

Sheffield City Region

Integrated Infrastructure Plan



ARUP

Foreword



**Cllr Sir Steve
Houghton
CBE**

Chair of Sheffield City
Region
Combined Authority



Sir Nigel Knowles

Chair of Sheffield City
Region
Local Enterprise
Partnership

Sheffield City Region (SCR) has forged itself as one of the most successful Northern Economies in England with strong leadership, governance and investment programmes to support the City Region's growth.

Through strong partnership working between the public and private sector, the SCR has created over 4,000 jobs and 2,500 apprenticeships, upskilling 1,700 people and unlocking more than £200m of private sector investment since 2012. The City Region recognises the potential and opportunity to achieve much more by building on its current achievements.

We are, therefore, confident and committed to a bright future for the City Region. The SCR must continue to deliver an ambitious programme of integrated infrastructure investment to achieve the significant level of sustainable growth outlined in its Strategic Economic Plan which defines our ambition to increase economic output by £3.2bn, create 70,000 net additional jobs, 6,000 net new businesses and at least 70,000 new homes by 2025.

This Integrated Infrastructure Plan (IIP) is about creating the conditions for growth, to stimulate thriving markets and attractive investment propositions. To ensure this we have determined existing SCR infrastructure capacity, anticipated future demand and identified opportunities to support future economic growth.

The SCR already has particular comparative advantages, which provide market distinctiveness and create the right infrastructure conditions for business to flourish. These include our strategic, domestic and international transport connections, availability of affordable housing and commercial premises, and our telecommunications offer which includes pioneering ultrafast broadband at Enterprise Zones. Our current infrastructure investment plan is delivering £650m investment to 2020, creating transport capacity, revitalising our urban centres and supporting employment land development.

Coupled with our track record in innovation and infrastructure delivery, this Plan will facilitate a strong, productive and highly competitive economy, alongside our skills programme and support tools for business growth. It provides a platform to enhance the attractiveness of SCR as a place to live, work and visit.

Our investment will build on our existing market strengths and strong offer to provide SCR with an enhanced and efficient transport network, strong digital connectivity, defence against flooding, a sustainable cost effective energy supply, quality new homes and readily available commercial space. The Plan also complements the SCR Local Plans, which form key land use plans for SCR Local Authorities, setting site allocations and strategic policies.

We have successfully secured funding from Government in recent years which has afforded us greater control and powers. This provides us with the clarity and certainty we need to plan our future infrastructure provision, to attract investment and bring together public, private and institutional investment to enable infrastructure investments and growth.

At the heart of this Plan is the legacy of a true partnership approach which SCR has cemented during the development of this Plan with key public and private sector partners and stakeholders. Our mission is to continue this legacy into the delivery of integrated packages of investment to place the SCR at the heart of

England's Northern Economy, and extend the SCR's national and global reach.

At a time when Government is focused heavily on The Northern Powerhouse, Transport for The North and the National Infrastructure Commission, recognition of the role that infrastructure plays in underpinning growth has never been greater.

The SCR is proud to be at the forefront of plans and investments to drive this agenda forward. As one of only five core City Region areas within the Northern Powerhouse we stand strategically, geographically and organisationally ready to deliver.



Chesterfield Waterside Development Proposals



Great Yorkshire Way, Doncaster



Factory 2050, Rotherham

Executive Summary

Context

The Sheffield City Region (SCR) Strategic Economic Plan (SEP) sets an ambitious target to increase GVA within the City Region by £3.1bn by 2025. Achieving this ambition will strengthen SCR's contribution to the national economy and its role within the Northern Powerhouse. To secure these outcomes we will deliver enhanced infrastructure, supporting an attractive environment for businesses and residents.

Infrastructure is key to unlocking and driving economic growth, fundamentally enabling our businesses to produce and increase productivity. The National Infrastructure Plan (2014) outlines that for every £1 spent on infrastructure construction £2.84 is generated in returns to the UK's economy. Infrastructure connects business to markets, supply chains and the labour force and connects people to jobs, training and leisure opportunities, physically and digitally. Infrastructure is a necessity of a connected and productive economic ecosystem. The Sheffield City Region Integrated Infrastructure Plan (SCR IIP) clearly articulates and evidences the diverse opportunities that our infrastructure investment will realise and sets out spatial requirements, linked to supporting the economic priority areas identified in the SEP. It provides a strategic context that will inform the commissioning of the future infrastructure pipeline.

This Plan sets out the SCR approach to infrastructure over the next decade. Our objectives are clear:

- To develop and deliver a comprehensive, integrated infrastructure network that attracts inward investment to the SCR.
- To maximise the benefit that SCR receives from transformational national projects such as Transport for the North, the National Infrastructure Commission and High Speed Rail.
- To focus on the priorities that create the best opportunities for economic growth, jobs and homes, creating attractive environments for businesses and residents.

