

TRANSPORTEAST



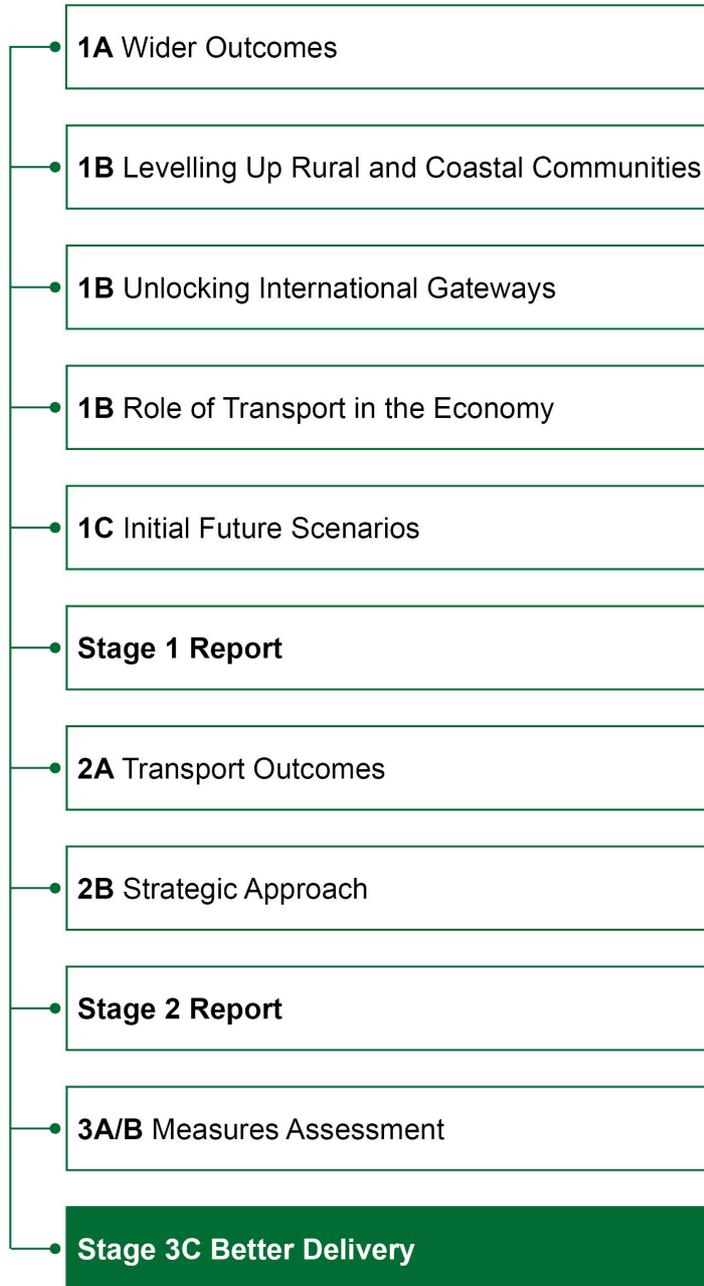
Jacobs

Transport East Transport Strategy

3C Report
Better Delivery
September 2021



Transport Strategy Evidence Base



Contents

Executive Summary	4
1 Introduction	7
2 General Overview of Transport in the East	8
3 What is Better Delivery?	16
3.1 Engagement with our Partners	16
3.2 Improved Integration	17
3.2.1 At a national level.....	17
3.2.2 At a regional level	18
3.2.3 At a local level.....	21
3.3 Maximising Funding Opportunities.....	23
3.4 Other sources of funding.....	26
4 Challenges Facing Better Delivery	28
5 Opportunities for Better Delivery	29
5.1 Role of the Sub-regional Transport Bodies (STBs)	29
6 Summary/Concluding comments	32
6.1 Examples and lessons learnt from across the UK	32
6.2 National Best Practice Delivery.....	32
6.2.1 Lessons from Transport and Sponsorship of Major Projects	32
6.2.2 Project SPEED.....	33
6.3 Sub National Best Practice Delivery	34
6.3.1 A14 Cambridge to Huntingdon	34
6.3.2 Thameslink – London Bridge Area Partnership.....	35
6.3.3 TEAM2100	35
6.4 Transport East Region best practice.....	37
6.4.1 Essex Pipeline approach	37
6.4.2 Demand Responsive Transport (DaRT) Services – Essex County Council.....	39
6.4.3 Connected Communities – Suffolk Rural Accessibility	40
6.4.4 TripStart - Norfolk Rural Employment Accessibility Scheme.....	40
6.4.5 Essex Sustainable Modes of Travel Strategy	40
6.4.6 RTPI Planning Awards 2011 - Award for Public Realm: Better Southend	42
6.5 Summary	43
7 The role and impact of new technologies	44
7.1 Partner Engagement	44
7.2 Industry 4.0	44
7.3 Best practice	45
7.3.1 UK Best practice	45
7.3.2 Transport East Best Practice	46
8 The role of the Transport East Partnership	48

8.1	What role does Transport East play in overcoming challenges and in aiding solutions?.....	48
8.1.1	Provider.....	48
8.1.2	Partner	48
8.1.3	Influencer	49
8.1.4	Monitoring	49
8.1.5	Facilitation/Leadership	49
8.1.6	Challenger.....	49
8.2	Next steps for Transport East	49

Executive Summary

Transport East is the Sub-national Transport Body (STB) for the East of England, comprising public and private sector partners across Norfolk, Suffolk, Essex, Southend and Thurrock, providing a 'Single Voice' for transport strategy and investment in the region. The partnership is developing its inaugural Transport East Strategy, to provide the strategic framework for the transport investment required to help achieve its ambitious and inclusive economic, social and environmental goals from now to 2050.

