall ambition. This report also provides an update on what has been known as HS3 and describes how we are looking more broadly at improvements to a Northern-wide 'TransNorth' rail network.

Transport for the North will now develop a clear plan for the pan-Northern connections that will help to forge a single Northern economic area. This report is the first step in outlining our shared agenda for transformational connectivity across the North to support once in a generation economic renewal.

The yardstick by which our plans must be measured is simple. They must help create the single market for people, goods and ideas that will empower the North to compete with the rest of the world. They must drive the growth of the knowledge economy in which access to skills, ease of travel and the ability to create talent clusters are crucial for both the region and the companies within it. And they must, alongside other Northern Powerhouse interventions, help to transform the economy of the North to become an engine for growth in the UK.



Rt. Hon. Patrick McLoughlin MP,
Secretary of State for Transport



Sir Richard Leese CBE,
Chair of Transport for the North Partnership
Board and Leader of Manchester City Council

2 <http://assets.hs2.org.uk/sites/default/files/inserts/Higgins%20Report%20-%20HS2%20Plus.pdf>

3 http://www.manchester.gov.uk/news/article/6940/one_north_region_s_cities_unveil_joint_plan_for_improved_connections

Our Plan – Executive Summary

This transport strategy has brought together central and local government, the national transport agencies and Local Enterprise Partnerships behind a single joined up vision.

That vision is for a North which has a vibrant and growing economy, acts as a magnet for inward investment, and which capitalises on the strengths of Northern cities to build a Northern Powerhouse. We need a new approach to maximise the economic potential of the North; allowing the North's talent to become more mobile; allowing companies to access the widest pool of people and skills they need to grow; and connecting businesses to each other to make them more efficient. And crucially, it should be at a pan-Northern level, to create a single economy across the North.

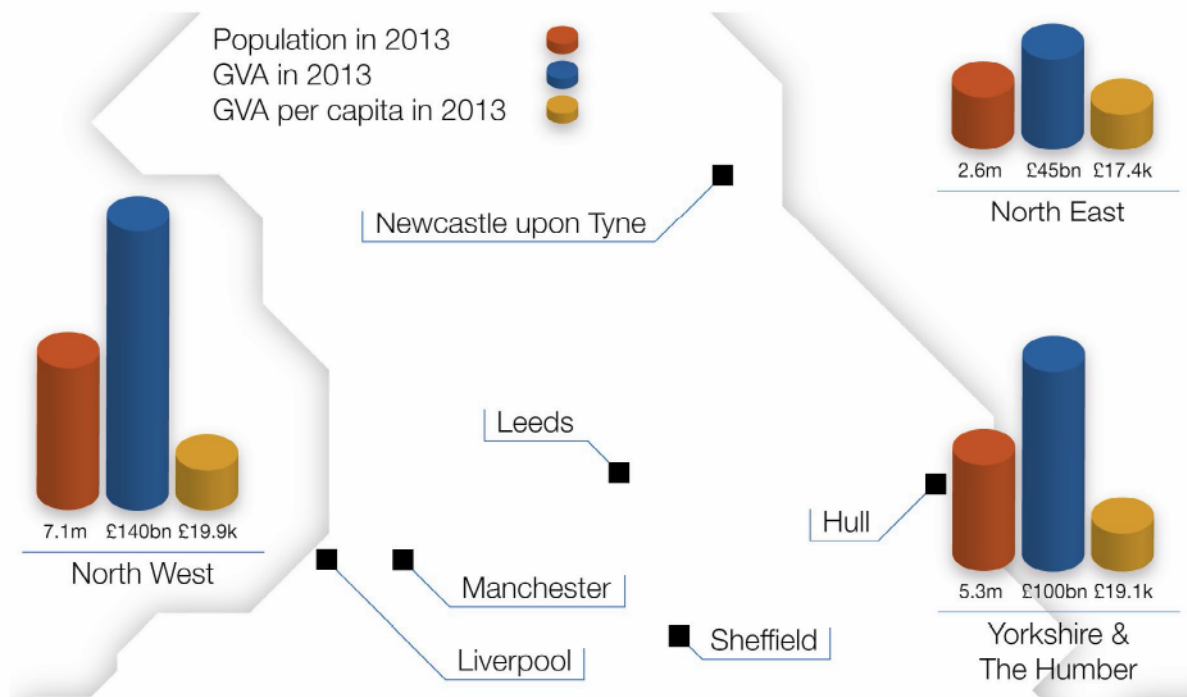
The Northern Powerhouse needs each city region in the North to perform to its maximum. City regions are where most of our economic activity is centred, and where we expect the majority of future growth sectors to be based. The North's cities are already strong, and are increasingly being given the tools to get even stronger through more powers and funding devolved from Westminster in City Deals, Devolution Deals and Growth Deals, allowing transport powers and funding to be delivered at the most appropriate level.

However, there is an opportunity to do much more. Excellent connectivity across the North will take the city regions' individual performance to the next level, bringing them together to help create the critical mass to compete globally. To allow this to happen, our new approach is for the North to take a lead in prioritising and planning transformative transport interventions, right across and beyond the North to: transform connectivity; improve journey times; improve capacity and resilience; and simplify the user experience. Our strategy is about using transport to aid change in future patterns of land use and economic growth, with the goal of creating a single economy in the North. Rather than forecasting the future from current trends we aim to change that future.



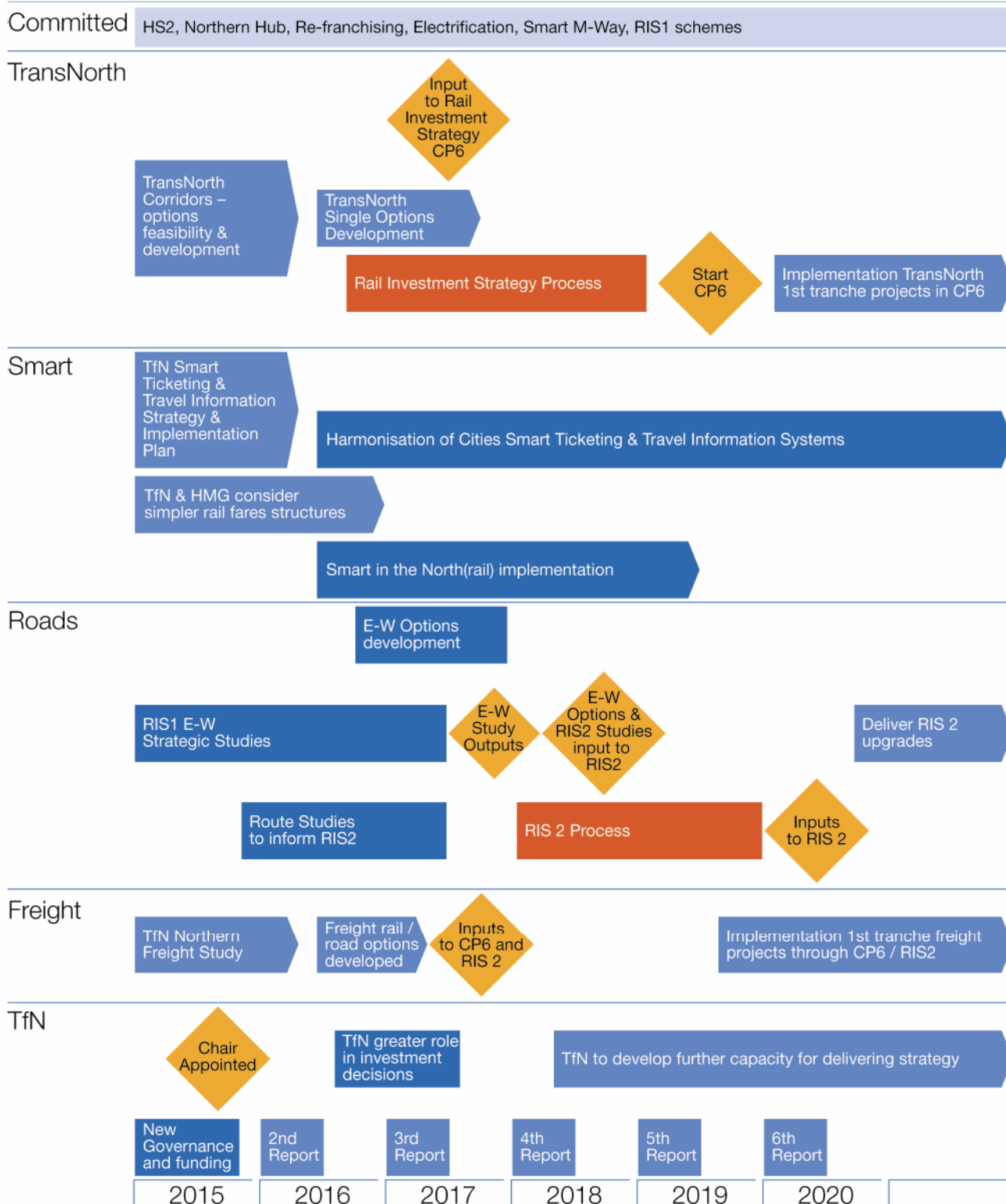
Therefore, we will:

- Transform city to city rail connectivity east/west and north/south through both HS2 and a new TransNorth system, radically reducing travel times across this intercity network;
- Ensure there is the capacity that a resurgent North will need in rail commuter services;
- Deliver the full HS2 'Y' network as soon as possible, including consideration of accelerating construction of Leeds-Sheffield;
- Enhance the performance of the North's Strategic Road Network (SRN) through delivery of the committed first phase of the Roads Investment Strategy;
- Further enhance the long-term performance of the Northern SRN through a clear vision and strategy that embraces transformational investment and technology;
- Set out a clearly prioritised multimodal freight strategy for the North to support trade and freight movement within the North and to national/international markets;
- Pursue better connections to Manchester Airport through TransNorth, whilst city regions consider connectivity to the North's other major airports; and
- Develop integrated and smart ticket structures to support our vision of a single economy across the North.