The SCR IIP sets the strategic context upon which the future infrastructure pipeline will be developed. Whilst this document highlights the potential principles of prioritisation, it does not prioritise the infrastructure requirements. This will happen through the subsequent commissioning process.

Private and public sector scheme promoters will be invited to submit proposals based on alignment to the SCR IIP, though it should be noted that SCR IIP should be considered the funding route of last resort. Other funding

avenues should be explored including the established channels for each infrastructure type.

It should be noted that the LEP Priorities workshops of June and August 2016 identified a number of strategic spatial priorities:

- Growth of the Advanced Manufacturing Innovation District;
- Provide growth and enhance the role of Doncaster Sheffield Airport and the surrounding area;
- Maximise the benefits of HS2 in the Sheffield City Region;
- Stimulate growth and regeneration in Town and City Centres.

The SCR IIP will remain flexible to future LEP priorities.

Key Findings

The majority of growth in SCR is expected in **Growth Areas** and **Urban Centres**. We need infrastructure to support these areas.

Infrastructure investment opportunities have been identified totalling a possible **£28 billion**.

SCR has a number of key infrastructure strengths:

Capacity to grow: Our modelling indicates that SCR has quality land to achieve its growth ambition. This land is also comparatively affordable and in readily accessible locations.

Locational advantage: SCR is strategically located with North-South, East-West and global connectivity. Although quality and frequency of connections needs to be improved, SCR has significant potential, which is a comparative advantage, particularly in sectors like logistics.

Great place to live: Strong natural assets and a good cultural offer which will contribute to attracting and retaining talent in SCR, including the Peak District National Park.

A strong communications offer: Following the roll out of its broadband projects, SCR will have 99% superfast broadband coverage by 2017. Whilst seeking to plug any gaps, SCR should also seek to maximise this connectivity advantage.

The SCR IIP also identifies areas where SCR can capture new opportunities:

Accelerate housing delivery: Support growth through the delivery of appropriate housing including alongside new employment development within identified growth areas.

Enhance site viability: Provide enabling infrastructure to accelerate development where this supports delivery and viability.

Promote SCR as an international gateway: Strengthen the role of Doncaster Sheffield Airport and connections to it as well as supporting the cluster and agglomeration benefits from specialist aviation sectors.

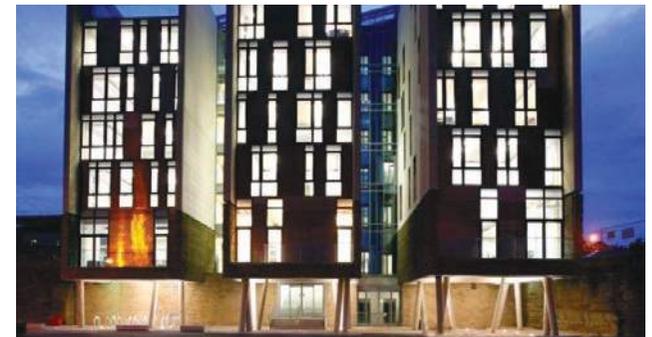
Improve connectivity to key regions: Align with, influence and invest to gain maximum benefit from major national connectivity programmes.

Develop a comprehensive mass transit network: Deliver a step-change transport offer that links SCR growth areas, urban centres and proposed HS2 hub in Sheffield City Centre, and promotes the use of sustainable modes.

Further develop and implement an energy strategy: Position SCR as a leader in low carbon, resilient energy. Develop an energy strategy for viable, resilient, clean energy.



Grey to Green, Sheffield



Digital Media Centre, Barnsley



Doncaster Sheffield Airport

The SCR IIP presents Spatial Packages for our Growth Areas setting out a package of desirable infrastructure outcomes to support the economic ambition. Example summaries are provided below:

Sheffield City Centre: Key challenges of congestion on arterial routes. Need to plug broadband gaps and tackle fluvial flooding risk. Infrastructure is required to support the Sheffield Retail Quarter. A waste capacity shortfall has also been identified in the City Centre. Maximising the benefits of the HS2 station by providing connectivity to the wider region will form a major investment proposition.

Advanced Manufacturing Innovation District: Provide high quality connections to address accessibility challenges in the area. Tackle delays on A630, A633, A57, A6178 and at M1 J34. Bring forward opportunities for energy generation and tackle flood risk along the Don Valley corridor. Connections into this area are an essential component of the HS2 connectivity package.

Airport Corridor: Capitalise on the opportunity presented by the airport by providing rail connectivity. Overcome a number of transport capacity constraints including Doncaster railway station. Provision of large industrial buildings is key to support the growth of aviation and engineering businesses. There is potential to enhance the role of the Airport through the provision of new infrastructure i.e. freight connections.