Transport East's overarching aim is for *"A thriving economy for the East, with fast, reliable, and resilient transport infrastructure driving forward a future of inclusive and sustainable growth for decades to come"*, and the delivery of a Transport Strategy needs to support this and additionally enable wider economic, social and environmental outcomes, supporting a set of wider outcomes and transport outcomes in the region. These relate to four key themes, namely decarbonisation, unlocking global gateways, multi-centred growth, and levelling up coastal and rural communities.

With the integration of the Wider and Transport Outcomes, a series of four strategic pathways have been developed to achieve Transport East's overarching aim. Each pathway plots a trajectory to achieving Transport East's goals to 2050, setting out a detailed and rigorous assessment of each theme, ensuring actions are appropriate, ambitious and complementary across all themes, as agreed with Transport East Senior Officers Group (TESOG) partners.

Decarbonisation is also an essential element of all plans. The Transport East Investment Pipeline will play an essential role in realising this ambition, helping to provide a coherent and transparent approach to focus on key priorities and transform delivery.

There are two key components to better delivery.

- The first is encouraging projects which are more aligned to the Transport East vision and aims to come through the pipeline and from promoters; these projects will need to contribute strongly to Transport East's wider and transport outcomes (quantified impact) and provide a better journey experience across all modes.
- The second is more effective delivery of projects on the ground in terms of funding, integration, construction, whole life costs, programme efficiency and benefits realisation (i.e. value to customers and partners).

Transport East held a "Better Delivery" workshop in February 2021 with transport operators, business organisations, and local businesses within its jurisdiction, to establish a clear and ambitious regional Transport Strategy that focuses on sustainable initiatives and securing long term investment. The following ideas and feedback were presented:

- The Strategy should recognise the importance of decarbonisation as a fundamental objective underpinned by all the interventions identified throughout.
- The Strategy should identify a multi-modal approach which recognises the diversity of communities across the region and sets an ambitious yet balanced path including reducing the demand for travel, increasing sustainable travel options and identifying alternative fuels.
- Transport East needs to involve both public and private organisations to reach the ambition of Net Zero transport carbon emissions.
- Engage young people, particularly those between the ages of 10 and 15, as they are the generation that are going to contribute to and be impacted most by the long-term elements of the transport strategy.