GVA and Population Estimates by Region

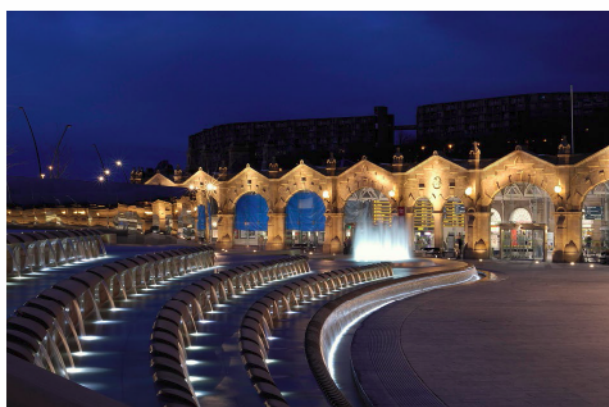
Source: ONS provisional 2013 mid-year GVA and population estimates (in 2013 prices), figures have been rounded



Timeline for the Northern Transport Strategy

Our Vision for the North

We have a vision for a North with a vibrant and growing economy that builds on the existing strengths of Northern city regions, attracts and retains the brightest and best talent and attracts investment from overseas. The North could be one of the world's most competitive regions, playing host to successful and innovative global companies, offering its leading talent to businesses and using its state-of-the-art transport connections to clusters of thriving businesses.



HM Treasury analysis shows that realising the ambition to rebalance the UK economy would be worth an additional £56 billion in nominal terms to the northern economy, or £44 billion in real terms equal to £1,600 per individual in the North⁴. We want to harness the talent and potential offered by an area of 15 million people,

which already generates around £290 billion⁵ output per year, to secure a new scale of activity and rival the best trade centres in Europe. We want to see the North capitalise on its natural assets as part of the UK. It could be one of the easiest places in the world to do business, attracting world companies that can make the most of the UK's time zone advantage which allows the North's office hours to overlap with those of countries that collectively generate the majority of the world's GDP.

To achieve this, we will need a package of measures that will support the Northern Powerhouse alongside transformative transport interventions.



4 If the northern economy grows in line with the OBR's forecast for the average across the UK between now and 2030, its GVA would be £56 billion higher in nominal terms or £44 billion in real terms, than if it grew at its historic average (1994-2012): <https://www.gov.uk/government/news/northern-powerhouse-chancellor-sets-out-pathway>

5 Regional GVA and population data from the Office for National Statistics.

The North should be a network of modern city regions, driven by the knowledge economy and rich in job opportunities for all. Transport will underpin this vision – a fast, efficient and effective transport system will operate across the North providing a catalyst for growth and supporting people and businesses to fulfil their potential.

Faster, more frequent and more comfortable trains will connect city centres to each other and to the rest of the country. The strategic road network will offer reliability for people to travel and goods to move around the region and the rest of the country with minimal

congestion. People and goods will be well connected to city regions by local rail, rapid transit and road and with enjoyable walking and cycle-friendly streets and neighbourhoods. And the North's ports and airports will be easily accessed from across the region to promote international trade and travel.

We can see how an efficient and effective transport system in the Northern European urban areas of the Randstad and the Rhine-Ruhr unite smaller cities into one economic area and increase overall performance.

International Examples

The Randstad region includes around half of the Dutch population, almost 8 million people, and is bounded by the four cities of Amsterdam, Rotterdam, the Hague and Utrecht. These cities are linked by journeys of around 30 – 50 minutes, including an extensive road network and fast and frequent rail services. These transport links are supported by local rail, tram and bus connections. They also include Schiphol airport, one of Europe's major airports, and Rotterdam port, which is linked by a waterway freight corridor and a dedicated freight railway, within the region. The Randstad generates around half of the Netherlands' GDP (£210 billion in 2011). GDP per inhabitant varies across the region but is between £18,500 and £30,000 per year in 2011.

Source: Eurostat.

The Rhine-Ruhr generates GDP of around £540 billion per year in 2011. The average GDP per inhabitant is between £22,900 and £25,300. It draws together 23 million people mainly from five large cities (Köln, Düsseldorf, Duisburg, Essen and Dortmund) and 10 smaller cities, but they work as one economic area.

E.ON and Deutsche Post DHL amongst others have their headquarters in the region but have a reach across Europe. The region has the most heavily used autobahn roads in Germany and a network of fast intercity, interurban and metro style rail services. It has one major international airport at Düsseldorf, with a high speed rail link to other European cities. Duisburg is the largest inland port in Europe supporting heavy industry and distribution parks.

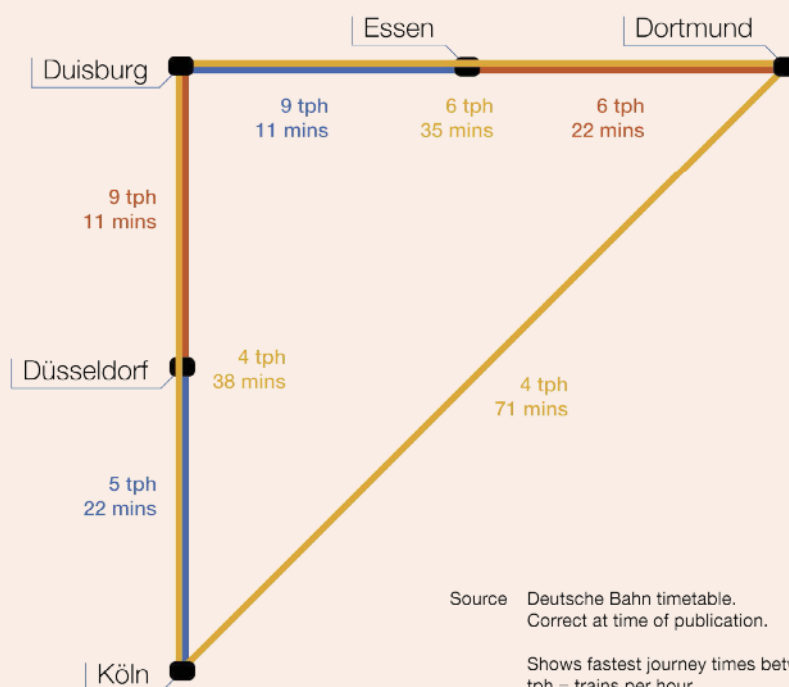
Randstad has higher frequency and faster rail connections



Source NS Rail timetable.
Correct at time of publication.

Shows fastest journey times between two cities.
tph = trains per hour

The Rhine-Ruhr has higher speed and higher frequency rail connections



Source Deutsche Bahn timetable.
Correct at time of publication.

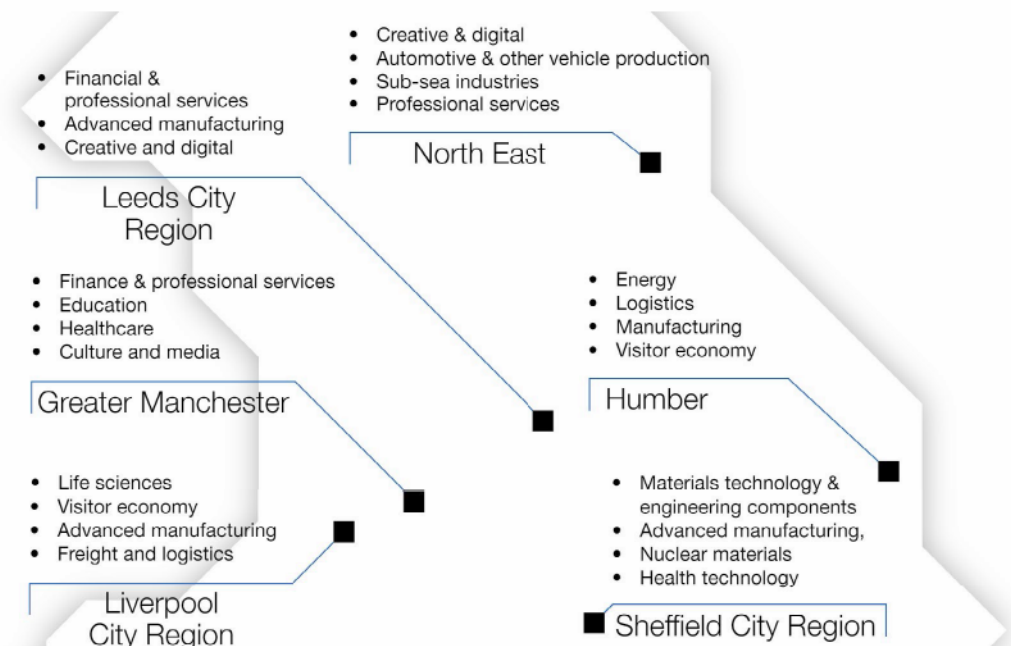
Shows fastest journey times between two cities.
tph = trains per hour

Building a Northern Powerhouse

Cities and their surrounding areas are home to three-quarters of our population and even more of our jobs, meaning they are important to the long-term growth and economic success of England⁶.