A61 Corridor & Chesterfield: Address transport capacity issues on the A61, A619 and A617. Provide infrastructure to support 'The Avenue' and 'Staveley Works' developments. Tackle flood risk that affects the railway station and 1,000 – 2,000 properties in the Chesterfield area.

Dearne Valley – Junction 36: Enhance the role of freight logistics in this key growth area. Provide connections through the Dearne Valley to the proposed Trans Pennine tunnel. Address the resilience risk that fluvial flooding poses to achieving strategic access to the M1.

DN7: Significant opportunity for growth in the low carbon sector through infrastructure provision (Carbon Capture). Flood defences required and transport connectivity enhancements (including rail station improvements and a link road) to support the major 'Unity' development.

Markham Vale: Building on the SCR Investment Fund (SCRIF) ¹ investment in enabling infrastructure, the Markham Vale area requires further investment to support viability of the former Coalite site.

The SCR IIP needs to be complemented by work in other 'ecosystem components' such as skills, business growth and improving places.

¹ SCR's principal fund for the delivery of capital infrastructure (including transport and housing) is SCRIF. This was secured through the Growth Deal and brings together public and private sector investment.

Places

Sheffield City Region has a population of 1.8m and a GVA of £30 billion. It is made up of a number of important places that perform differently but have complementary roles and all contribute to our overall economic and social offer. Our strongest potential for growth is in sectors that build on SCR's legacy of skills and intersect to form a distinctive, market-led and internationally competitive offer in the high productivity areas of advanced manufacturing/engineering/materials, healthcare technologies and creative & digital, supported by the higher education and logistics sectors. Bringing these sectors together, SCR sees its comparative advantage in its cross cutting ability to design, develop and distribute. In addition, SCR prioritises low carbon alongside financial, professional and business services.

The SCR is a cohesive economic area made up of nine local authority areas (Barnsley, Bassetlaw, Bolsover, Chesterfield, Derbyshire Dales, Doncaster, North East Derbyshire, Rotherham and Sheffield) and governed by the SCR Combined Authority (CA). The CA allows the SCR to speak with a single, consistent voice to the public, central government and national agencies to maximise investment.

In 2013, SCR commissioned an Independent Economic Review² of its economic performance during the last economic growth cycle as well as setting out some of the economic drivers and initiatives which could drive economic growth over the next twenty years.

The Independent Economic Review helped SCR to shape distinct 'Growth Areas', into which we will target sector specific growth (for instance exploiting the advanced manufacturing potential of the Lower Don Valley, and the logistics potential of Doncaster and the Dearne Valley). We also do not underestimate the growth potential of our urban centres, which are also considered as 'Growth Areas'.

The Growth Areas and Urban Centres form a key focus of the SCR IIP. The SCR IIP will evolve over time and therefore will account for the emergence of new important economic areas that may have not been previously considered as growth zones.

We recognise that different places in SCR perform different roles. A study by the Northern Way³ identified the SCR as being 'weakly mono-centric.' Sheffield is the core city and main driver of City Region growth, with Doncaster also playing an important role. The surrounding towns of Barnsley, Chesterfield and Rotherham make important contributions to the SCR economy. Recognising and building on the sectoral strengths of the SCR places, the Independent Economic Review included a recommendation to strengthen the role of the core city.