Partners have identified number of challenges, including a lack of collective goals, promotion and funding, as well as a lack of transport equality and infrastructure in place to incentivise residents and drive decarbonisation.

There are also opportunities to capitalise on in the pursuit of better delivery. Partners have identified sustainable and active modes of travel as a key way forward for better delivery, with collaboration with businesses an essential element.

This research has reviewed national best practice projects and programmes across infrastructure providers to identify areas for replication; A14 Cambridge to Huntingdon, Thameslink London Bridge Area Partnership (LBAP), Project SPEED, and Thames Estuary Asset Management (Team) 2100 were all reviewed highlighting the following as integral to better delivery:

- Programme efficiencies such as Project Management and financial control systems.
- Early involvement and collaboration of all stakeholders to define core principles.
- Innovation is central to delivering value on these schemes, yet the best time to innovate is early on in the programme, when the cost of change is low and its ability to be managed is high.

This study has also reviewed current best practice examples from across the Transport East region provided by partners. These projects demonstrate that high quality, innovative projects already exist within the region, and that through collaboration through Transport East, ideas can be shared among partners to improve the consistency of delivery and quality of projects throughout the region.

During the stakeholder workshop, participants were asked how Transport East can harness new technologies to improve the delivery of priorities. Technological interventions that improve the environment are most important to stakeholders, with recommended focus on electric bikes travel apps and electric vehicles. Best practice examples of technological interventions from the UK were outlined, with also the region’s best practice digital strategies outlined.

Upon engagement with Transport East’s partners, Transport East’s role in overcoming challenges and aiding solutions was discussed. Figure 1-1 shows the six roles that Transport East could take on, which could vary depending on the project and circumstance and examples of what Transport East could do as part of those roles to assist in achieving the Transport Strategy’s objectives.

Provider	Partner	Influencer	Monitoring	Facilitation / Leadership	Challenger
<ul style="list-style-type: none"> • Developing and submitting Comprehensive Spending Review (CSR) applications • Strategic Direction for Transport Interventions • Owns and engages a delivery partner for pan regional schemes / products 	<ul style="list-style-type: none"> • Supporting local Authority Partners in delivery of local interventions • Supporting Strategic Partners (Highways England (HiE), Homes England (HoE) and Network Rail (NR) in delivery of larger strategic projects 	<ul style="list-style-type: none"> • Influencing delivery agencies (HiE, HoE and NR) regarding programmes of work • Making the case to Central Government for funding (multi-year) • Making Transport East’s voice heard in the industry and across Sub National Transport Bodies (STB’s) 	<ul style="list-style-type: none"> • Sets standards and outcomes • Governance Role for assessing and prioritising schemes • Monitoring schemes and initiatives as they are delivered and evaluated • Keeping abreast of changing industry trends and innovation and sharing with delivery / local authority partners 	<ul style="list-style-type: none"> • Facilitator / Leader of region wide studies or investigations • Facilitator of funding from DIT and other bodies • Leading / Facilitation of STB wide discussions on certain issues and challenges 	<ul style="list-style-type: none"> • Challenging promoters schemes • Ensuring strategic fit of schemes with regional priorities • Supporting TE and Local Authority officers in Local Government Association gateway reviews of major schemes

Figure ES 1: Transport East Roles

The following next steps for Transport East are recommended:

- Work with Central Government to provide greater capital and revenue funding certainty to partners e.g. multi-year funding for block allocations and over a longer term for more complex interventions.
- Using the four key themes to underpin better delivery, Transport East is in an excellent position to lead and articulate a single consistent political, local authority and business message/voice to government.
- Work with partners and investors to raise awareness of Sub-Regional issues and highlight opportunities, reinforcing the cases for investment.

