

Transport East Forum

Date: 22 July 2020
Item: Item 3: Transport East 100-day Plan update
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Purpose

To provide an overview of Transport East activity over the last 100 days.

Recommendations

Transport Forum to note the report and comment on proposed next steps.

1. Introduction

- 1.1 This paper sets out the progress made by Transport East this quarter, providing an update on our activities and setting out our next steps. The core focus has been on progressing the governance, capability and work programme of Transport East.
- 1.2 This period has coincided with one of the most disruptive periods in UK post-war history. Unprecedented changes have taken place as a result of the COVID-19 lockdown, transforming the way that people travel in our region and across the UK. At a national level, the seven Sub-National Transport Bodies (STBs) across England are responding by accelerating sub-national transport strategies, investment programmes and governance to speed up sub-national delivery, as well as strengthening the national network of STBs as a strategic transport group to work in partnership with government and delivery bodies.
- 1.3 To ensure Transport East is equipped to drive forward our priorities, both within our partnership and nationally, we appointed our first staff member in April - the Strategic Director (SD) - with a remit to work alongside the Transport East Strategic Officers Group (TESOG), this Forum, the Wider Partnership Panel and national partners to progress Transport East to the next level of organisational maturity, creating a single voice for transport, based on shared outcomes, strategic approach, quicker delivery and robust organisational governance.
- 1.4 Within this context, the SD and TESOG together scoped and initiated a **100-day plan**, kick-starting four priority work packages:
 - i. Transport East as a Functional Body
 - ii. Transport Strategy
 - iii. Investment and Delivery Planning
 - iv. Communications, advocacy and partnership
- 1.5 The agenda for this meeting is structured via these four headings, setting out our long-term goals, priority actions, key progress and next steps for each. This paper focuses on progress relating to **(i) Transport East as a functional body**.

2. Transport East as a Functional Body

- 2.1 Our long-term goal established in the 100-day plan is *“To ensure Transport East is a successful, effective, accountable and well-run Sub-National Transport Body, fully championing the aspirations of the Transport East partners, working in close partnership with DfT and the rest of the UK.”*
- 2.2 Transport East already has a well-developed governance, with a Terms of Reference and key governance mechanisms in place, including a Board (this Forum), Officer Steering Group, committed budget, secretariat, an accountable body, and first employed officer. To build on this, our 100-day plan set out three initial priorities:
- Review of existing and emerging governance requirements, to ensure we are fit for purpose for the future
 - Resourcing and funding the work programme
 - Establish the remit of Transport East to maximise 'added value' and minimise 'duplication'

Review of existing and emerging governance requirements, to ensure fit for purpose for the future

- 2.3 To progress to the next stage of organisational maturity aligned with government expectations, Transport East needs to bring existing and required governance together into a **single business plan**, endorsed by the Forum, which: (1) Sets a clear plan for the operation and development of Transport East as a functional body (2) Provides public transparency of TE's functions and activities, and (3) Provides assurance and accountability to TE's funding partners and DfT.
- 2.4 Our aim is to produce a **Business Plan** for the next financial year, starting from April 2021. Our initial scoping has identified this should include:
- Outcomes and outputs report from 2020/21
 - A long-term Vision for Transport East
 - Governance, including accountability and transparency
 - Costed work programme for 2021/22, to deliver required outputs, including income Plan and resource allocation

- 2.5 TESOG will be tasked with developing the draft business plan, alongside the Transport Strategy development, and we propose to bring the first Transport East business plan to the Transport Forum later this year for endorsement.

Resourcing and funding the work programme

- 2.6 Transport East requires capability and resources to grow and fulfil our aims. A budget review for 2020/21 has taken place as part of the 100-day plan. Our annual contribution in 2020/21 from members totals £242,000, in addition, £131,000 from 2019/20 has been carried forward into this financial year. Our baseline planning assumption is therefore £373,000 for 2020/21, reducing back to £242,00 in 2021/22.
- 2.7 It should be noted that we are still awaiting confirmation on our proposal for DfT funding for 2020/21. Should this forthcoming, our work programme budget would be increased, significantly enhancing the scope, quality and impact of our work outputs.
- 2.8 Table 1 sets out our proposed 2020/21 high-level budget allocation to maximise our outputs and outcomes, based on funds currently available