Cities' large labour markets are good for people and businesses, and the proximity of companies and people to each other means better and more effective business connections and innovation spill-over. Cities and city size matter for growth: the top 600 urban centres in the world contain just one fifth of global population but create around half of global GDP⁷.

Northern city regions have already set out in their Strategic Economic Plans how they will develop their strengths in the knowledge-based growth sectors of the future: creative industries in Liverpool; media in Manchester; legal in Leeds; advanced manufacturing in Sheffield; energy in Hull; and software development in Newcastle. The North houses seven top rank universities and its cities' vibrant creative and cultural sectors make them attractive places to live and work.



Growth sectors identified in City Regions' Strategic Economic Plans

Source: TfN

⁶ <https://www.gov.uk/government/policies/giving-more-power-back-to-cities-through-city-deals>

⁷ http://www.mckinsey.com/insights/urbanization/urban_world

Fundamental to the Northern Powerhouse is each Northern city region reaching its full potential. That means better education, matching skills to business growth areas of the future; new models of business support and economic regeneration; and better connecting people to jobs. City regions and their Local Enterprise Partnerships (LEPs) pull together public and private sectors to do this, using Strategic Economic Plans to drive growth and development; and to ensure people can better access jobs and a brighter future.

The North has **7** of the UK's **24**
Russell Group universities

The North 

Growth and Devolution Deals have allocated funding for transport, skills and economic renewal; and handed over powers, responsibility and longer-term funding to help Northern cities properly plan their future. The private sector has followed suit, ploughing investment into the North.



Government Northern Powerhouse investments:

£235 million

Sir Henry Royce Institute for advanced materials research, based in Manchester, with centres in Leeds, Liverpool and Sheffield

£113 million

Cognitive Computing Research Centre in Warrington

£78 million

The Factory Manchester, a new theatre and exhibition space

£20 million

Innovation Hub for Ageing Science in Newcastle

New National College for Onshore Oil and Gas

in Blackpool, with centres at Chester, Redcar and Cleveland

Doubling the number of northern cities to benefit from the Government's superfast broadband programme

Private Sector investments planned and underway:

Humber

£310 million wind turbine technology from Siemens and Associated British Ports

£450 million Logistics and Marine Energy Park from Able UK

£350 million bio fuel refineries from Viverno Fuels

Liverpool City Region

£350 million Liverpool2 deep-sea container port from Peel Ports

£920 million City Centre retail from Grosvenor Group

Greater Manchester

£800 million Airport City Enterprise Zone

£1 billion East Manchester housing programme from Abu Dhabi United Group

North East

£150 million in Newcastle's marine and offshore sector

£82 million train construction facility from Hitachi

Leeds City Region

£150 million Victoria Gate Leeds city centre

£260 million Broadway Bradford city centre

Sheffield City Region

£400 million Peak Resort, Sheffield city centre

£400 million intermodal freight interchange in Doncaster from Veridon.

Source: HM Treasury, Transport for the North and publically available sources.

Good transport has a key part to play in delivering the Northern Powerhouse. It creates an engine for growth by providing:

- Better connections between economic centres allowing clusters to develop even where companies are located apart; supporting more trade, more interactions between businesses and the generation of more products and ideas; and allowing businesses to specialise in their core business and become more efficient;
- Better commuting opportunities to the centres of economic activity, allowing businesses to access ever more of the skills that they need to have a competitive advantage, and empowering people to derive most benefit from their individual talents through their career; and
- Better travel information and ticketing systems that can expand travel horizons for businesses and individuals, multiplying the benefits offered by infrastructure investment alone.



The Need for a New pan-Northern Approach

The cities of the North are individually strong, and increasingly they have the tools to grow.

There are many of them, and working together they can be stronger than the sum of their parts. The Northern Powerhouse presents an opportunity to better connect the cities of the North and create a unified economic area that makes the most of existing skills and businesses and attracts new ones. This relies on better connections both within our city region and journey-to-work areas and, crucially, across the North, to the rest of the nation and internationally. Developing and delivering the best package of measures to achieve this is the key role Transport for the North, working in partnership with Government, has to play.

The knowledge economy, including communications, business services, media and digital, education, and advanced manufacturing, represents a significant part of the future growth of the UK economy, and features in the Government's Industrial Strategy⁸. These sectors generate high returns, have lower overheads, and will make Britain competitive now and in the future. In each, ideas and innovation can lead to world changing new businesses which push at the edge of how society works such as the internet, 3D printing and graphene have already shown.

And as the world becomes more technologically advanced, it is these sectors Britain must master to be a world leader in this century and the next. Much of the knowledge economy thrives in cities⁹, where ideas and innovation are created, and the opportunities to grow are greatest. City centres in particular house these sectors, which rely on good rail links to connect businesses to each other and bring commuters into work from the surrounding suburbs and counties.

As the City Growth Commission, Centre for Cities and IPPR North have concluded, the North has a number of medium-sized cities which perform well individually in a national context, but as part of a united economic area would be capable of competing with the best in the world. To address this, we aim to expand the scale and quality of commuter networks around our cities to strengthen and widen their accessible skills markets; and radically reduce the rail journey times between the major city centres in the North to allow talent to move between them on a daily basis.

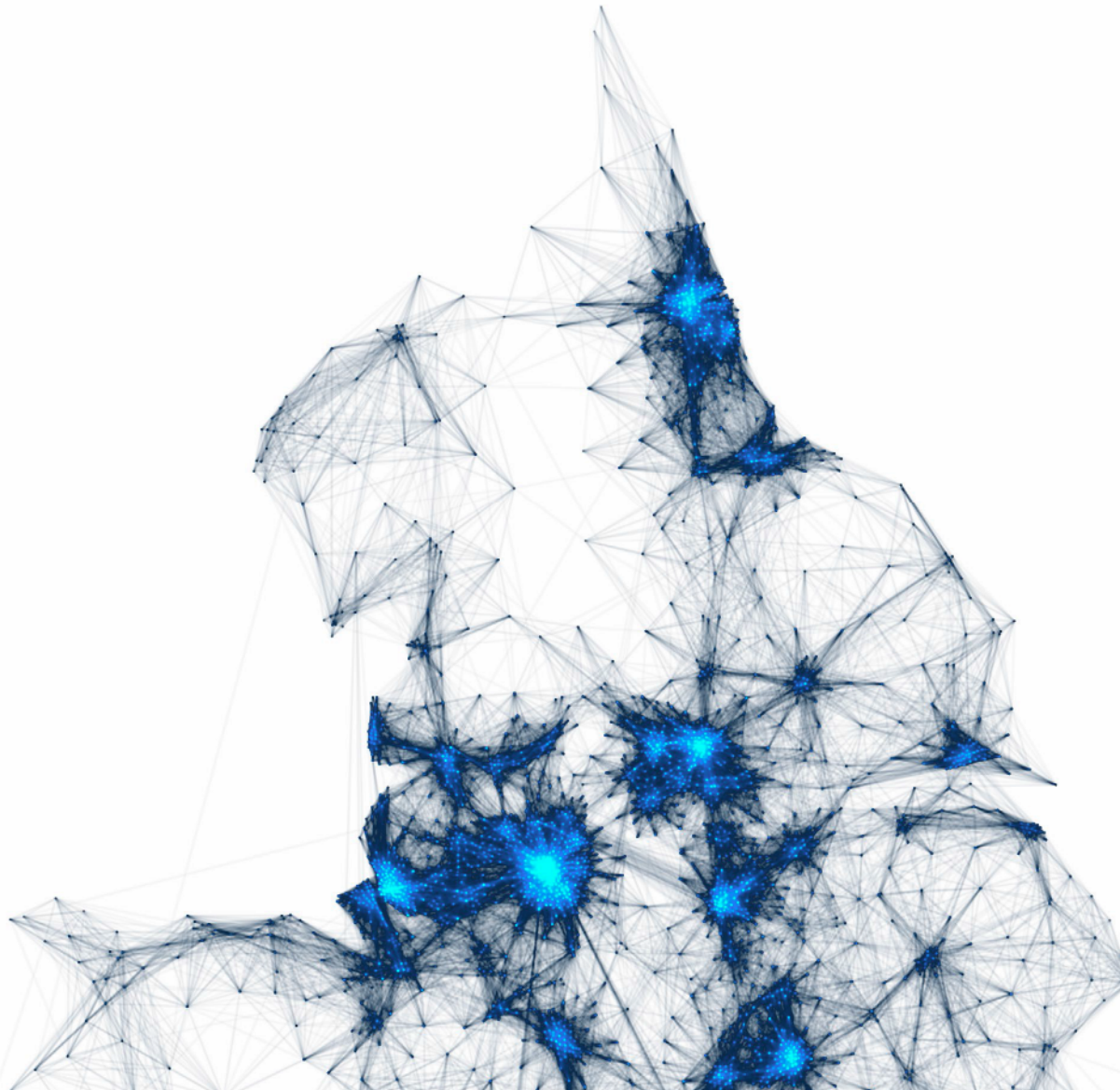
8 <https://www.gov.uk/government/collections/industrial-strategy-government-and-industry-in-partnership>