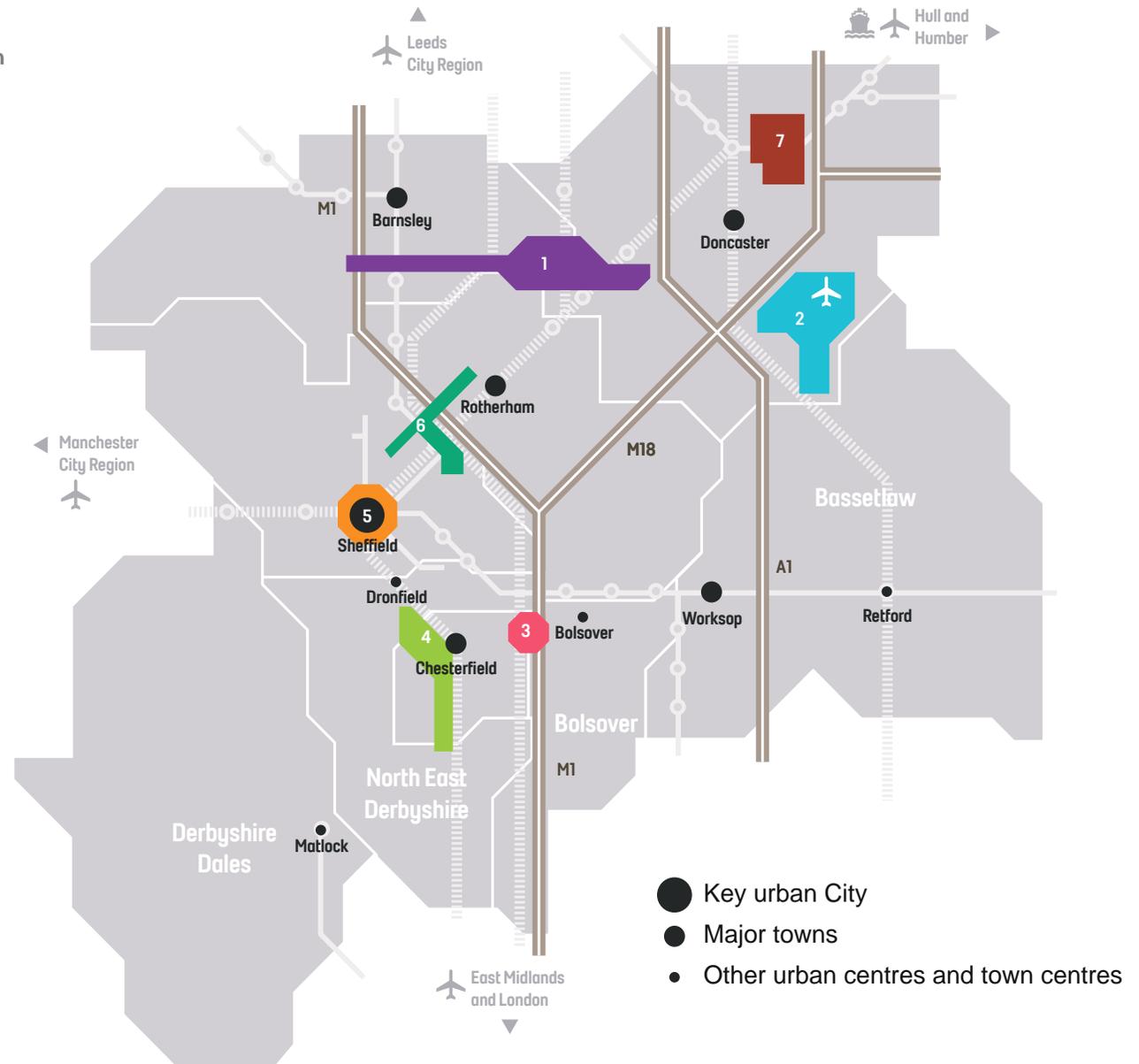
Sheffield is one of five core cities in the Northern Powerhouse, and strong intra-connections to the SCR and links to the wider Northern Powerhouse will be vital for the Sheffield City Region as a whole. SCR forms a key part of the Northern Powerhouse, a strong, cohesive economic area made up of Northern City Regions which already generates around £290 billion per year in economic output. Government has set out its objective to harness the potential of the North and through investment, particularly in connectivity, deliver an additional £44 billion to the North by rebalancing the UK economy.

² Independent Economic Review (SCR/Ekosgen, 2013)

³ Northern Way Report (The Northern Way, 2009)

Figure 1 The SEP focuses growth within seven Growth Areas along with existing Urban Centres. The Growth Areas are:

- 1 Dearne Valley and Junction 36
- 2 Doncaster Sheffield Airport corridor
- 3 Markham Vale
- 4 A61 Corridor
- 5 Sheffield City Centre
- 6 Advanced Manufacturing Innovation District
- 7 DN7 Initiative