- Identify opportunities and seek funding to provide a rich evidence base that will enable private and public organisations to develop strategies, build business cases and make decisions that support a transport zero carbon sustainable future.
- Develop a people focussed approach to delivering a zero-carbon transport future. Recognising the importance of engaging with residents, businesses and investors, also recognising the importance of harnessing the potential for sustained delivery of benefits by engaging with younger generations.
- Work with partners to develop a strong monitoring and evaluation process that will; encourage innovation; enhance current and future delivery and outcomes of schemes; and provide greater value for money for the Government investment in the Eastern Region.
- Work collaboratively with delivery agencies (Highways England, Network Rail and Great British Railways), neighbouring STB's, wider STB networks and central government to maximise and integrate funding solutions to deliver the best outcomes for the Eastern Region.

1 Introduction

Transport East has a vision of a thriving economy for the East of England, with fast, reliable and resilient transport infrastructure driving forward a future of inclusive and sustainable growth for decades to come. Over the next 30 years Transport East wants to transform the region's transport connections to help drive long term economic growth.

The Transport East region is formed of three counties (Norfolk, Suffolk and Essex) and two unitary authorities (Southend-on-Sea and Thurrock). Norfolk, Suffolk, and Essex have two tiers of local governance and each county is divided into number of districts, boroughs and city councils. Essex has the largest number of districts (12), followed by Norfolk (7) and Suffolk (5 – following a merger of some districts in 2019). Southend-On-Sea and Thurrock are unitary authorities with single tiers of local governance responsible for all local government functions within their administrative areas. In order to bring all these areas together with a single common purpose the development of the Transport Strategy to 2050 comprises of the following stages:

- Stage 1 – understanding the role of transport and the potential for change.
- Stage 2 – develop an evidence driven strategic approach.
- Stage 3 – define a package of strategic measures and better ways to deliver and ultimately the transport strategy itself.

This report is part of Stage 3 of the Transport East Strategy evidence base, and will set out:

- A general overview of transport in the East of England: what Transport East have done so far in terms of Wider Outcomes, Key Themes, Transport Outcomes and Pathways.
- What is better delivery? Based upon engagement with Partners but also exploring how integration and maximising funding opportunities can assist with better delivery.
- What are the challenges and opportunities for better delivery? Based upon consultation with Partners.
- Best practice delivery across the UK and the Region for better delivery.
- The role and impact of new technologies based on consultation with Partners.
- The role(s) of the Transport East Partnership.

2 General Overview of Transport in the East

Transport East's overarching aim is for *"A thriving economy for the East, with fast, reliable, and resilient transport infrastructure driving forward a future of inclusive and sustainable growth for decades to come"*, and the delivery of a Transport Strategy needs to support this and additionally enable wider economic, social and environmental outcomes, supporting a set of wider outcomes in the region. These Wider Outcomes were derived by assessing the policy documents and strategies of partners across the region.

The key priorities and outcomes were analysed and subject to intensive engagement with districts and transport authorities, Local Enterprise Partnerships, Chambers of Commerce and other partners to create and gain consensus on seven wider outcomes:

- 1 Reducing carbon emissions in the East of England to Net Zero;
- 2 Promoting active, healthy and safe lives;
- 3 Promoting and supporting a productive and diverse economy – highlighting the region's role as a place to work, do business and transport goods efficiently, to drive up regional productivity and contribute to the wider UK economy;
- 4 Supporting skills attainment, retention and social inclusion across the region with accessibility to education, training and employment opportunities;
- 5 Supporting the energy sector, in particular offshore wind, renewables, nuclear, alternative fuels and electrification;
- 6 Enhancing locally important growth areas (rural, urban and coastal) ensuring they grow sustainably and provide high quality, distinctive places to live, work and visit; and
- 7 Protecting and enhancing the built and natural environment.

Three Deep-dive studies complemented work already undertaken outlining the Decarbonisation Evidence Base in 2020 and the Regional Evidence Base in 2019. These three deep-dive topics specifically focused on understanding the role of transport in 'Unlocking International Gateways', 'The Role of Transport in the Economy', and 'Levelling Up our Rural and Coastal Communities'.