9 https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/7523/CO_Unlocking_20GrowthCities_acc.pdf

Some knowledge sectors are based outside city centres, though can often be found clustering in manufacturing and science parks, or around universities. Chemical, machinery and technology production, automotive and aerospace industries, life sciences, and pharmaceuticals require more floor space and can avoid the high rents associated with denser areas. These sectors may rely more heavily on roads for people and goods, with reliable time-sensitive freight connections to international gateways. Other growth sectors in the North such as logistics, heavy manufacturing and the visitor economy need different transport interventions. The logistics industry itself relies on moving goods efficiently and reliably, with good road and rail connections as well as access to ports and airports, and increasingly inland waterways. Heavy manufacturing can be sited close to ports, requiring good local development plans and onward connections. The visitor economy relies on good quality easy to use and understandable connections within cities, across the North and the country and to the nation's airports. What is required is a comprehensive package of transport interventions which takes account of the different needs of businesses and users, all of which are focused on boosting economic growth.

This strategy marks a new approach, to maximise the economic potential of the North, to allow workers to be more mobile and realise their potential, companies to get access to the people and skills they need to grow, and businesses to better connect with each other to become more efficient. A workforce able to move around its region, including between cities, is able to better access jobs and opportunities. And a more mobile workforce means a bigger labour market which benefits businesses. Businesses which are well connected to each other can find much needed services and products, and the costs of transporting people and products are lower. And more business interactions generate new ideas and innovation.





Commuting Patterns in the North: commuter flows between the city regions are limited

Source: Alasdair Rae, Sheffield University

This new approach is at the heart of Transport for the North's role in developing and planning the North's future transport provision to transform connectivity. It will allow Authorities across the North to speak with one voice, presenting a more powerful and compelling case for investment in transport infrastructure and a clear direction for the next three decades of transformational change.

Journeys should become quicker, more reliable, and with proper alternative routes if things don't go to plan. All of which will drive economic growth in the North, making it a more attractive place to live and work.

Our Rail Plan

The opportunity

The growth of the knowledge economy in the North will create many more jobs in our city centres.

Rail is the best way to move large numbers of people quickly and easily to and from these jobs, and to facilitate quick business-to-business travel. A world-class rail network with smart tickets and simpler fares will make journeys faster, easier and less crowded. Businesses will be able to recruit from a wider labour pool, and people will be able to travel to a wider range of jobs without having their horizons limited by distance from their home. The Government is committed to the full HS2 'Y' network as part of the first stage towards creating the Northern Powerhouse.

The case for action today

In the last five years the Government has invested substantially in the Northern rail network. It has committed to the Northern Hub and electrification programmes, worth over £1 billion, commissioned a new fleet of trains on TransPennine routes and committed to significant capacity increases for commuters.

However:

- **Many rail journeys in the North – particularly east-west – are too slow and take far longer than journeys of equivalent distance elsewhere in the country or in Europe.** It is currently quicker to travel the 283 miles from London to Paris by train than it is to travel less than half that distance between Liverpool and Hull, while travelling between Bradford and Sheffield, a distance of 40 miles, in the same county, takes a minimum of 76 minutes. These journeys include critical connections between the major urban centres of the North, which undermines the quality of their economic connections, and underlines the need to improve connections within as well as between city regions.
- **There is unacceptable overcrowding on some rail services in the North of England,** with around one third of commuters (and around a fifth of passengers) dissatisfied with the room to sit/stand¹⁰. This undermines the quality of the passenger experience and puts people off travelling by rail between urban centres.

¹⁰ <http://data.passengerfocus.org.uk/train/nps/toc/northern-rail/commuter/?active=service-passenger-space>

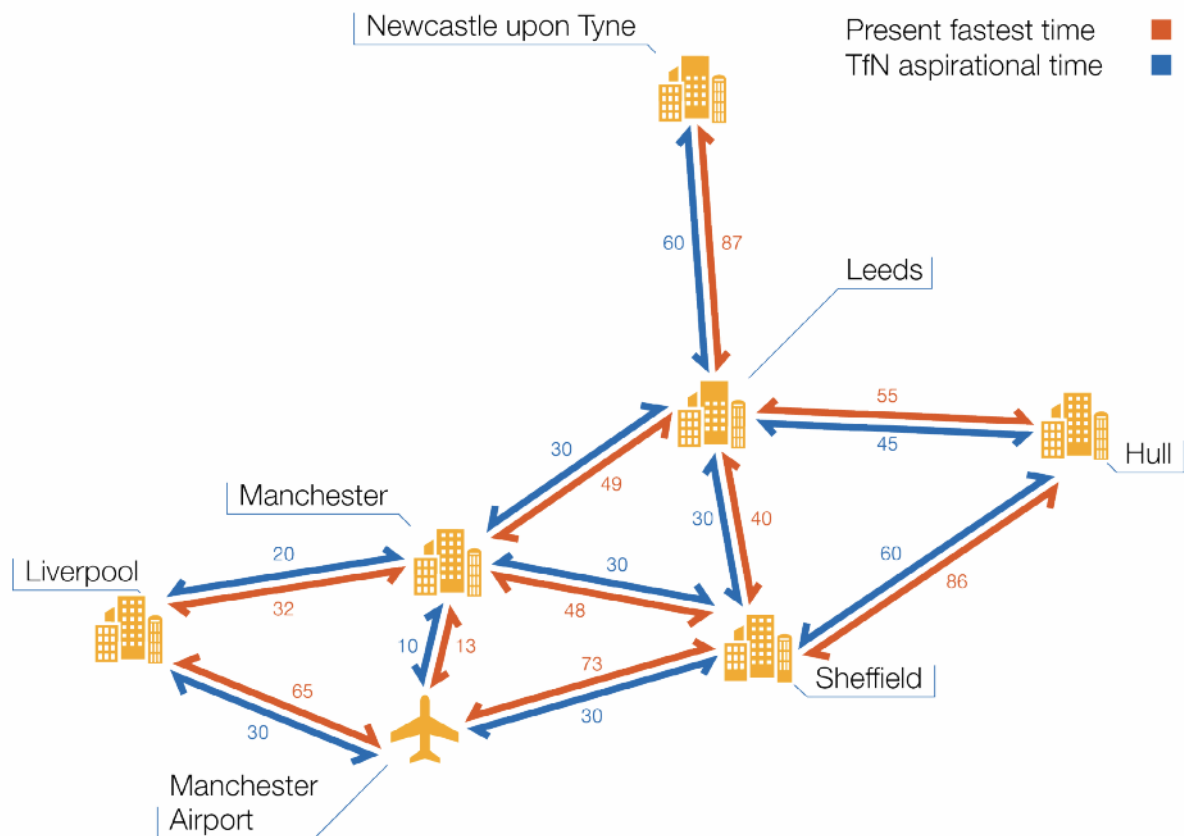
- **This is compounded by the infrequency of some services** between certain destinations. For example, Sheffield to Manchester has at best two ‘fast’ trains per hour, taking between 51 to 56 minutes to make an under 40 mile journey.
- **The quality of some of the rolling stock in the north of England is very poor**, with some services relying on old trains that do not reflect the levels of comfort and quality expected in a modern economy, are not adequately accessible to disabled passengers, and not fit for purpose in a modern economy.
- **The rail connections north and south to the rest of the country are too slow and increasingly crowded at peak times.** The major north-south rail links are becoming increasingly overcrowded at peak times, and the journey times between London, the North and Scotland are longer than we would wish to see in a modern economy.