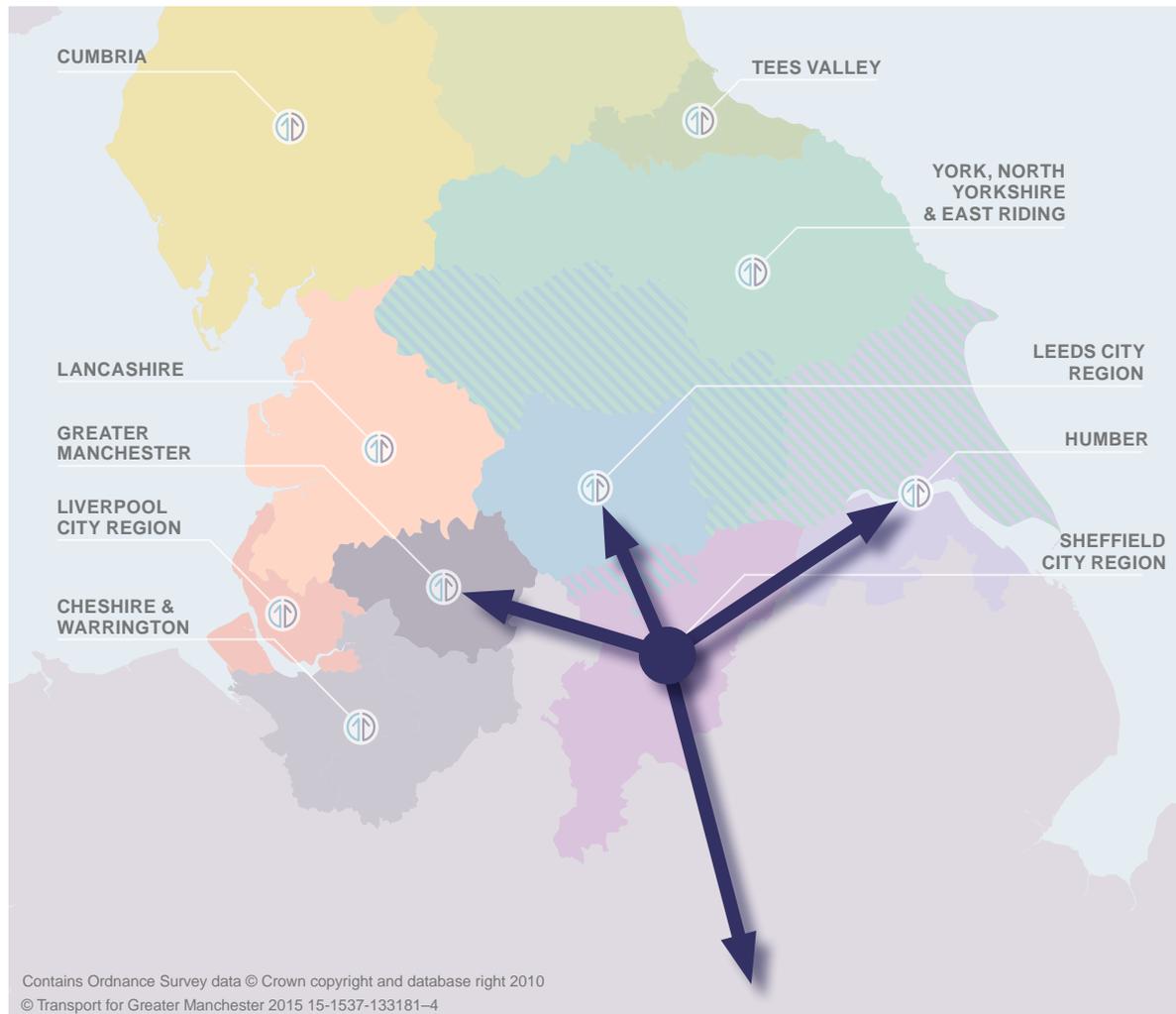


Figure 2 Inter-connectivity: SCR's Pan Northern and Wider Transport Connections

SCR IIP Objectives

This Plan was developed through extensive collaboration with the public and private sector, and guided by the SCR governance process.

The key audience for the Plan is as follows:

- Local Authority and private sector scheme promoters
- Central Government
- Key infrastructure stakeholders

The SCR recognises that infrastructure is key to its success and is already investing through SCRIF. The SCRIF, valued at over £650m, has the potential to support 24,000 jobs, to help unlock the land to deliver 13,000 homes and to generate £5bn in GVA.

Though important, the current SCRIF programme is only a part of our infrastructure journey. We know that further infrastructure investment is required to achieve our ambition and this needs to form part of a clear long term strategy with sequenced incremental priorities.

This Plan sets out a framework for commissioning the next phase of investment in the City Region's infrastructure. It identifies the capacity of existing SCR infrastructure networks and the investment required to deliver the anticipated growth in jobs and housing.

Integrated spatial packages of interventions are proposed to unlock the full potential of our key Growth Areas and Urban Centres.

SCR has taken an integrated approach to commissioning and delivering infrastructure. This means that the Plan:

- Focuses on multiple infrastructure types to enable a comprehensive understanding of SCR infrastructure challenges and opportunities.
- Proposes a single commissioning approach, linked to integrated funding sources that will drive delivery of schemes to maximise benefits to SCR.
- Sets out key infrastructure challenges by priority area, allowing for the development of integrated spatial infrastructure packages.
- Is integrated with wider cross-cutting issues including skills.

- Maximises the benefit of wider national agendas such as Transport for the North and the National Infrastructure Commission.
- Articulates the need to develop the SCR's wider Northern, national and international links.

