



INVESTMENT DELIVERY PLAN (IDP)

FOR

PUBLIC TRANSPORT



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1. Vision / Objectives

- 1.1 The Department's overall aim is to improve quality of life by maintaining and enhancing infrastructure services and by shaping the region's long-term strategic development. Investment in the public transport infrastructure will contribute to the Executive's priority to provide the right infrastructure to grow the NI economy.
- 1.2 Over the period of the Investment Strategy 2008 to 2018, the Department for Regional Development (DRD) has secured significant funding to improve the public transport infrastructure. This investment will be significant in achieving the following two Key Goals of the Executive as highlighted in the Investment Strategy Northern Ireland (ISNI) document:
- significant elements of a modern rapid transit system serving the Greater Belfast Area, integrating with improved conventional public transport across the region; and
 - new modern rolling stock to replace all older trains to help move further towards achieving a 50% increase in the frequency of rail services between the main urban economic centres.
- 1.3 The investment planned will maintain and develop the rail network and improve public transport provision to deliver a modern, efficient and sustainable transportation system that facilitates economic growth and social inclusion across the region. This reflects the Departments Public Service Agreement (PSA) 13 – 'Improving the Transport Infrastructure' which is set out in the Programme for Government (PfG). <http://www.pfgbudgetni.gov.uk/finalpfg.pdf>
- 1.4 The Regional Transportation Strategy (RTS) 2002-2012 identifies specific transportation investment priorities and considers potential funding sources and affordability of planned initiatives over the 10 year period. The aim is to achieve the longer term vision for the transportation contained within the Regional Development Strategy (RDS):
- “to have a modern, sustainable, safe transportation system which benefits society, the economy, and the environment and which actively contributes to social inclusion and everyone's quality of life”.
- 1.5 It also recognised that the best regional transportation systems have been built up over time and are continually improved. The programmes identified over the ISNI period will

capitalise on the work already carried out in order to meet the targets set out for public transport in the RTS.

- 1.6 In recent years investment in new trains has proven popular with commuters, for example, passenger journeys increased 29% between 2004/05 and 2006/07 on the Belfast to Bangor line. The planned investment is intended to build on the previous success by replacing older trains as they come to the end of their useful economic life, investments in track and station upgrades and systems to improve passenger information.
- 1.7 Planned investment in bus services will enable the provision of quality bus corridors on key arterial routes, a more accessible and modern bus fleet and the development of park and ride facilities to meet demand.
- 1.8 Development of a rapid transit network for the greater Belfast Area underlines further commitment to public transport. Plans are at an early stage, and indications are that demand initially could support a number of routes: E-Way running from Dundonald through deprived areas at Tullycarnet and Inner East Belfast through the City centre to the Royal Hospital and beyond into West Belfast and CITI route linking the Titanic Quarter to the city centre.
- 1.9 The improvements in public transport will promote the increase in usage of public transport and encourage a shift away from the car for journeys, particularly in urban areas.