Our shared rail vision for the future

- Our new vision for rail services across the North – TransNorth – is designed to radically improve journey times and frequencies between major cities to support a single economy through major investment in rail infrastructure. This will focus on improving east-west connectivity, building on the existing commitments to

the Northern Hub and the electrification of the TransPennine line, together with improvements to the East Coast Main Line to Newcastle. Under this vision, faster journeys would be delivered by an electrified, high speed east-west railway, capable of speeds of up to 140mph in places, as we seek to move towards the journey times put forward by One North:



Journey times based on city A to city B fastest times only, therefore do not sum to make A-B-C journey times and routes

Image is diagrammatic only and not geographically representative

On completion of TransPennine electrification the journey time between Manchester and Leeds will come down to 40 minutes

The present journey time between Liverpool and Manchester is for the fast service between Lime Street and Victoria. In reality many passengers prefer to use Manchester Piccadilly, and they experience a significantly longer journey time to and from Liverpool than indicated above

The journey time between Sheffield and Leeds is the fastest journey time and not a frequent service

Current and Aspirational Journey Times

Source: National Rail timetable correct at time of publication

- **Complement this vision with an improved train service offering**, including new and more comfortable trains, greater reliability, extra seats on the most crowded routes, mobile digital connectivity on trains, new train services between destinations across the North where the passenger demand is or would be present, as well as further improvements to building on significant investment already delivered. This would be delivered by a combination of infrastructure investment, longer trains, and more routes running on metro style frequencies, building on Rail North's Long Term Rail Strategy and the city connectivity strategies within each city region.
- **Deliver the full HS2 'Y' network as soon as possible to radically improve the rail connections to the rest of the country**, ensuring that the people and business of the North have rapid access to the rest of the country, including to London, the Midlands, and Scotland.
- **Completing planned investment in the Northern Hub, North West and TransPennine electrification to bring down east-west journey times between Leeds and Manchester from around 50 to 40 minutes and improve capacity.** This could represent a 20 per cent improvement in today's journey times that will also have a positive impact for destinations further afield.
- **Supporting £2.7 billion¹¹ of investment to introduce new InterCity trains on the East Coast Main Line running north-south** to increase capacity and speeds on one of the country's principal rail routes connecting the North and the capital. This will dramatically improve connectivity from London to Leeds, York, Tees Valley, Newcastle and into Scotland.

We are now setting the next steps as we take forward HS2 and commit to developing options ahead of the rail Control Period 6 (2019-24) TransNorth improvements to rail services right across the North:

How we will get there

The Government has already taken the first steps towards this vision. It is:

- **Working with Rail North to require bidders for the Northern and TransPennine Express franchises to replace the outdated Pacers; tackling crowding; investing in stations; adding over 200 new train services every day across both franchises; adding a third more capacity; and introducing free wi-fi.**
- **Liverpool to Manchester Airport / Manchester** – Work by Network Rail has shown that journey times between Liverpool and Manchester of 20 minutes are possible, including a connection onto the HS2 network. We will now carry out further work to produce detailed options to move towards the journey time ambition. This will include the option for a new high speed line between Liverpool and Manchester with a connection to the proposed HS2 network.

11 <https://www.gov.uk/government/news/government-confirms-27-billion-deal-to-build-new-state-of-the-art-trains>

- Manchester to Leeds** – All options for moving towards the 30 minute journey time ambition, including options for tunnelling where necessary to improve speeds, will be considered to inform decisions for the next rail control period (2019-24). Preliminary work by Network Rail has shown that a radical transformation of the existing line could bring down journey times towards the 30 minute ambition and improve freight connectivity.
- Manchester to Sheffield** – We will explore significantly improved rail connections on the South Transpennine line, including options for tunnelling where necessary to improve speeds, with the goal of bringing down the journey times between the two cities towards 30 minutes and improving freight connectivity.
- Transpennine links** – In addition to the above, we will explore the option to create a new rail route across the Pennines from Manchester, linking into HS2 between Sheffield and Leeds and so providing a new high speed alignment linking all three cities. We will also explore, as part of the existing Highways England study on a trans Pennine road tunnel, the option and synergies of creating a new rail alignment between Manchester and Sheffield along a similar route.
- Leeds and Sheffield to Hull** – The Government has already funded the development of the scheme to electrify the Leeds to Hull line, and is looking at how to take this forward in the light of the results of the Northern Electrification Taskforce which was published recently. Together with options to extend to four tracks east of Leeds, our aim will be to move towards the TransNorth vision of Leeds to Hull in 45 minutes and Sheffield to Hull in 50.
- Sheffield to Leeds** – We will look at the scope to use HS2 for fast regional services linking Leeds and Sheffield, and the case for accelerating construction of the Sheffield to Leeds part of the line.
- Leeds to Newcastle** – We will develop options both to increase capacity and speed for passengers and freight services, including 140mph running to take advantage of the capability of the latest generation of electric trains. When combined with transformed east-west links this has the potential to reduce journey times from Manchester to Newcastle by up to 35 minutes (representing a 25 per cent improvement on today). Amongst the options to be considered for relieving the two-track section of the East Coast Main Line between Newcastle and Northallerton is a possible re-opening of the Leamside Line through County Durham and Washington.
- Rail station development** – It will be critical to ensure the HS2 and TransNorth plans have a clear vision for how to deliver a properly integrated network and to develop stations and the areas around them. The Chancellor asked Sir David Higgins to carry out an urgent study on Leeds rail station to find the best solution to integrate HS2 and TransNorth with local services and ensure it will capitalise on the HS2 Growth Strategies. An interim report will be published in autumn 2015. We will look similarly at the other TransNorth major stations.

Our Highways Plan

The opportunity

Roads form the backbone of the national economy. They carry people to work, goods to market and raw materials to factories.

They connect not just cities but ports, airports, science parks, leisure destinations and retail outlets. A faster, less congested strategic road network is crucial to delivering the Northern Powerhouse.

The case for action today

In the last five years, the Government has invested £685 million on major improvements to the Northern strategic road system, adding 114 lane miles to the network. It committed to £3 billion of road improvements across the North in the December 2014 Road Investment Strategy (RIS)¹², including upgrades to Smart Motorway and Motorway and Expressway standards as well as widening roads and improving junctions. Nevertheless:

- **The number, capacity and reliability of east-west road connections is seen as a constraint on the Northern economy.** The motorway network has developed in a pattern that radiates from London, and therefore tends to run north-south through the North of England. The M62 is the only east-west motorway spanning the North. The road that connects two of our largest urban centres – Manchester and Sheffield – is a small single carriageway road through the middle of one of our most important national parks which means journeys take

over an hour by car. The car time between Rotterdam and Utrecht, a comparable distance, is closer to 45 minutes – a third quicker. East-west connections across the Pennines are subject to the vagaries of the weather, and so can be unreliable.

- **There are areas of very high congestion on the road network, with high demand for freight from the Northern ports.** Congestion on the strategic road network is worst where it is also heavily used by local commuter traffic, such as the M60 in Greater Manchester, the M62 in the Liverpool City Region and in West Yorkshire, M1 around Sheffield and the A1 and A19 in the North East and Tees Valley.
- **The responsibility for roads is divided between different organisations at different geographical levels.** Motorists and freight use the road system as a single network, and it makes sense to co-ordinate it as such, whether it is the responsibility of a local authority, a combined city authority, or a national authority (Highways England).

¹² <https://www.gov.uk/government/collections/road-investment-strategy>

Our shared road vision for the future

- **A core free-flow network with ‘mile a minute’ journeys increasingly typical on expressways and motorways in the North of England**, ensuring traffic remains free-flowing and safe, with faster and more reliable journey times.
- **Improved east-west major road links to ensure better and more reliable journey times between the major cities within the North.** This will ensure that the North can begin to operate as a single economic area and improve access to local employment as well as markets for goods and services.
- **Expanded capacity on north-south major road links through the North to improve journey times and reliability**, and ensure the North is well connected to the rest of the country and markets beyond.
- **Ensure effective road connections to the country’s major ports in the North of England**, ensuring that freight can be effectively and efficiently transported through the North to the rest of the country.
- **Future-proof the Northern road network so that it can support the next generation of low emission vehicles.** This will ensure that the infrastructure exists to support the next generation of cars and support the drive to reduce carbon emissions from the road network.
- **Future roads investment in enhancements, maintenance and renewals is better planned between the different organisations** with responsibility for the national, city and local road networks, ensuring value for money and minimising traffic disruption.



The Northern road network will become increasingly congested without action. This projection does not take account of the significant upgrades announced in the RIS.