The Plan focuses mainly on 'economic infrastructure' albeit the Plan is cognisant of wider social infrastructure needs. The scope of our infrastructure types are as follows:

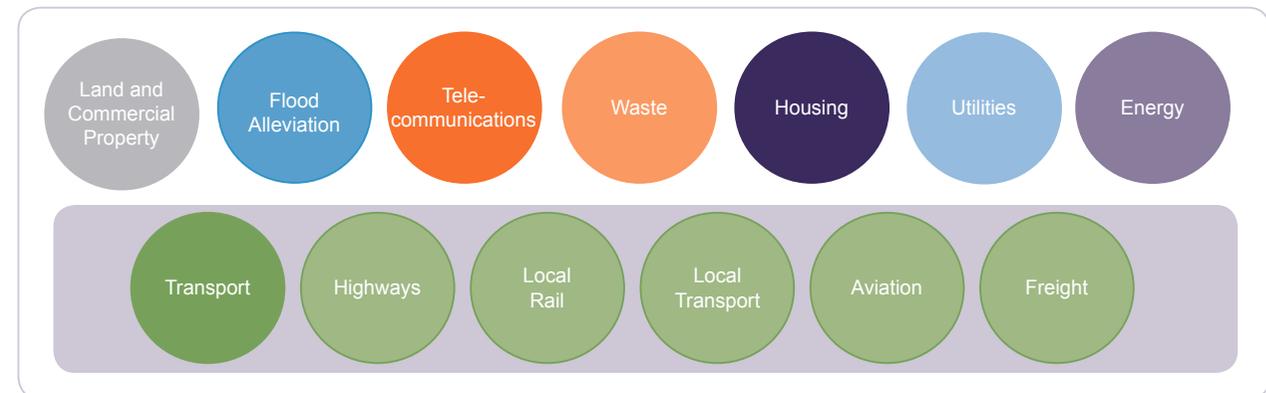


Figure 3 Economic Infrastructure Types

The Economic Ecosystem

Infrastructure forms an essential part of the SCR economic ecosystem and is the focus of this Plan. It should be noted that infrastructure is only part of the ecosystem. If SCR is to maximise its economic potential, we need to complement our infrastructure offer with investment in wider themes. This, however, will be the focus of separate documents. Figure 4 represents how infrastructure aligns with the wider ecosystem of skills, place and business growth.

Skills: ⁴ It is essential that SCR has the right skills and labour force to support existing and future businesses. SCR will also need sufficient labour in order to deliver on the planned investment in SCR. Nationally ⁵, across all sectors there is increasing competition for resources. This is already manifesting itself in skills shortages, driving increased costs and affordability pressures⁶. Locally, evidence from the current infrastructure programme (SCRIF) suggests rising costs and minor labour shortages in higher skilled roles.

4. More information can be found in the report at (Annex D) 'Analysis of the SCR Labour Market's capability to deliver the SCR infrastructure investment ambition' (SCR, 2016)

5. National Infrastructure Plan for Skills Report (UK Gov't, 2015)

6. Ibid

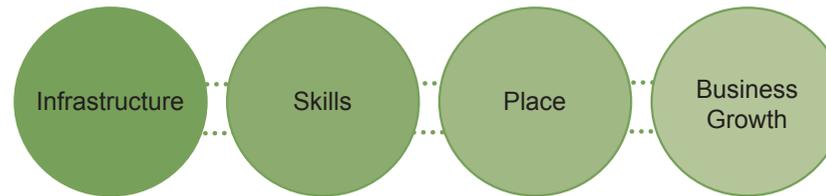


Figure 4 Economic Ecosystem

The City Region would benefit from developing an infrastructure pipeline analysis - this would take into consideration aggregated projected demand across conventional construction, housing and infrastructure.

Place: SCR's success is closely linked to its quality of life and sense of place. Our infrastructure must complement the SCR place offer, ensuring that our spaces are attractive, accessible and appealing. This Plan includes a narrative on the different places in the SCR and their relative roles in Section 1.9.

Business Growth: Infrastructure development, business growth, inward investment, export promotion and innovation are closely aligned. In parallel to the SCR IIP, SCR will invest in supporting existing and potential businesses to grow. We expect all infrastructure proposals to directly benefit businesses by making the

City Region a more attractive and productive place to do business. Our plans to stimulate coordinated delivery of housing and economic growth and create vibrant Urban Centres will make the SCR not only an attractive place to work, but also to live.

Innovation is at the heart of high performing economies. Universities and businesses are central to the innovation agenda and need connectivity to flourish and drive agglomeration. It is essential that the Sheffield City Region enables the creation of physical assets to support innovation; including through development of the Advanced Manufacturing Innovation District, creation of technology parks and sites that attract firms that can support greater specialisation. Such assets should be linked to an attractive, complementary residential offer to ensure high accessibility and create vibrant, productive environments.

A Strong Evidence Base

This Plan is supported by a comprehensive evidence base. This is set out in supporting detailed **Annexes**, including:

Annex A - SCR IIP Forecast, Land Use, Transport and Economy (FLUTE) Model Report: The FLUTE model was used to test land and transport capacity to deliver the economic ambition, a key part of our evidence base.

Annex B - Evidence Review and Analysis: A comprehensive collation of the infrastructure evidence available, including analysis by infrastructure type and consideration of international, national, regional and local plans and strategies.