2. Funding Profile and Sources

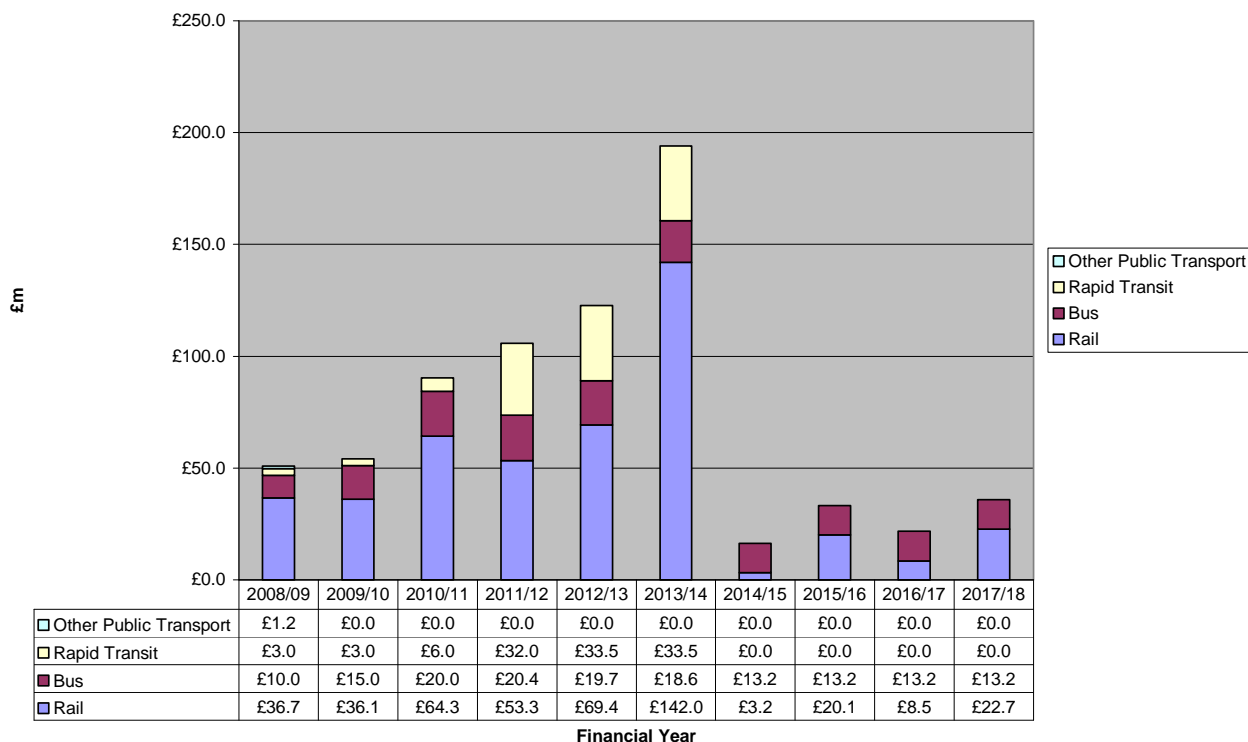
- 2.1 DRD is providing significant grant aid to Translink for investment in rail and bus infrastructure. The main focus is in rail with £137m being allocated for years 2008/09 to 2010/11. The remaining 7 years will see investment of £319m. The equivalent figures for bus services are £45m and £111m respectively. Table 1 details the annual profile of investment at current prices.
- 2.2 Funding under the Programme for Government and Investment Strategy has allocated £111m over the next 10years for the development of a Rapid Transit network. The potential to lever in private sector funding will be an important ingredient.
- 2.3 Other public transport represents the ferry to Rathlin Island which the Department subsidises.

Table 1: Annual investment profile for the Networks – Public Transport Sub Pillar

Year	Rail	Bus	Rapid Transit	Other Public Transport	Total
	£m	£m	£m	£m	£m
2008/09	36.7	10.0	3.0	1.2	50.9
2009/10	36.1	15.0	3.0	-	54.1
2010/11	64.3	20.0	6.0	-	90.3
Total Years 1-3	137.1	45.0	12.0	1.2	195.3
2011/12	53.3	20.4	32.0	-	105.7
2012/13	69.4	19.7	33.5	-	122.6
2013/14	142.0	18.6	33.5	-	194.1
2014/15	3.2	13.2	-	-	16.4
2015/16	20.1	13.2	-	-	33.3
2016/17	8.5	13.2	-	-	21.7
2017/18	22.7	13.2	-	-	35.9
Total Years 4-10	319.2	111.5	99.0	-	529.7
Overall Total	456.3	156.5	111.0	1.2	725.0

- 2.4 Years 1-3 have been agreed as part of the Budget 2007 settlement announced in January 2008. Years 4 – 10 will also be sourced from Public Expenditure subject to approval as part of future spending reviews.
- 2.5 Over the Budget Period, £11.6m worth of income is set to be generated from asset disposals including NITHCo operational land, buildings, depots and investment property.
- 2.6 The Department continues to be committed to maximising the contribution from EU funding to the particular programmes undertaken over the ISNI period.
- 2.7 A summary of the investment profile by programme is depicted in Table 2.2.

Table 2.2: Funding Profile by Programme for Networks – Public Transport Sub-Pillar



3. Key Programmes / Projects

3.1 The key projects which Translink will take forward over the 10 year period are listed below:

In delivery or in procurement presently:

- A £17m project to upgrade train stations and halts in accordance with Disability Discrimination legislation and Translink's New Rail Vision. This work will be completed in August 2008.
- Work on a new railway station in Newry costing in total £14.6m has now started and is expected to be completed by the autumn of 2009.
- The project to purchase 20 new trains is listed as a milestone in the ISNI document and is a specific target falling under PSA 13 to improve the transport infrastructure. Thirteen of the new trains are due to replace the old fleet and seven to provide additional capacity and frequency on the lines around Belfast and on the Belfast to Derry service. This programme will provide a more modern service to passengers with increased frequencies and

capacities on several routes. The tender process has already commenced and the first of the new trains is expected to be delivered in 2011 with all 20 in passenger service by 2013. Costs of the purchase of the new trains are currently estimated to be in the region of £100m.