How we will get there

- **Take action now to expand capacity and manage traffic flow east-west by upgrading the M62 to four lanes of Smart Motorway along its entire length from east of Leeds to Manchester and looking at other east-west routes.** This will help improve capacity on the region's principal east-west route to support the Northern economy and improve links between the major urban centres. Proposed trans Pennine route enhancements include a new Mottram Moor link road, a link road between the A57 and A57 trunk road, consideration of climbing lanes on the A628 and dualling of the A61.
 - **In the North West**, transforming the M6 to a four lane Smart Motorway between Junction 16 (Stoke on Trent) and 19 (Knutsford) and between Junction 21A (M62 interchange) and 26 (Wigan).
 - **In the North East**, completing the upgrade of the A1 to provide continuous motorway standard between London and Newcastle. North of Newcastle, unprecedented investment will bring the A1 up to modern dual carriageway standard up to Ellingham, creating 34 miles of continuous Expressway, better connecting Northumberland into the rest of the country. And capacity improvements on the A19 will benefit journeys to and from the North East and Tees Valley.
 - **In Yorkshire and Humber**, upgrading of the M1 Junctions 32-35a and 39 to 42 to Smart Motorway to enable hard shoulder running.
- **Take action now to improve road links to the country's major ports in the North of England, supporting freight.** This includes funding to upgrade the A5036 Princess Way, which links Liverpool's ports to the motorway network – this was a key ask of the Liverpool City Region deal – providing support to the Atlantic Gateway development and helping to strengthen Liverpool's status as an important global port. This also includes improvements to the A63 Castle Street in Hull, and the A160/A180 in Immingham, giving better access to key ports on the Humber estuary.
- **Take action now to tackle the worst congestion on the Northern road network**, ensuring motorists in the North get relief from the worst traffic jams in the region. This includes widening the Newcastle Gateshead Western Bypass, M621 junctions in central Leeds, and a study of how to improve all modes of transport to the north and west of Manchester.

- **Commit to develop the next generation of major road improvements to dramatically improve east-west connectivity** with the shared aim to address remaining strategic bottlenecks that will otherwise constrain the North's growth potential. This work will feed into the second roads investment period from 2020 to 2025, and will represent the second phase of the plan to realise the vision for roads in the North of England:
 - **Exploring a major new road link under the Pennines between Sheffield and Manchester** – to take HGV and other traffic out of the Peak District National park and to protect our natural heritage. This work is being led by Colin Matthews, chair of Highways England and former Chief Executive of Heathrow Airport. This would complete the 'triangle' of major road links between Sheffield, Leeds and Manchester, with a new second east-west link further south than the M62 to relieve the A628, which could have transformative impacts on the Northern economy.
 - **Exploring options to significantly upgrade the A66 from Scotch Corner to Penrith**, connecting the M6 in the west to the A1 in the east. This could potentially create a third major east-west connection in the North of England further north than the M62.
 - **Exploring options to significantly upgrade the A69 from Newcastle to Carlisle**, connecting the M6 in the west to the A1 in the east. This could potentially create a fourth east-west Expressway connection in the North of England further north than the A66.
- **Exploring options for resolving congestion in the North West Quadrant of Manchester (M60 Junctions 8 to 18) and on the M62 between Manchester and Warrington.** This would look at a range of options for improving the transport network in this area and resolving a key blockage on the strategic road network between the North West, West Yorkshire, Hull and Humber and the North East.



- **Commit to work jointly to agree the future priorities to tackle congestion and improve connectivity over and above this Plan** with the shared aim to address remaining strategic bottlenecks that will otherwise constrain growth. The specific options will need to be the subject of further analysis, but could for example include action to tackle well known congestion problems.
 - Schemes to be developed for beyond 2020 including:
 - the A1(M) Doncaster Bypass;
 - the A64 Hopgrove junction to the east of York;
 - the M1/M62 Lofthouse interchange to the east of Leeds;
 - M1 Junction 35a to 39 near Barnsley;
 - the M60 Simister Island Interchange north of Manchester;
 - A1 between Redhouse and Darrington meaning that the whole of the A1 in Yorkshire will be upgraded to motorway standard; and
 - examine the case for further extensions of the dualling of the A1 to the Scottish border.
- Through the next rounds of route strategies:
 - consider what further capacity enhancements are needed to the M62 combined with the outcomes from the strategic studies; and
 - review the impact of current improvements to the M1 between Junctions 32 and 35a to see what further improvements are required in and around Sheffield.
- Consider further upgrades in Merseyside and Cheshire, building on the schemes already committed to such as the new junction on the M56 near Runcorn (Junction 11A) and the Smart Motorway upgrade on M53 between Junctions 5 and 11 on the Wirral.
- Promote solutions for some of the busiest sections of motorway in the North with the Manchester North West Quadrant Strategic Study, picking up the issue of Junctions 9 to 12 of the M62.
- Highways England will refresh the RIS priorities in updating the Route Strategies across the North.

Our Freight and Logistics Plan

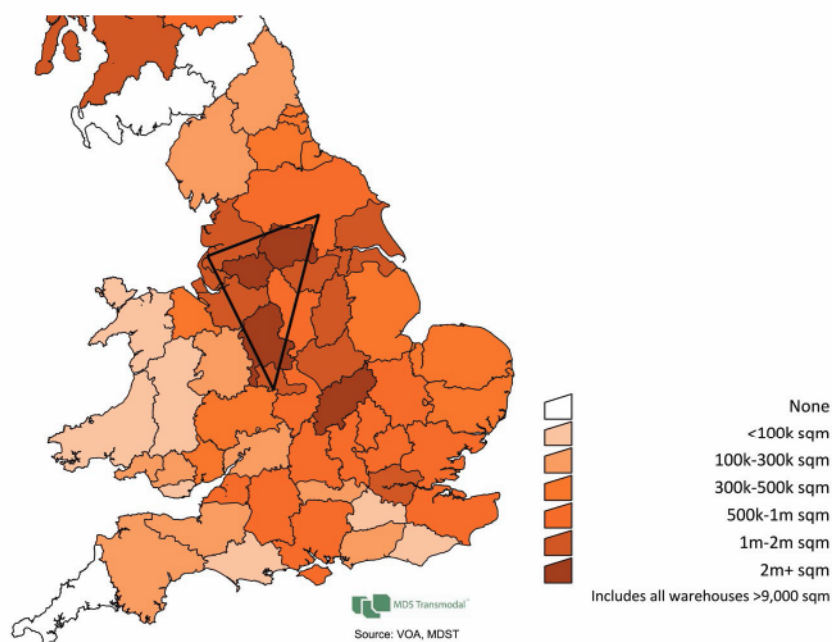
The opportunity

Freight and logistics drive a large part of the economy in the North.

The recent strength in UK growth means growth in demand for raw materials, and for transporting finished products. Exports from the North, especially from the North East which has a positive trade balance, are helping to power the economic recovery. With radical improvements in strategic roads, rail freight and access to ports and airports, the freight and logistics industry will be able to drive forward the Northern Powerhouse, creating new and exciting job opportunities.

The case for action today

- **There has never been a single plan for freight and logistics across the North, meaning that there has been a lack of cohesion in developing approaches across modes and the whole network.** Ensuring the efficient movement of freight, fuels and raw materials is vital to the prosperity of the Northern economy. We will ensure a collective focus on the freight and logistics network as a whole, with an aim to create the single network that the Northern Economy needs to drive growth and create jobs.



The 'Golden Triangle' of Freight and Distribution in The North based on warehousing density in 2012

Source: 2012 MDS calculations based on data from VOA, on behalf of Transport for the North

- The rise of port-centric warehousing and the increasing proportion of all freight traffic arriving in Northern ports means that **the centre of gravity of the UK's freight and logistics industry is in the North, according to analysis of official data undertaken for Transport for the North**. Responding to and facilitating this requires investment in the North's transport networks now.
- **As the North grows, so must its distribution networks**. Current capacity will not meet future demand for effective freight movement and failing to invest in the strategic networks will result in slow and unreliable journeys and particularly

as our ports are investing now to accept more deliveries. Industry is also changing to lean inventory models, which demand fast, reliable deliveries.



quantity of freight in tonnes that the M62 accommodates per year



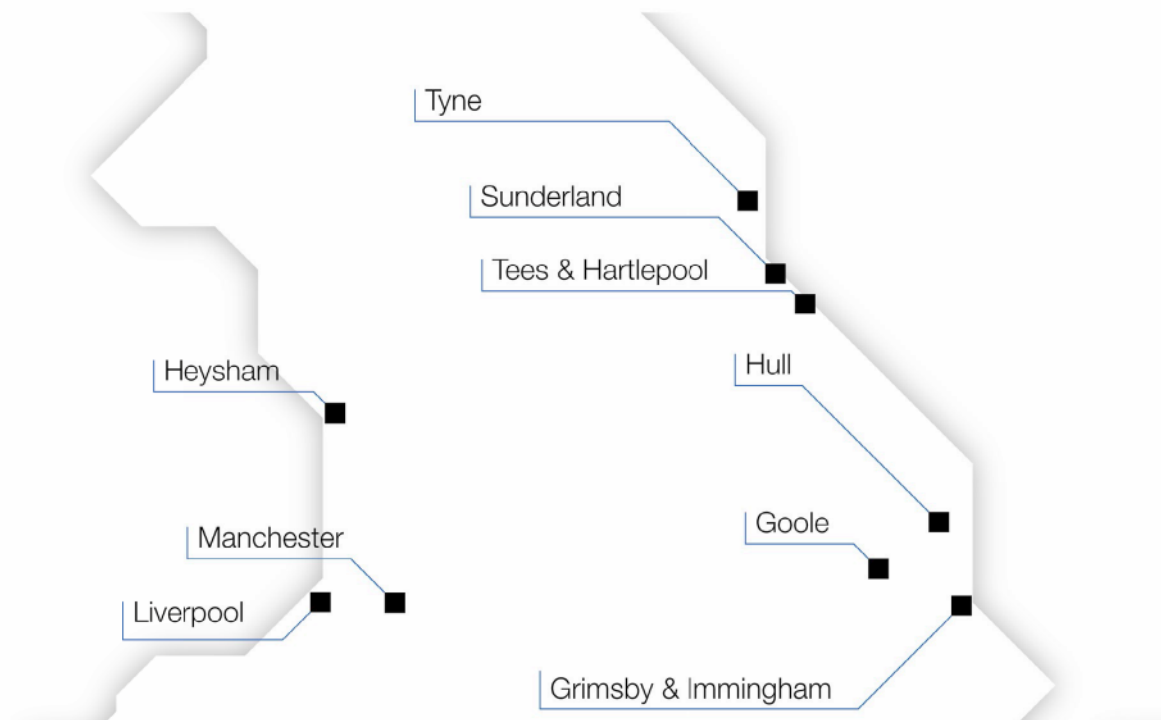
number of freight distribution sites in the North