Annex C - Analysis of Challenges & Opportunities for Growth: An articulation of the key challenges and opportunities by infrastructure type and spatial area.

Annex D - Analysis of the SCR labour market's capability to deliver the SCR Infrastructure ambition: An analysis of the skills within the SCR and national labour market to understand the skills landscape and identify our skills capacity to deliver a comprehensive infrastructure programme.

Annex E - Funding Options Report: An analysis of the potential options for funding new infrastructure, developed in partnership with SCR Finance leads.

Annex F - Infrastructure Costs Benchmarking: A high level cost benchmarking exercise which quantifies the potential level of investment required based on the outcomes set out in the SCR IIP.



National College for High Speed Rail, Doncaster



Peak Resort, Chesterfield

Defining and Delivering Priorities

We present priorities for SCR's capital investment in two **central pillars**:

- **Spatial Packages** – We have reviewed the integrated investment needs in our targeted growth locations which includes seven Growth Areas plus the key Urban Centres across SCR.
- **Network Plans** – Issues that affect whole networks and are likely to support growth in multiple locations, and include intra and inter connectivity issues. Network plans are likely to have the largest agglomeration benefits and to support the function of the whole economic geography; for example, a 21st Century Mass Transit Network:



Figure 5 Network Concept for an SCR Mass Transit Network

To inform our central pillars, we first undertook a **spatial capacity analysis** of the SCR looking at capacity, land use and transport. Secondly we took an assessment of our broader **infrastructure gap**.

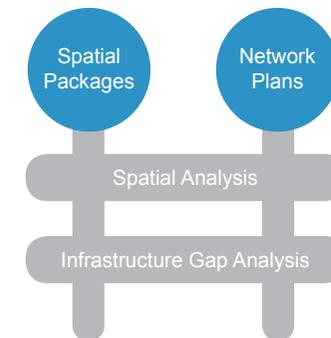


Figure 6 Pillars of the SCR IIP

The **Commissioning Approach** has been developed to create an up-front mechanism to ensure proposals are brought forward in a coordinated manner and consider integrating individual schemes as part of an overall investment. For the commissioning approach to be successful, it is essential that proposals are fairly and transparently evaluated to both ensure best value for money, but also to recognise and value the proposals which can make a demonstrable difference towards achieving the SEP objectives.

The emphasis of this Integrated Infrastructure Plan is on the agglomeration benefits that can be achieved by investing across the infrastructure spectrum in Growth Areas and investing in projects that will deliver demonstrable change and deliver the SCR's economic objectives.

The Commissioning Approach will not be a mechanism for evaluating and funding individual schemes. Instead it will evaluate integrated packages of infrastructure interventions, defined through a framework approach.

Through these frameworks infrastructure will be delivered which can create conditions for growth and support Growth Areas, Urban Centres, and the SCR's housing sites and strategic transport network. **It is deliberately not prescriptive, allowing promoters the freedom to identify other opportunities in addition to those contained in this Plan that will support the SCR's economic growth.**

Applications for funding will be invited, and should be coordinated and led by a Lead Promoter, supported by key stakeholders working together collaboratively to bring forward integrated packages of infrastructure interventions. This is to ensure that all potential interventions are captured and all partners coordinated.

The process builds on the existing SCR Assurance and Accountability Framework, with the commissioning stage providing the entry point to the programme. The purpose of this approach is to provide a framework from which an increasingly integrated approach can be taken. The first stage of this approach is to develop a package of schemes which together can overcome identified challenges

and maximise benefits. The system remains flexible to deal with individual schemes, but the selection criteria will favour more integrated packages of investment.

The key stages of the commissioning approach will be as follows:

Stage	Promoter Action
i) Expression of Interest (EOI)	Complete EOI Template
ii) Initial Sifting	Present package to Board
iii) Prioritisation & Programme Entry (Testing Tool)	Complete Project Mandate Testing Tool data input template
iv) Business Case Development	
a. Outline Business Case	Complete OBC Template
b. Full Business Case	Complete FBC Template
c. Funding Agreement	Complete Funding Agreement
v) Delivery	Complete Claim Returns
vi) Outcomes Evaluation & Monitoring	Undertake Evaluation

Building on Strong Foundations

Sheffield City Region has strong connections that form the foundations of a productive and diverse economy and we plan to exploit these opportunities through investment.

The City Region offers a good strategic location at the heart of the UK's motorway and rail network and benefits from its own international airport. The SCR plays a key role within the Northern Powerhouse and this is reflected in wider national connectivity proposals (including High Speed Rail and Transport for the North).

SCR has already been successful in attracting funding for and delivering transformational infrastructure investment linked to economic opportunity, with key examples including the improvements at White Rose Way and Great Yorkshire Way in Doncaster delivering £100m investment in strategic infrastructure linked to growth at the airport and 'iPort' logistics hub as well unlocking 1,200 homes.