Planned Procurement in the Next 5 Years:

- Track life extension of the line between Ballymena and Coleraine to ensure train services can safely operate on the line and temporary speed restrictions can be removed in order to reduce journey times on the line. The £12m project is scheduled to go to tender in April this year and the contract awarded in July with work on site expected to start in November this year.
- Some projects associated with the introduction of the new trains will also be taken forward, including the construction of a new train care and maintenance facility at Adelaide in Belfast. The tender process for which should commence at the start of next year and work is expected to commence on site in 2010. The costs of the facility are estimated at £15m.
- A £40m upgrade of the track between Knockmore and Lurgan on the main Belfast to Dublin line is planned to commence in 2009 and be completed by 2011. The tender process is scheduled to commence in early 2009.
- Plans for a major upgrade of the track between Coleraine and Derry are currently being developed. The project, estimated at £64m, will be tendered within the next three years with work expected to start on site in 2011 and be complete by 2013.

3.2 The Programme for Government includes a commitment to plan, develop and start work on the first rapid transit line in greater Belfast by 2011. The Department has recently completed a Strategic Outline Case for the Development of Rapid Transit which highlights the technology options, routes and costs for the development of a network.

3.3 Proposed improvements to the Rathlin Ferry service are scheduled for 2008/09.

3.4 Annex 1 lists the proposed public transport projects within each programme across the ISNI period. All information is as accurate as possible at the time of publication but is indicative and subject to review in the normal course of business.

4. Contribution to Objectives of Infrastructure Investment

4.1 The planned investment in the public transport embraces the sustainable development which is at the heart of the Investment strategy. The proposed rail, bus and rapid transport infrastructure programmes are designed to meet the core DRD business objectives of maintaining and developing the rail network and improving public transport to deliver a modern, efficient and sustainable transportation system. DRD will promote the increase in usage of public transport whilst striving to maximise contribution to the three cross cutting objectives of ISNI which are highlighted below:

ISNI objectives

Grow a dynamic and innovative economy; and deliver modern high quality and efficient services:

- 4.2 Public transport is an essential requirement for a vibrant economy. For many cities public transport is the only method they have for accessing schools, colleges and places of work. It is crucial that the workforce has access to a reliable and efficient means of public transport in order for the economy to function at its optimum level. A good public transport system also assists in the delivery of an environmentally sustainable economy. The growth in populations, and employment, in tandem with the environmental imperative to reduce carbon emissions, requires a major switch on passenger transport from private car to bus, rail and rapid transit.
- 4.3 The Quality Bus Corridors will improve the provision of link services between bus and rail and will increase frequencies on the main arterial routes into Belfast. Other investment in Bus stations and workshops will improve the quality of service by increased accessibility and frequency and improved safety and signage for passengers.
- 4.4 The track renewal program will focus on lesser used lines and will facilitate increased timetable frequencies and reduced journey times where possible. This will contribute significantly to the delivery of a high quality public transport service.
- 4.5 The new rail rolling stock programme will enable the modernisation of old trains and consequently make public transport a more attractive travelling option. The increase in rail fleet will increase capacity and frequency. The improvements will result in a high quality modern service which in turn should deliver increase in usage. Additionally the programmes

should improve cross border links and enhance ties between the region's two main cities to benefit tourism and inward investment.

4.6 The Regional Transportation Strategy states:

- The increased standard of the Regional Strategic Transport Network in terms of the retention of the existing rail network and the enhancement of and addition to bus services and facilities would also offer benefits in terms of facilitating the movement of people and goods, attracting inward investment and increasing Northern Ireland's attractiveness to visitors, including business travellers and tourists.
- The proposed strategy would also support the improvement of employment prospects for communities in regeneration areas due to improved and additional transport provision and links.