people employed at these sites

Our shared freight vision for the future

- **A single plan for the needs of freight and logistics in the future**, allowing us to build a single distribution network that looks across modal boundaries in a more sustainable way.
- **Deliver a transport network that supports the growth of the Northern economy**, ensuring our freight and logistics networks provide quick and reliable journeys that meet the needs of the logistics industry to drive exports and grow the economy.
- **Recognise Northern ports investment to ensure the delivery of port infrastructure that meets the future needs of the shipping industry.** To do this we need a transport network that can maximise the potential offered by the major private sector port investment plans across the North that could be worth up to £1 billion¹³ and which could redefine the status of Liverpool, the Humber ports, Teesport and the Tyne in global shipping terms.



Major Northern Freight Ports

13 Sum of investments quoted on page 31

How we will get there

- **Take action now to ensure the North's road network supports the effective movement of freight.** This will ensure freight can be transported quickly and reliably by road, so supporting businesses in getting goods to market when they are needed:
 - Deliver a comprehensive upgrade to the **A5036 to the Port of Liverpool**;
 - Deliver significant upgrades to the **M62 and M60** to provide faster and more reliable journeys;
 - Complete work to assess options for **new trans Pennine tunnels** (including both road and rail options) to provide relief for the A628 to Sheffield;
 - Study options to **dual the A66 or the A69 in the Northern Pennines**. These routes would provide vital additional east-west road capacity and would significantly enhance the resilience of the network by providing a reasonable diversionary route for the M62;
 - Complete a series of upgrades to the **A1(M) to improve journey reliability to distribution centres around Doncaster and Sheffield improving access to Tees Port**;
 - **Continue to improve the A19** from North Yorkshire to Newcastle, which would support access at the Ports of Tyne and Tees;
 - Complete the upgrade to the **A160/A180 to the Port of Immingham**, including fully upgrading the A160 to dual carriageway between the A180 and the Port;
 - Complete the upgrade of the **A63 Castle Street in Hull**; and
 - Continue to address **pinch points** to ensure the roads network provides reliable journeys.
- **Take action now to ensure the rail network supports the effective distribution of freight, north-south and east-west.** Analysis completed for Transport for the North has indicated that increased freight movements and warehousing capacity in the North would need to be supported by a significant increase in rail paths in the future:
 - This needs to anticipate longer trains, with greater volumes (particularly for biomass);
 - We need to ensure the right gauge in the right places;
 - The Government's national Networks National Policy Statement, designated in January, provides a clear policy base to support the commercial development of further Strategic Rail Freight Interchanges in areas which currently lack them;
 - We will work with freight operators to identify demand for additional freight capacity to deliver this; and
 - We will look at the wider electrification programmes (including final mile access to terminals) in order to facilitate greater use of electric traction.

- **Transport for the North to work with Northern Ports to ensure that their expansion plans are accounted for when developing the wider distribution network:**
 - **Work with Peel Ports who are investing over £350 million in the Port of Liverpool.** This will create Liverpool2, a major deep sea terminal capable of accommodating 95% of global container vessels;
 - **Work with Siemens who are investing £160 million to build a wind turbine factory and with Associated British Ports who are investing £150 million into the Port of Hull** as well as also providing significant investment at the ports of Immingham and Goole;
 - **Work with Able UK who are investing over £450 million in an 850 hectare Logistics and Marine Energy Park on the South Humber Bank;**
 - **Work with the Port of Tyne who plan to invest £180 million in a redevelopment scheme, including a new wood pellet handling and storage facility;**
 - **Work with Teesport who plan to develop the Northern Gateway Container Terminal;** and
 - **Work with developers of inland ports and multi-modal distribution centres, such as the iPort in Doncaster, Goole, Port Salford and Trafford Park to maximise the efficiency of the Northern distribution network.**
- **We will produce a Northern multi-modal freight and logistics strategy to inform future development of transport investment plans.** This strategy will be developed over the next 12 months and will be published in 2016. This will include details of the way in which the North plans to develop its distribution industry – including plans for warehousing, roads, rail, ports and other distribution networks. It will look to build on the success of the North East in exporting goods by aiming to increase the value of exports across the North. It will also include plans to work with the industry to raise operating standards and promote best practice, as well as developing technological solutions to support the distribution industry in getting the most out of the Northern transport networks in a sustainable way.



Our Plan for Integrated and Smart Travel

The opportunity

A world class Northern transport network should be supported by a ticketing system that makes it simple and easy to travel around and between city-regions.

There should be passenger information that is instantly available via smart phones and at stations and is consistent across the North. The North would be a unified travel area, with simpler fares structures to encourage the use of public transport.

- **Without a single authority responsible for all transport modes (as in London),** the need for local authorities, operators and national agencies to work together in partnership is critical if any significant passenger improvements are to be realised.

The case for action today

- **There are complex fares structures across the North that people find hard to understand where the price doesn't always reflect the true cost of a journey.** As such some people are unable to make informed decisions on the most cost effective way to travel.
- **There is no single ticketing scheme in the North,** as (unlike Oyster in London) there is no ticketing scheme that can work on all transport modes in all geographic areas of the region. This is a barrier to travel by public transport.
- **There is no single source of information on fares, timetables or methods for purchasing journeys** in the North. This is a further barrier for passengers wishing to make simple and informed decisions about journeys.

Our shared vision for integrated and smart travel

- Our vision is to **develop a ticketing solution across the North that makes travel by rail, bus, Metro and tram as simple, attractive and convenient as possible** for local trips and for longer journeys. We want to support the development of a consistent and familiar travel experience across the North.
- **An integrated Northern travel area, based around clear geographical zones and a fair and simple fare structure** that people can understand, will inform sensible travel choices and make public transport an attractive option.
- **The introduction of a single smart ticketing solution that works on all modes of public transport right across the region.** This will build upon investment made to date using the ITSO technical standard and take account of the emerging contactless payment technology via bank cards and smart phones.

- **Pan-Northern customer travel information allowing people to plan, choose and purchase travel** both within and between Northern cities in as easy a manner as possible.
- **Transport for the North acting as the coordinating lead across the North on fares and ticketing issues**, with its own brand that passengers recognise and trust, and which complements and works in collaboration with existing local transport authorities and operators.
- The first step for Transport for the North will be to align the different tickets and approaches in different cities. Proper joint governance is essential. Our aim is for contactless cards to be trialled on transport systems, travel rights extended between different cities and the rail network to be smart enabled as quickly as possible.
- **We will engage with public and private operators of public transport** to agree appropriate ways of introducing new technology and how it will be integrated into the Northern travel area.

How we will get there

Fares

- **Take immediate action to simplify rail fares across the North**, reducing the number of regulated fares baskets. Over time this will help ensure ticket prices can adjust across the North to eliminate unfair pricing anomalies that exist at present where some pay far more than others for similar length journeys. It will necessarily take time to adjust fare levels in a fair manner, so the groundwork must start right now.
- We will start to draw up proposals for a **fares structure for an integrated Northern travel area** based on zones that could form the underpinning for integrated and smart ticketing arrangement across the North.

Smart tickets

- Between the major city areas there are differences in the smart ticketing offer to passengers. Each area has many different public transport operators each of which are involved with smart schemes to a greater or lesser extent. Consequently they each have different commercial agreements and individual fare structures. That means that any changes to ticketing requires an evolutionary approach.

Customer information

- We will develop proposals for a simple and unified approach to journey planning, provision of customer information, and retail strategies to make it easier for customers to make their journeys.



Our Plan for Airports in the North

The Opportunity

For the North to compete as a single economy on the global stage it needs first-class links to the rest of the world, not least to the fastest-growing markets including China, India, and Brazil.

The North has many international airports, but people and goods need to be able to access them from across the country quickly and easily. Manchester airport is forecast to rapidly grow its passenger numbers. It currently carries over 60% of air passengers in the North¹⁴, and so is crucial to the economy.