Across all of the deep-dive and evidence base documents, the priorities and recommendations focus upon connectivity improvements, utilising road, rail, active modes and digital options, to attract employers, skilled workers and develop business clusters. Much of this evidence relates to retaining and attracting economic activity for key sectors within the region, leveraging current skills and natural assets.

The reliability, resiliency and accessibility of current and future transport operations has been highlighted in all evidence base documents, through improving sustainability, efficiency, opportunity and ultimately prosperity. The progression towards Net Zero for transport and the need to reduce carbon emissions is also deep rooted in all recommendations, supporting the energy sector (particularly offshore wind), 'Green Recovery' and mode shift opportunities for passengers and freight, enhancing the connectivity of all airports and ports situated within the region.

The combination of deep-dive evidence base priorities, the seven wider outcomes, and engagement with the partners, has driven the confirmation of Transport East's four key themes. These will be the focal point for the strategy and case for investment to deliver these wider outcomes.

The Transport East key themes are:

- Unlocking Global Gateways - Better connected ports and airports to help UK businesses thrive; boosting the nation's economy through better access to international markets and facilitating Foreign Direct Investment.
- Connecting growing towns and cities - Enhanced links between our fastest growing places and business clusters. Improving access for people to jobs, supplies, services and learning; enabling the area to function as a coherent economy and improving productivity.

- **Re-energising Coastal and Rural Communities** - A reinvented sustainable coast for the 21st century which delivers on the region's ambition to become the UK's foremost all-energy coast, as well as growing our attractive visitor offer.
- **Decarbonisation to Net Zero** - Working to achieve Net Zero carbon emissions from transport, building on our status as the UK's premier renewable energy region.

The transport outcomes were derived from the basis of the wider outcomes, engagement with partners and to support the already identified four key themes for Transport East. A review of the current and future transport themes at national, regional and local levels of government was undertaken, with a compliance check against the wider non-transport outcomes to ensure there are no conflicts or contradictory outcomes. Decarbonisation is a key theme across all sub national transport bodies closely followed by reducing the need to travel and encouraging modal shift onto more sustainable modes of travel. Resilience of networks and connectivity were also high priorities. It is interesting to note a theme around technology and innovation which could be argued as better delivering or facilitating existing outcomes such as modal shift onto passenger transport. The Transport Outcomes are:

- 1 Improving connectivity and mobility in our re-energised coastal and rural communities.
- 2 Improved transport connectivity our Ports and Airports.
- 3 Reduced demand for travel and increased sustainable mode share to and within our major towns and cities.
- 4 A fully safe and secure transport system for every person in our region.
- 5 Reduce the negative impacts of transport on the environment to Net Zero.
- 6 Ensuring sustainable transport supports growth in homes, jobs, businesses, across our region and the wider UK.

Figure 2.1, overleaf, shows the alignment of the transport outcomes with Transport East's key themes and wider outcomes.

Wider Outcomes

Promoting and supporting a **productive and diverse economy** - highlighting the sub regions role as a place to work, do business and transport goods efficiently, to drive up regional productivity and contribute to the wider UK economy.

Protecting and enhancing the **built and natural environment** - ensuring the region retains and enhances its varied and important landscape, heritage and biodiversity features.

Focussing on **locally important growth areas** (rural, urban and coastal) ensuring they grow sustainably and provide high quality, distinctive places to live, work and visit.

Promoting **active, healthy and safe** lives.

Supporting our UK **energy coast** sector, in particular, off-shore wind, but also other low carbon sources (including nuclear, alternative fuels and electrification).

Supporting **skills attainment, retention and social inclusion** across the region with accessibility to education, training and employment opportunities, e.g. through “travel to learn” facilities.

Reducing carbon emissions in the East of England to **net zero**.