4.7 Rapid Transit will help grow a dynamic and innovative economy by providing high quality cross city public transport links to key development at Titanic Quarter, West Belfast and East Belfast. Rapid Transit will also provide links to key tourism sites like Titanic Signature Project and Dundonald Ice Bowl and Eastpoint Entertainment Village. It will connect commercial and academic establishments around Titanic Quarter and new Belfast Metropolitan College to the Greater Belfast Area and could be a catalyst for urban regeneration in West Belfast.

4.8 A key outcome of the establishment of a Rapid Transit network will be to improve the quality, accessibility and reliability of public transport services within the Belfast Metropolitan Area. An important element of this includes providing easy access to major attractors such as Royal Victoria Hospital to East/ West Belfast and providing access to new employment locations in Titanic Quarter.

4.9 The planned measures will lead to the development of a more integrated balanced and effective public transport system which offers people a greater variety of transport options with a higher quality service.

Promote tolerance, inclusion, equality and regional balance and tackle social disadvantage

4.10 The Regional Transportation Strategy states:

“Initiatives that make it easier to walk and cycle would assist and support socially excluded people to access education and training opportunities and thereby to enter or return to the job market”.

4.11 Currently the proportion of passengers in socio economic groups is as follows:

NIR	AB	14%	CDE	86%
Ulsterbus	AB	9%	CDE	91%
Metro	AB	9%	CDE	91%

4.12 Public transport here targets social need. For many citizens it is the only method of accessing areas of economic opportunity. Investment in public transport will improve access to employment, health, education and social needs and have a positive impact on the Governments anti-poverty, social exclusion and sustainability strategies. The Titanic Quarter route it will act as an incentive for outward and inward investment initiatives from Invest NI and the Department of Enterprise Trade and Industry.

4.13 All of the region’s citizens regardless of what section 75 category they fall into are able to access public transport. The programme will have zero impact on race, marital status, religious belief, political opinion and sexual orientation categories. There will be positive benefits as follows:

- People with disabilities are positively impacted with the investment programme targeting 100% of vehicles being fully accessible. Furthermore, there is substantial Disability Discrimination Act (DDA) work being done for railway stations and in the programme for bus stations.
- There is a positive impact for those with dependents with the target of 100% accessibility for vehicles and improved access to passenger facilities.
- Older people benefit from improved accessibility of both vehicles and passenger facilities.

4.14 Further development of public transport will improve access to employment, health, education and social needs and have a positive impact on the Governments anti-poverty, social exclusion and sustainability strategies. The proposed Rapid Transit routes will improve public transport access across many areas which are subject to the Department of Social Development’s Neighbourhood renewal initiatives.

- 4.15 The general contribution made by public transport to the New Targeting Social Needs (TSN) is summarised in the RTS as follows:

'The Department for Regional Development believes that initiatives resulting in new or improved public transport services will, in general, support the objectives of New Targeting Social Need by providing transport for those in social need. These schemes will provide access to employment, training and other services for many of the least affluent people, thereby facilitating their inclusion in society.'

Protect and enhance our environment and natural resources

- 4.16 Improved public transport will attract people away from the private car. The RTS set a target of increased rail patronage (excluding Enterprise services) of 60% over 2001 figures by 2012. By March 2007, passenger numbers had increased by over 30% . Further investment is needed to achieve the rest of this target.
- 4.17 The new trains have lower emissions than the older ones that will be replaced. Increasing train capacity and patronage should reduce the number of cars on the road thereby reducing the environmental impact of congestion. The new rolling stock program will have a positive impact on air quality, journey ambiance, townscape and heritage.
- 4.18 Whilst buses emit 4 to 5 times more emissions than cars, the average bus occupancy level is 7 times that of the car and therefore there is a 30% saving in emissions per passenger. New buses must comply with stringent EU emission guidelines giving a positive impact compared with older buses.
- 4.19 All developments to bus, train and rapid transport stations/depots will be designed and built to be sympathetic to the local environment.