Table 1: Transport East Budget 2020/21

Priority work area	Core expenditure items FY 2020/21	Baseline 2020/21 budget allocation (without DfT Funding)*
i. Transport East development and operation as a functional body	<ul style="list-style-type: none"> • EELGA programme management function • EELGA secretariat function • Dedicated staff: <ul style="list-style-type: none"> ▪ Strategic Director (from April 2020) ▪ Executive Assistant (from Summer 2020) • All Forum / TESOG / wider partnership meetings and events • Transport Summit 2020/21 • 2021/22 Business Plan development 	£160,000
ii. Transport Strategy and iii. Investment and Delivery Plan	<ul style="list-style-type: none"> • Transport Strategy: <ul style="list-style-type: none"> ▪ Carbon Evidence Base ▪ Broader evidence base ▪ Scenario and strategy Development ▪ Strategy engagement programme • Interim investment and Delivery Plan (July 2020) • Full investment and delivery Plan (Winter 20/21) 	£148,000 <i>(c. £60,000 of this has already be utilised for the Carbon Study and Interim Investment and Delivery Plan)</i>
iv. Communications and advocacy	<ul style="list-style-type: none"> • Development of Communications Plan (Essex CC) • Dedicated full-time Communications Manager (from Summer 2020) to boost our single voice lobbying 	£65,000
Total proposed expenditure		£373,000

* the proposed allocations would be updated if DfT funding was forthcoming

Enhancing our capabilities and capacity

- 2.9 A staffing and capability review took place as part of the 100-day plan. The TESOG identified the immediate requirement for the next two new members of staff to enhance our operational and advocacy capabilities:
- **Communications Manager** – A dedicated communications professional to drive forward our ‘loud voice’, mobilising advocates to make the case for investment.
 - **Executive Assistant** – To provide centralised, consistent professional support for staff, TESOG and forum members, allowing Transport East to act quickly and professionally, manage our growing workload, and releasing the time of the Strategic Director and Communications Manager to focus on strategic priorities.
- 2.10 These have both been approved by the recruiting host body (Suffolk County Council), and were advertised in W/C 13th July. Interviews will commence in August for both roles.
- 2.11 As Transport East grows, the next permanent resource required will be our strategic transport project and programme management capacity. In the meantime, and for the remainder of 2020/21, it is proposed to retain the services of EELGA contracted services for all project and programme management, with a focus on delivery of the Transport Strategy.

Establish the remit of Transport East to maximise 'added value' and minimise 'duplication'

- 2.12 It is important that Transport East perform a unique role, not duplicating others, but genuinely adding strategic value as a partnership. To ensure this, the Strategic Director has reviewed our remit, including via:
- A Transport East **'ways of working' workshop** on 4th May, including all five transport authorities, two LEPs, and other partners;
 - **Over 30 one-to-one introductory meetings** between Strategic Director and individual Transport East Forum members or partner organisations;
 - Meetings with the **other six STBs** across England and the Department for Transport
 - A Transport East **District briefing session on 29 June**, at which all 24 districts were invited
- 2.13 The outcome of these meeting has established six unique features of our partnership, validated with the other STBs across England:
- Development of a **single transport strategy** on a scale to impact on local and national outcomes
 - Speak with **one voice** for our sub-national area on transport
 - **Champion our whole sub-national region** in parliament and Whitehall
 - Accelerate and improve **delivery**, via joint working at a national scale with HE, NR and DfT
 - **Work beyond boundaries**, across the UK
 - Provide **economies of scale** for our partnership to drive forward specific issues
- 2.14 The three fundamental work packages required to achieve this are scoped in more detail in the next three agenda items sections, namely:
- Communications Plan (see agenda item 4)
 - Transport East Strategy (see agenda item 5)
 - Interim Investment and Delivery Plan (see agenda item 6)

3. Summary and Next Steps

- 3.1 Our 100-day plan period ends today. Moving into quarter 2 of 2020/21, our work programme progresses into capacity building and strategy development. Key milestones include:

Table 2: Major Milestones

Next Major Milestone	Timescale
Phase 2 recruitment:	
• Communications Manager	July - August 2020
• Executive Assistant	July - August 2020
Initiation Transport Strategy	
• Phase 1 – engagement and evidence base	August – October 2020
• Phase 2 – strategy approach	October – November 2020
• Phase 3 – Delivery Plan	October – December 2020
Communications Plan – go-live	August 2020
Draft Transport East Business Plan	Autumn 2020

- 3.2 This Transport Forum will be vital to guiding the work programme. This quarter we have introduced additional workshops between Forum meetings, to engage members on key items, including the Communications Workshop (18 June) and the Carbon Workshop (26 June). We intend to continue this level of engagement with Transport Forum members, to ensure our partnership develops as a single voice.
- 3.3 **The Forum is asked to review the items in this paper, and comment on the proposed next steps.**