Key Themes

Global Gateways

Connecting our Towns and Cities

Energised Coastal and Rural Communities

Decarbonisation

Transport Outcomes

Improving accessibility levels in our re-energised Rural and Coastal Communities

Improved transport connectivity to our Ports and Airports

Reduced demand for travel and increased sustainable mode share to and within our major towns and cities

A fully safe and secure transport system for every person in our region

Reduce the negative impacts of transport on the environment to net zero

Ensuring sustainable transport supports growth in homes, jobs and businesses across our region and the wider UK

Figure 2.1: Linkages between wider outcomes, key themes and transport outcomes

With the integration of the Wider and Transport Outcomes, a series of four strategic pathways have been developed to achieve Transport East’s overarching aim. Each pathway plots a trajectory to achieving Transport East’s goals to 2050, setting out a detailed and rigorous assessment of each theme, ensuring actions are appropriate, ambitious and complementary across all themes, as agreed with TESOG partners.

Pathways development was undertaken in four distinct stages:

- Alignment of pathways to Transport and Wider Outcomes.

- Identification of activities necessary to deliver the key theme.
- Identification of the specific actions or action plan needed to deliver the steps along the pathway.
- Development of a strong narrative for each of the Transport East Key Themes – understanding whether actions feed into the development of planning/regional products, delivery of project, influence or ambition; and how these align with the Transport Outcomes and their measurability.

Figures 2.2 to 2.6 below, show the pathways and their associated activities and goals.

DECARBONISATION PATHWAY



Figure 2.2: Decarbonisation Pathway

CONNECTING OUR GROWING TOWNS & CITIES



Figure 2.3: Connecting our Growing Towns Cities Pathway

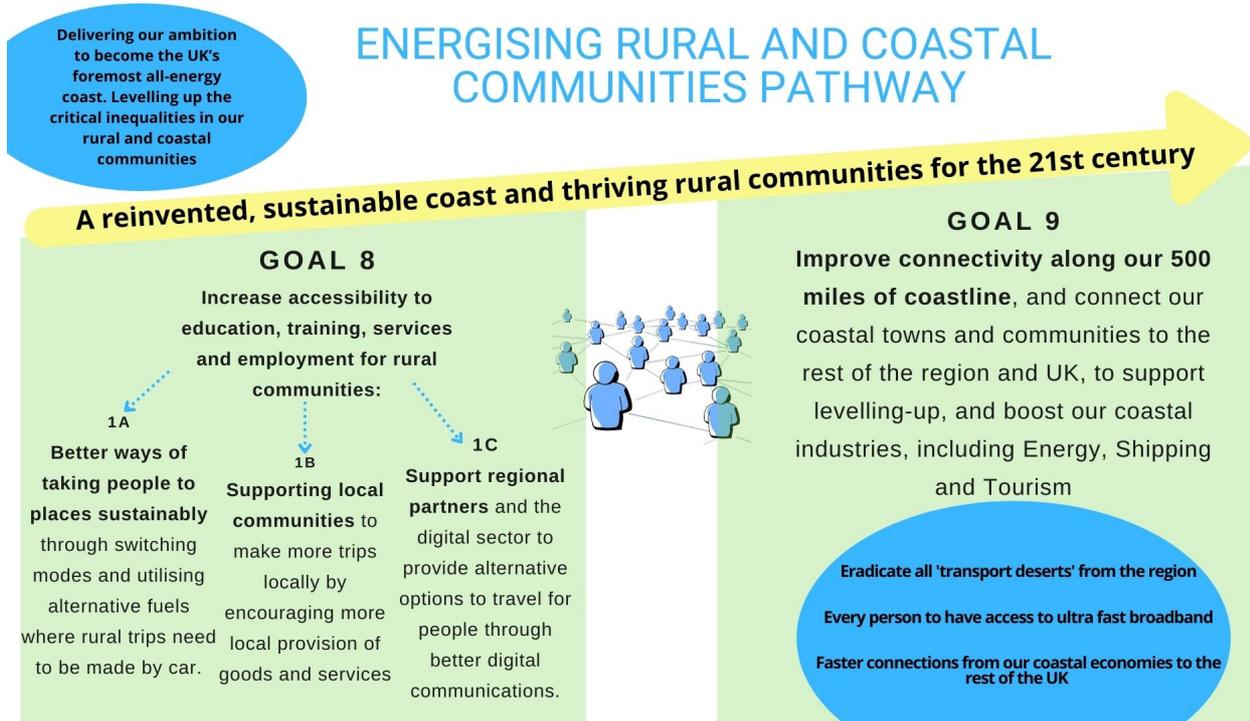


Figure 2.4: Improving Accessibility and Connectivity in Rural and Coastal Communities