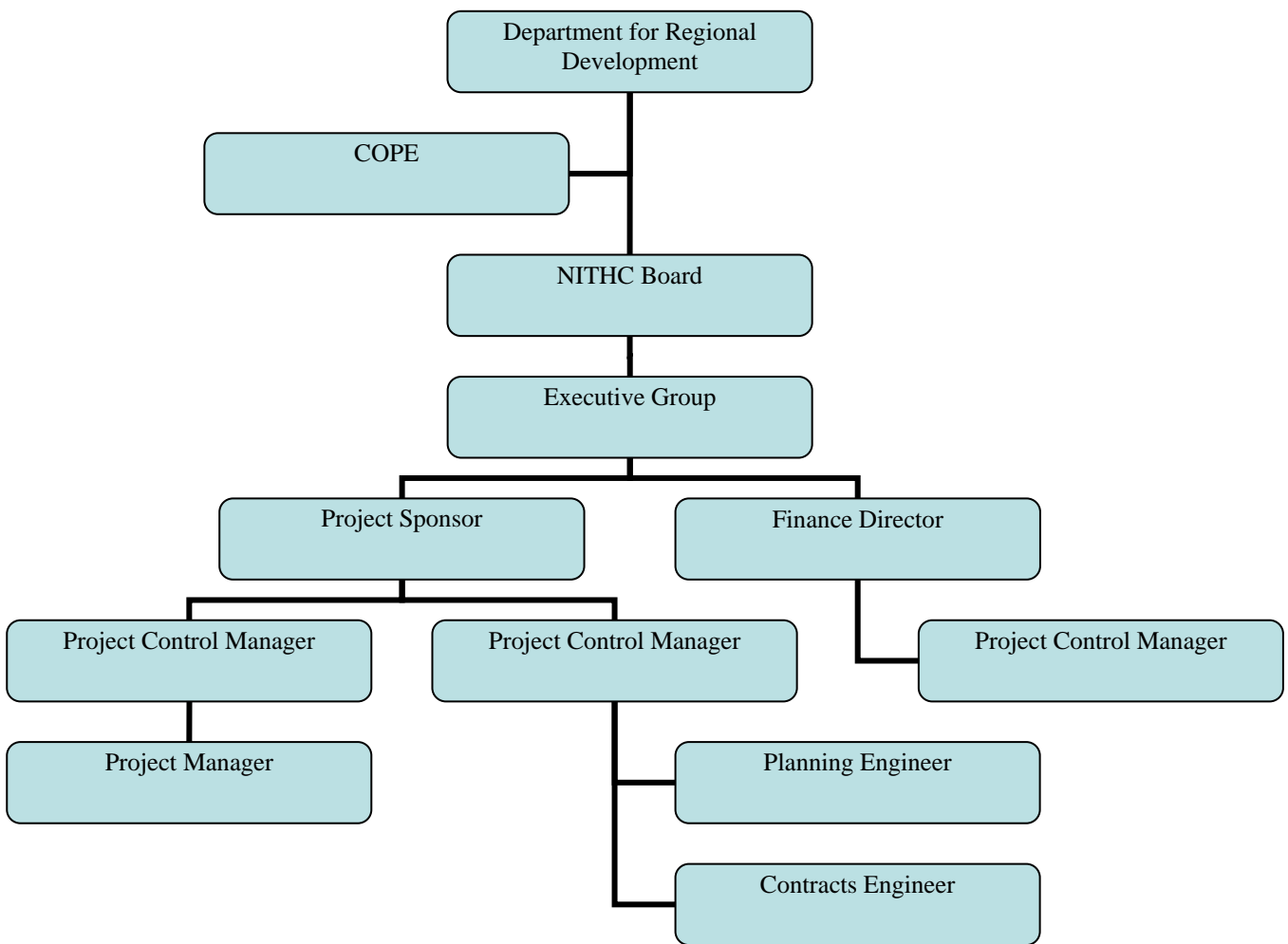
5. Delivery Arrangements

Rail/Bus Programmes

- 5.1 Responsibility for delivery of the rail and bus programmes of investment lies with the Northern Ireland Transport Holding Company (NITHCo) which oversees Translink's operational delivery of public transport services. DRD is the sponsoring Department and provides all the funding for the public transport sub pillar of investment.

5.2 The Department is accountable to Parliament for the activities and performance of NITHCo and its subsidiaries and it has established a Regulatory Framework for monitoring and control.

5.3 The delivery chain for the public transport sub pillar is shown below:



5.4 Projects are managed in accordance with the Infrastructure Manual of Project Management Procedures. These are based on best practice project management compatible with Project Management Body of Knowledge (PMBOK) of the Project Management Institute (PMI) and Association of Project Management (APM) organisations and have been assessed compatible with PRINCE2 methodology. The process is based on a Gateway Process with review points at end of each main stage.