The innovative Sheffield – Rotherham tram train trial, the first of its kind in the UK, will provide essential new public transport links between Sheffield and Rotherham and has attracted £58m investment.

Following the formal Rail North – Department for Transport partnership in 2015, Sheffield City Region has more influence over train service specifications on the Northern and TransPennine franchises.

Current Precedents and Future Drivers

Globally, there are a number of recognised key drivers and identified trends which influence infrastructure needs and shape methods of infrastructure delivery both now and in the future. These will impact SCR as well, and responding to them now will ensure that the infrastructure provided as a result of this Plan is resilient and responds to the needs of future generations.

Such trends include a growing and ageing population that is leading to smaller household sizes, a desire for 'inner city' living that provides ready access to employment, services and amenities, and a demand for improved alternatives to car travel. The trend toward urban living presents the opportunity to use infrastructure more effectively and reap the agglomeration and smart specialisation benefits that densification can present. Land use policies must respond to this.

Energy affordability, security of supply and climate change challenges must be addressed through decarbonisation of our energy supply, and this will ultimately occur at a local level. Green infrastructure, meanwhile, can offer a multitude of benefits, from reduced flood risk to improved air quality and encouraging more people to walk and cycle.

Innovative, disruptive technologies such as mobile internet and the Internet of Things are changing how we use and interact with infrastructure systems. There is scope to use technology to make better use of what we have now.

Devolved Power and Funding

Since 2014, SCR has entered into two Devolution Agreements with Government, the first unlocking funding to support infrastructure delivery and resulting in an infrastructure investment programme of £650m.

In October 2015 the SCR Devolution Heads of Terms Agreement set out the next steps in transfer of resources and powers to the City Region and will support further infrastructure delivery. It includes control of an additional £1bn Fund, increased powers over planning, a Housing Investment Fund, and greater powers over transport. This agreement puts SCR in a strong position to deliver on the ambitions set out in this Plan.

Our benchmarking cost analysis suggests that the full package of infrastructure outcomes identified could cost in excess of £28 billion.

Although the funding secured through devolution will make a significant contribution toward delivering this Plan, the SCR is looking beyond this and considering a range of additional financial and funding options that could support the delivery of infrastructure across SCR. These are set out in Annex E - Funding Options Report. Options are based on traditional and more innovative approaches, and informed by examples from elsewhere in the UK.

Legacy

At the heart of our Plan is the legacy created as part of our joint drafting and Commissioning Approach. We have worked collaboratively and collegiately across a range of public and private stakeholders and partners, including utilities, operators, investors, political leaders, planning, transport and economy experts who have all contributed a breadth of experience.

We will continue to achieve a successful legacy for the SCR by:

- **Maintaining and Strengthening Stakeholder Relationships:** Build on the relationships and connections generated through this Plan to establish working groups and collaboratively deliver strategic infrastructure packages.
- **Communicate the Plan Content and Progress:** Develop a plan to communicate progress in delivering this Plan at regular milestones, including through Infrastructure Summits and events to attract investment from both the UK and overseas.
- **Ensure the Longevity of the Infrastructure Delivery Group:** Broaden the remit and terms of reference of this group to not only guide infrastructure planning, but to include stakeholders who can support infrastructure delivery.
- **Regularly Review this Plan:** Refresh the Plan at regular intervals to take account of external factors and influences, and progress made in its delivery.
- **Align with the wider economic ecosystem:** Review and iterate this Plan to respond to those of the other work streams focused on delivering economic growth across SCR.
- **Achieve Closer Spatial Integration:** Over time, work together to more closely align land use planning with infrastructure investment, to achieve greater efficiencies and adapt to emerging trends and drivers.
- **Achieving Infrastructure Delivery:** Apply the Commissioning Approach to deliver a step change in infrastructure provision across SCR.

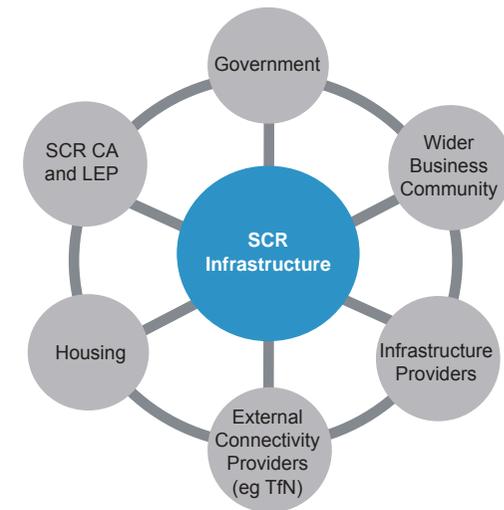


Figure 7
Partnership Legacy