The case for action today

- **The North has an excellent network of regional airports, in particular the extensive scheduled intercontinental services from Manchester and Newcastle, as well as the key role of other regional airports in short-haul travel. But we need to ensure the wider transport network is developed to support an expanding Northern economy.** High quality surface access links to the North's airports support growth and help the Northern Powerhouse maximise the benefit it draws from its airport capacity.



Global Reach of Northern Airports

Shows the countries served by direct flights from Northern airports, not all individual destinations. Source: Civil Aviation Statistics

Our shared vision for the North's airports

- **More destinations served by the existing quality network** including Liverpool John Lennon, Manchester, Leeds-Bradford, Newcastle, Durham-Tees Valley, Doncaster-Sheffield and Humberside, carrying over 30 million passengers a year¹⁵, providing direct links for businesses and the public to a range of destinations.
- **High quality surface access** to airports across the North to ensure the North is a competitive location for multi-national businesses.
- **Better rail connectivity to Manchester Airport**, to allow quick and easy access to the range of intercontinental destinations an airport of this scale provides.
- **Continued success of Newcastle airport**, which serves a particular function in the North in providing for business and leisure flights to international destinations – including as a key connector to hub airports such as Heathrow, Schiphol, Newark and Dubai.

How we will get there

- Develop plans to better connect Manchester airport to neighboring cities by rail through the TransNorth work and nationally through HS2.
- Individual city regions will work with Northern airports to develop plans for improved connectivity.
- Government will launch a review for regional airports affected by the recent devolution of Air Passenger Duty, to be published by summer 2015.



Our Plan for Local Connectivity

The opportunity

City regions are where the majority of jobs are, and where the majority of trips are made.

High quality local transport enables businesses to link to each other, people to get to work and access the exceptional education, training, leisure, recreation and cultural opportunities available in the North. Local connectivity relies on a combination of modes, including road, rail, tram, bus, walking and cycling.

In the Northern Powerhouse these different forms of transport will be seamlessly linked, with high-quality customer information, so that people can make their connections. There will be redevelopment in city centres and around stations to create jobs and drive growth.



The case for action today

- **City regions' Strategic Economic Plans identify business sector strengths and opportunities and key locations for growth.** Growth Deals have provided substantial funding for transport, but further action is needed to ensure the city regions can capitalise on these opportunities.
- **The Northern Powerhouse needs good connections within city regions as well as between them,** including for access to and onward travel from journeys by motorway or intercity train. There is an opportunity for HS2 and TransNorth to drive redevelopment and regeneration around stations, and improve onward city region connections.
- **Commuter rail service quality is variable: on some routes trains are too often slow, crowded, infrequent and low quality.** This risks damaging the development of the major city centre knowledge economy, and encourages resulting road congestion.
- **Congestion on city region roads is high and forecast to get higher.** The road network – local and strategic – carries high volumes of commuter traffic, including buses, with congestion imposing costs on bus operations, logistics, business to business interactions, the visitor economy and the travelling public.

Our shared vision for city region connectivity

- **Better local connectivity to the priority areas for jobs growth.** Improved connectivity between communities and key employment growth areas, links to and from high speed rail stations and international gateways, increased local rail/metro/quality bus capacity and frequency improvements and network extensions. Bus services need to play a much stronger role as part of an integrated network.
- **Better local rail, rapid transit and bus.** Good quality public transport fleets and infrastructure. Good customer information, connections that work and a positive journey experience. Walking and cycling-friendly streets and neighbourhoods providing door-to-door local sustainable transport.
- **City regions where people and goods can travel reliably on road and public transport networks,** helped by better real time traffic management and driver information, well maintained roads, metro and local rail, and simplified fare structures.
- **Regenerated city centres, driven by station sites and transport investment,** which open new retail, residential and business opportunities.

How we will get there

- **City regions will continue to identify and develop city-level transport schemes in longer-term strategies that extend significantly beyond the 2021 horizons of Strategic Economic Plans.** This is the best way to ensure future growth areas in each city are best supported. The Government will look to support these essential local connections through future Growth Deals so that our mix of towns and cities within each city region are better connected with local connections.
- **Growth around HS2 stations will be led by local authorities, which are developing HS2 Growth Strategies.** City regions need to create a series of masterplans to maximize growth and connectivity, spreading the benefits of HS2 and TransNorth across the city regions.
- **Government is taking immediate action to improve local rail services for passengers** through the design of the new Northern and TransPennine rail franchises. This includes replacement of Pacers, more services, more seats, investment in stations and free wi-fi.
- **Highways England and local authorities will have a new relationship.** This will include better co-ordination between local and strategic road networks and shared traffic information to mitigate congestion and enable drivers to avoid blockages.



Making It Happen – Transport for the North

The opportunity

The Northern Powerhouse will be delivered by a unique partnership.

Under the leadership of an independent Chair, Transport for the North will take a leading role in driving forward the agenda outlined here, moving towards more devolution of powers and responsibilities from Westminster.

The case for action today

- **The North has no single voice or way of agreeing strategic priorities, and the responsibility for transport is divided over many organisations at different geographical levels.** Our vision of the North as a single economic area means tackling the co-ordination issues so that the whole can be more than the sum of its parts.
- Government recognizes that further work is required to understand the impacts of transport on the local and regional economies including expected changes to population and employment.
- **Both of these reasons make it hard to properly consider and prioritise the right strategic transport interventions** to transform economic growth at the regional scale. The North has not been able to speak with one clearly evidenced voice on its transport priorities in Spending Rounds or rail and road investment plans.

Our shared vision for the future

- **To establish a single body – Transport for the North** – to bring together all the relevant parties to work in genuine partnership **to establish a clear, long-term, strategic transport vision for the North of England** that is shared by all parties and allows the North to speak with a single voice and execute that vision.
- Transport for the North will **develop a portfolio of strategic prioritised transport investment opportunities** to support economic growth at both the national, and local level using robust appraisal methods
- **Transport for the North will co-ordinate efforts to achieve this strategy** across the North of England, and develop its own in-house capacity to ensure that national and local bodies can work together with the whole being greater than the sum of its parts. **This should be underpinned by sufficient financial certainty to enable effective forward planning, through a clear future budget envelope to be agreed at the Government's Spending Review in 2015.**

How we will get there

- **We will review and agree the governance of Transport for the North by autumn 2015**, so that it can act as a genuine representative body for the whole of the North of England, including its relationship with Rail North.
- **Transport for the North will establish supporting capabilities to ensure it is more than just a strategic board** – initially through a Programme Office with the ability to expand to develop appropriate strategic and investment planning, stakeholder management and communications capabilities, and the ability to take the lead on cross-regional issues such as smart integrated multi-modal ticketing.
- **Agree in spring 2015 a new Memorandum of Understanding between Network Rail, High Speed 2 Ltd and Transport for the North** – including the constituent city regions. This will set out how the parties will work together to agree and prioritise future options for investment.
- **Agree during spring 2015 a Memorandum of Understanding between Highways England and Transport for the North** – including the constituent city regions. This will set out how the parties will work together to discuss priorities for future options for investment, in addition to the schemes above, as well as options for joint working on asset management and renewal.
- **Appoint an independent Chair of Transport for the North by the autumn of 2015**, based on a mechanism agreed with all partners for selecting that Chair and agreeing the right length of term and responsibilities for that position. The Chair should take responsibility for ensuring TfN continues to be a success, that trade-offs can be made, delivery achieved and that TfN can genuinely speak with one voice on the national stage.
- **Regularly update this strategy, with clear and prioritised transport investment opportunities, initially in spring 2016**, to build on the work done for this report and inform national decision making for the next rail and road control periods for 2019-24.



- **The Government will look to make a multi-year commitment of funds to transport in the North** through both the Spending Review and strategic planning processes for rail and road that supports the vision set out in this Northern Transport Strategy.
- Over the next year, the Transport for the North Partnership Board will set up a **Programme Office** to oversee the next steps in the development of a Northern Transport Strategy. This will include jointly commissioning feasibility studies and scheme development to prepare prioritised options across the programme for delivering our shared vision. To deliver this transformational programme a development budget of up to £12.5 million will be secured for the financial year of 2015/16. The Partnership Board will continue to review the working arrangements between the Northern cities, National Agencies, LEPs and the Department for Transport and by autumn 2015 will further enhance its governance by the appointment of an independent Chair.
- **Projects in the strategy will need to be affordable and offer good value for taxpayer's money.** Transport for the North and the Department for Transport will work together to enable projects considered for investment to take more account of the ways we expect people and businesses to respond to new opportunities the Northern Powerhouse will create and the benefits that result.
- Given the scale of investment, **Transport for the North and Government will work together on how all the relevant impacts are included when appraising schemes as part of the Northern Transport Strategy**, in accordance with the principles of HM Treasury's Green Book. This will build on the Transport Investment and Economic Performance¹⁶ report and wider economic appraisal methods to help decision makers understand the full range of possible impacts on productivity, investment and employment from transport investments. We intend to produce an approach in autumn 2015 for consideration by the Partnership Board.



16 <https://www.gov.uk/government/publications/transport-investment-and-economic-performance-tiep-report>