5.5 Each project is sponsored by a member of the Executive team (Project Sponsor) who signs off the Statement of Need. A Senior Responsible Manager (SRM) is responsible for the

delivery of the project. The SRM reports to the Project Sponsor or Project Director. Each project has a dedicated project manager independent from the design team.

- 5.6 The Project Control department is responsible for coordinating programme planning and ensuring projects are managed in accordance with the Procedures. The Project Control Manager is supported by a Planning Engineer and Contracts Engineer in coordinating programme development and monitoring and tracking progress and compliance of projects within the overall programme. Project progress/performance is reported on a monthly basis and performance on 'cost', 'quality' and 'programme' are measured using a traffic light parameters system.
- 5.7 A KPI has been established to measure performance in delivery of the overall programme. Progress is also tracked on a Master Programme against the base line (approved Corporate Plan) programme using a Milestone Achievement graph. Budget expenditure is also tracked on a monthly basis for value of work done and amount certified.
- 5.8 A detailed assessment of project resources for each Translink division was carried out in 2006/07. This indicated that project management resources were under staffed, particularly within the Property department. Recruitment was subsequently undertaken to meet the projected levels. A review of resources for the 2007/08 plan confirmed these assessments. A number of larger projects have been identified to be managed using external project management resources.
- 5.9 The Infrastructure Executive will be responsible for championing the Achieving Excellence and Sustainability drive. He shall also be responsible for setting and monitoring relevant, measurable sustainability objectives and targets, and report progress regularly.
- 5.10 Procurement will be undertaken by the Purchasing Department of Translink which has achieved COPE (Centre of Procurement Excellence) accreditation. In achieving COPE accreditation, Translink have ensured that contractors include employability measures.

Rapid Transit

- 5.11 A Rapid Transit Delivery Team will be required to deliver this major infrastructure project. This will consist of a appropriately skilled personnel including Project Director, Programme Manager, Traffic / Highway engineers, planning, legal, procurement, consultation and financial support. The team will be headed up by a Senior Civil Servant and supported by professional trained technical officers.

- 5.12 Work could start on the delivery of the first Rapid Transit line by 2011 if decisions on technology options, route options and the establishment of project team are taken early in the programme. A more detailed implementation plan will be required once clarification has been given on main issues highlighted within the IDP and key project risks have been identified by the project delivery team.
- 5.13 The SOC recommendations are currently being considered by the Minister and he intends to discuss the way forward with members of the Regional Development Committee and Executive Colleagues. DRD will then be required to establish mechanisms to deliver the network as indicated within Programme for Government and the Investment Strategy. The makeup of the proposed team however will be dependant on the outcome of political decisions.

Rathlin Ferry

- 5.14 The Rathlin Ferry will be provided by an independent shipping company and funded through a subsidy from DRD.

6. Risk Management Procedures

Bus/Rail Programmes

- 6.1 The Gateway Review Process Procedure is currently in operation within Translink. Gateway reviews for all projects will be carried out at Inception, Feasibility, Appraisal, Design and Procurement as well as at Project Handover and Project Closure. The level of detail will depend on risk level. The Programme Management Office (PMO) will monitor and control all Gateway Reviews both internal and at DFP Centre of Excellence (COE) level.
- 6.2 Discussions are currently taking place with COE for Delivery on a number of projects and it is likely that the New Trains Two Programme will progress to full external COE Gateway in the very near future.
- 6.3 Risks are also managed through the application of the project management methodologies: PRINCE 2 and PMBOK. Each project must have a Risk Register in which each risk will be assessed at an early stage in the project in line with the Risk Management policy. Project/Programme Risk Registers will be reviewed and monitored on a regular basis.

- 6.4 The risks will have an assigned owner and will be considered at the monthly project boards to allow for adequate monitoring and mitigation if possible. DRD have representation on the material projects' boards. Project risks will be elevated to the attention of senior management when materiality dictates.
- 6.5 One of the main risks for property projects such as Bus Workshops and Garages and Park and Ride schemes is the availability of land. The New Trains Two Programme (NTTP) risks include the lack of a competitive market for the relatively small order and changes to original funding requirements due to significant movements in the exchange rates. Risks associated with securing the land for the Adelaide Train Maintenance Facility may also impede on the progress of the NTTP. A robust timeplan has been established in relation to the programme and work is being carried out with the relevant stakeholders to ensure that all milestones are met. Land issues are being progressed by NITHCo.
- 6.6 Additional risk surrounds the availability of adequate funding to progress the projects as funding is only secured for the 3 year Budget period and many programmes may not be completed until after this period. Furthermore many of the projects are still in very early planning stages and specific risks have not yet been identified.

