

## CALL FOR EVIDENCE

Further to the call to Evidence for the National Infrastructure Commission we have pleasure in detailing some issues and points relating to the national challenges.

### 1. Improving connectivity between cities in the North of England

#### Recommendations for cost effective infrastructure investment

##### Improve the local transport infrastructure to facilitate cross-country links such as Northern Hub

One way to increase employment, housing and enterprise growth will be to concentrate on local transport improvements to facilitate cross county links such as the Northern Hub solution.

Improvements in local transport links and high quality infrastructure are essential for the North of England as they will not only benefit the communities that live there, but also those visiting / commuting to the region which is vital for the local economy.

This focus requires immediate action with full and proper collaboration across all parties including the deliverers.

##### Provide Superfast Broadband

Superfast broadband makes a positive impact on national and local economies. For the North of England, an area of improvement that will assist in resolving many issues is the improvement in connectivity of IT by supplying super-fast broadband (400MB+) across all the Northern cities.

Faster broadband allows a workforce to work more flexibly which can lead to greater productivity and reduced travel meaning time and money saved.

This solution is relatively low in cost and requires future proofing for at least five to ten years.

#### Priority early-phase investment

##### Improvements between Liverpool to Manchester and Leeds, then Teesside to Newcastle

As Sir David Higgins said *'Improving connectivity is vital, if Britain is to compete in the knowledge economy in which this country has a competitive advantage, but in which ease of travel is an essential element'*.

A main focus should be made, firstly, on the Liverpool to Manchester and Leeds connectivity in highways, rail and water.



This should then be followed into Teesside and Newcastle.

The governance of delivering this infrastructure and its subsequent growth needs careful consideration as the devolvement of power and funds to a region is not always cost effective.

The Northern Powerhouse needs to evolve in the same way as TfL - with close collaboration with all stakeholders involved. This will prove very effective, as it has been for London.

Whether the same can be said for the other local authorities and LEPs is questionable, therefore, effective and efficient business cases need to be agreed with monitored results and programmes.

## **Effective governance**

### **Considerations for finance and funding**

The funding of schemes and developments should be considered to prioritise and obtain a greater input for those that will reap the most benefit eg Crossrail 1 and business investment with developers for flood protection.

Many opportunities can be considered within a portfolio finance model with funding and support from organisations outside of the public sector. This is something innovative but difficult to obtain without buy-in from authorities that tend to revert to traditional procurement methodology.

## 2. London's transport infrastructure

### The challenges facing London and recommendations

London is one of the most rapidly growing and congested cities in World. Hundreds of thousands of people travel to and from London for work via overcrowded networks because they have to.



A question to consider: *'Is the relentless growth in London really viable for the future?'* And *'How can this problem be alleviated?'*

Our recommendation, to overcome the infrastructure capacity challenge faced by London, is to invest heavily into adjacent regions and towns surrounding the Capital. If these areas become better and more efficiently connected, accessible and attractive, the problems faced by London will be reduced as fewer people are forced to rely on the London network.

### Strategic options for future investment in large-scale transport infrastructure

#### Short-term solutions

In the short term we need to:

- Enable high speed connectivity and continue to improve rail capacity for the inevitable commuter journeys
- Consider how to develop 'metro type' services - improving signalling and platform usage while bypassing loops in the service
- Provide 24-hour transport services to the rail system to give passengers the ability to change their patterns of travel without any fears of accessibility to and from their place of work. Essentially dissolving the rush hour.
- Embrace the use of applications including UBER within the road network, to obtain increased usage of the highways, relieving strain on infrastructure and transport networks.

#### Medium-term solutions

In the medium term we need to:

- Resolve the airport aviation issue and ensure we put in place the new runways required.
- Prepare for the future: The introduction of driverless cars is inevitable and we need to anticipate the impact of this mode of transport relative to existing forms. We must therefore develop a transport strategy that combines mass transit with electric and driverless vehicles to ensure our infrastructure is prepared for future innovation.

## Long-term solutions

In the long term we must:

- Consider and action infrastructure finance through Value Capture and learn from other past examples of success not only in the UK but from Europe and the US.
- Consider the sharing of knowledge with other Government deliverers and customers throughout Europe and the US. This needs greater emphasis.
- Develop best practice. From a BAM perspective, our nine other international Group companies give a huge depth of learning and best practice which can be shared with others to drive continual improvement in the UK's infrastructure. This needs to be captured to benefit business practices
- Joining together of regulators, especially in the South East, but also across the country, in a forum to give traction and commonality of thinking would provide increased best practice and value savings
- Respond to future plans. The London 2050 Infrastructure Plan includes a wider audience such as Manchester and the outlying regions. This needs positive collaboration and leadership.
- More Mayoral control would bring benefits as it has to date in London – especially in the housing and asset support sectors

Finally, the use of land in the London area and regions needs some firm leadership and direction to spur development and investment. A Mayoral lead in this, again, would be benefit, reducing the negativity realised from Local Authorities.

## Opportunities to increase benefits of Crossrail 2

An option for London to consider is whether to build a new metro system, supporting the existing one and complementing the connections that already exist.

CRL1 and 2 would be part of this but further long-term new systems will need to be planned if the growth becomes the 10m as predicted.

On Crossrail 2 we need to be certain of the problem that is to be solved before deciding on the solution. An agreement on what to spend and what must be done to solve the problem should occur before collaborating to achieve the outcomes.

Initial arrangements must be made that meet the budget before any decisions are made on which project to build. Issues such as station locations, tunnel alignment and conservative settlement criteria all have disproportionate cost impacts. These elements need thorough and open discussion with all stakeholders.

## Options for the funding, financing and delivery of large-scale transport infrastructure improvements in London

### High Speed 2 (HS2) – using Euston not Old Oak Common

Other issues in the London sector are the immediate provision and development of Old Oak Common with the investment and expansion that will follow using the Greenwich and King's Cross models. Simultaneously, HS2 must enter central London at Euston and the development of this facility needs urgent and immediate commitment. Old Oak Common as a terminal to HS2 is not a solution, however,



Euston certainly is. Connectivity to HS2 from Heathrow and other potential outlying areas including Crewe requires immediate commitment and collaboration between all stakeholders in order to make HS2 successful.

### **Lessons learned which can be applied to London**

#### **Sharing knowledge and information is crucial to long-term improvements – building on the success of the Olympic and TfL delivery models.**

It is essential to learn from our previous experience and move away from employing the services of advisers with no real incentives. We must also move away from the use of bespoke contracts when we can make positive use of past success such as the Olympic Delivery model and programmes employed by TfL especially in the streets section.

#### **Using Building Information Modelling (BIM) to streamline delivery programmes**

The entire 'Process of Delivery' of projects and all 'Programmes of Work' need considering so that construction is fully considered through from procurement to maintenance using BIM to its fullest capacity. We need to discover efficiency of procurement, construction and long-term maintenance that delivers value to customers.