Rapid Transport Network

- 6.7 DRD undertook, through consultants, a Strategic Outline Case for the development of the network in 2007/8. The Minister is currently considering the recommendations of the report. Once a decision has been taken on the type of technology the next stage of implementation will be the establishment of a Rapid Transit Delivery Team. This team will consist of appropriately skilled engineers and project managers who will undertake the detailed design and implementation of the scheme. This team will undertake the delivery of the infrastructure and service arrangements using the OGC Gateway Process and or Roads Service Gateway process.

7. Monitoring

- 7.1 DRD is committed to carrying out the agreed updates for all projects / programmes identified in Annex 1 to the internet enabled Investment Monitoring System.
- 7.2 The Department as part of its ongoing review of progress against business and corporate plans will examine the wider contribution of the public transport investment. This will

involve the review of key KPIs and monitoring of advancement towards the achievement of key targets.

- 7.3 All DRD programmes covered by ISNI 2008-2018 were underpinned by a series of Equality Impact Assessments (EQIA). These included full EQIAs on the Regional Transport Strategy and the other related transport plans and programmes. Regular Section 75 monitoring of these plans and programmes will continue to ensure that they are delivered in such a way as to promote equality of opportunity and good relations to the fullest extent possible.
- 7.4 The Department is committed to considering the findings and the recommendations emanating to the final EQIA carried out at strategic level in addition to the mandatory project level EQIAs' recommendations.
- 7.5 At operational level, the Department closely monitor all claims for grant to ensure they comply with approval levels and conditions outlined in the Letter of Offer for each projects. Monthly monitoring meetings are conducted with Translink/NITHCo personnel to determine progress against plans and determine the need for any remedial action.
- 7.6 To ensure compliance with programme processes including OGC/DFP Gateway Review and integration with corporate business planning processes, the Translink has developed a comprehensive monitoring framework.
- 7.7 The Programme Management Office (PMO) scrutinises all projects and programmes in order to:
- support decisions by Executives and Corporate planning processes.
 - categorise projects by programme or project area
 - assist senior suppliers in allocation and planning processes.
 - assist the programme and project organization to review requirements and priorities.
 - maintain the required database and communications with the Translink project and programme organization.
 - co-ordinate with other corporate checkpoint processes, including information governance and probity controls
 - provide financial and Gateway Review control and monitoring
- 7.8 It is the responsibility of the Project and Programme Managers to ensure that all project staff comply with this procedure.

7.9 The monitoring of the delivery of the rapid transit project will be dependant on the establishment of a Rapid Transit delivery team. This team will have the required project management expertise to deliver a major infrastructure project. This team will comply with the OGC Gateway process and or Roads Service Gateway Process to deliver the project. This will be dependant on the mechanism and technology agreed to deliver the project.

ANNEX 1: Summary of major investment in Public Transport

Project title & description (including description of tangible outputs expected from the investment)	Capital value (£m) Current prices	Anticipated procurement route ¹	Indicate next gateway stage ²	Anticipated date of advertisement to market	Estimated completion date/delivery date	Location
Rapid Transit	111.0					
Development of Rapid Transit Network		Dependant on technology selected	1	2010/2011 Dependent on technology / routes selected and establishment of rapid transit delivery team	2012/2013	Belfast
Rail New Trains	120.8					
New Trains Two 2010 Project		Design and Build	1	March 2008	Mar 13	Across the railway network
New Train Cleaning Facility		Conventional Procurement	1	September 2009	February 2011	Belfast
Platform Extension Programme		Conventional Procurement	1	February 2011	June 2012	Across the railway network
Rail Infrastructure	335.5					
Coleraine to Derry Relay		Design and build	1	Mar 11	Sep 12	Derry Line
Ballymena to Coleraine Track Relay		Design and build	1	Sep 12	Jan 18	Derry Line

Project title & description (including description of tangible outputs expected from the investment)	Capital value (£m) Current prices	Anticipated procurement route ¹	Indicate next gateway stage ²	Anticipated date of advertisement to market	Estimated completion date/delivery date	Location
Knockmore to Lurgan Track Renewal		Design and Build	1	Apr 09	Jan 12	Cross Border Line
Lurgan to Portadown track relay		Design and Build	1	Apr 14	Oct 15	Cross Border Line
Coleraine to Derry Resignalling		Conventional Procurement	1	Feb 10	Apr 12	Derry Line
Ballymena to Coleraine Track Life Extension		Conventional Procurement	3	Apr 08	Aug 10	Derry Line
Newry Railway Station		Conventional Procurement	4	Complete	Sep 09	Newry
Lisburn to Moira Resignalling		Conventional Procurement	1	Feb 11	Oct 14	Cross Border Line
Park and Ride Portfolio		Conventional Procurement	Various 1 to 3	From Jun 08 to Apr 12	Sep 08 to Mar 15	Various across the railways network
Monkstown to Templepatrick Track Dualling		Design and Build	1	Apr 13	Jan 15	Derry Line
Bus Replacement Vehicles	129.5					
Bus Replacement		Conventional Procurement	1,2,3,4,5	From late 2008 to 2018	From late 2008 to 2018	Across the region
Metro Phase 2 Buses		Conventional Procurement	1	Complete	Mar 10	Belfast

Project title & description (including description of tangible outputs expected from the investment)	Capital value (£m) Current prices	Anticipated procurement route ¹	Indicate next gateway stage ²	Anticipated date of advertisement to market	Estimated completion date/delivery date	Location
Bus Infrastructure	22.8					
Bus Station Portfolio		Conventional Procurement	1	From Dec 08 to Aug 13	From Mar 12 to Jan 15	Across the region
Bus Workshops and Garages	4.2					
Rathlin Ferry	1.2	Conventional Procurement	0		March 2009	Rathlin Island
Total	725.0					

Note to table:

¹ Please select from (a) PFI/PPP; (b) Design and Build; (c) Conventional Procurement.

² Gate 0: Strategic Assessment; Gate 1: Business Justification; Gate 2: Procurement Strategy; Gate 3: Investment Decision; Gate 4: Readiness for Service; Gate 5: Benefits Evaluation

ANNEX 2: POLICY FRAMEWORK

Investment under this sub-pillar is informed by the following strategic and policy frameworks. These documents should be referenced for a fuller understanding of the context in which investment under this sub-pillar is being delivered.

Regional Development Strategy for Northern Ireland 2025 (RDS)

This set the overarching spatial development strategy for Northern Ireland and provided the framework within which the 10 year Regional Transportation Strategy was subsequently formulated.

www.corpdocs.co.uk

Regional Development Strategy for Northern Ireland 2002 - 2012

This is a daughter document of the RDS with the purpose of making a significant contribution over the ten years towards the longer-term vision for transportation contained within the RDS i.e. « to have a modern, sustainable, safe transportation system which benefits society, the economy and the environment and which actively contributes to social inclusion and everyone's quality of life »

www.drdni.gov.uk/rts

Regional Transportation Strategy (RTS)

The Regional Transportation Strategy (RTS) for Northern Ireland 2002 - 2012 was unanimously agreed by the Northern Ireland Assembly on 3 July 2002. It identifies strategic transportation investment priorities and considers potential funding sources and affordability of planned initiatives over the 10 year period 2002 - 2012.

<http://www.drdni.gov.uk/strategiesdetails.htm?id=str17>

Interim Report of the Railways Task Force (RTF) September 2000

The RTF set the wider policy context for railways in Northern Ireland and led to budget approval in December 2000 of £102m towards the "consolidation option" outlined in the report.

www.railwaytaskforceni.gov.uk

Belfast Metropolitan Transport Plan

The Belfast Metropolitan Transport Plan (BMTP) was launched by the Minister for Regional Development on 30th November 2004. This plan, the first of its type for the Belfast Metropolitan Area (BMA), takes forward the strategic initiatives of the Regional Transportation Strategy (RTS) for Northern Ireland 2002-2012.

<http://www.drdni.gov.uk/index/bmtp.htm>

ANNEX 3: SUB PILLAR CONTACT DETAILS

Key Contacts

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Centre of Procurement Expertise (COPE):	Central Procurement Directorate Clare House 303 Airport Road West BELFAST BT3 9ED 028 9081 6200 e-mail: procure.info@dfpni.gov.uk
SIB contact:	Martin Spollen Strategic Investment Board Clare House 303 Airport Road West BELFAST BT3 9ED 028 9081 6167 e-mail: martin.spollen@sibni.org