UNLOCKING INTERNATIONAL GATEWAYS PATHWAY: PORTS

Part A



Figure 2.5: Unlocking International Gateways Pathway – Ports

UNLOCKING INTERNATIONAL GATEWAYS PATHWAY: AIRPORTS

Part B



Figure 2.6: Unlocking International Gateways Pathway – Airports

Addressing decarbonisation is central to the Transport East Strategy; as Net Zero for transport is a prime concern, with approximately 40% of emissions being attributed to transport. Increasing the range of sustainable transport methods is necessary to combat this and lower overall emissions in the East by 2050.

Transparency and clarity are essential to effective delivery for the East. The approach to Government, Ministers, and Local Authorities needs to be one that presents the East's needs as one united voice and enables the region to punch its weight at a national level in the future. In order to fully comprehend the areas of improvement for transport in the East, it is essential all relevant parties understand current issues and ways of working. Currently, funding and delivery processes continue to be fragmented which is adversely influencing the region's ability to roll out beneficial initiatives across disciplines.

The Transport East Investment Pipeline will play an essential role in realising these ambitions, helping to provide a coherent and transparent approach to focus on key priorities and transform delivery away from business as usual.

Figure 2.7, below, shows how Transport East will structure their priorities through the pipeline, tackling all four themes with 30 to 40 strategic projects or programmes, categorised into immediate delivery, in business case development or strategic ideas or concepts for acceleration.

Four key themes	5-10 priority regional 'asks' Inter-regional priorities	Transport East Investment Pipeline	Legislation and powers
<p>Set four key themes we want to achieve, unique to our region:</p> <ul style="list-style-type: none"> ■ Proposed use: • Headline goals for all advocacy • A framework to support all local authority bids to government 	<ul style="list-style-type: none"> • Our top 5-10 most important projects/solutions in the East • ...plus strategic priorities in or shared with other regions of the UK • Good geographic/political spread across the region • Evidence-based, based on agreed criteria, to achieve our four priority goals <ul style="list-style-type: none"> ■ Proposed use: • Our headline 'asks' to comprehensive spend review (CSR) 2021 • Focus of our MP advocacy programme in Parliament this year • Co-ordinated advocacy with neighbouring regions 	<ul style="list-style-type: none"> • Transport East Pipeline of 30-40 strategic projects or programmes, tackling all four themes (decarbonisation, connectivity, international gateways, rural/coastal) • Three categories: <ul style="list-style-type: none"> a. Immediate delivery, b. In 'business case development or in existing programmes of work (Roads Investment Strategy (RIS) 2/Rail Network Enhancements Programme (RNEP) (CP6)) c. Strategic ideas / concepts for acceleration (e.g. EV charging rollout) • Existing Investment and Delivery Plan plus new projects for decarbonisation / rural & coastal goals <ul style="list-style-type: none"> ■ Proposed use: • Agile - flexible programme to target existing and new investment opportunities (capital and revenue) • Clear prioritised programmes for Highways England and Network Rail (e.g. RIS 3, RNEP CP7) • Support and accelerate local authority bids to government • First step to making case for devolved funding 	<p>Not all our requirements need money. We can also prioritise the need for new powers, legislation, re-trunking, change in government appraisal, or other changes that we need to deliver our goals</p> <ul style="list-style-type: none"> ■ Proposed use: • CSR 2021 • Part of MPs advocacy role

Figure 2.4: Transport East Pipeline Approach

It is important to ensure that the right interventions enter the pipeline. A long list of potential interventions was first developed, which was informed by engagement with partners and the evidence base underpinning the Transport Strategy. These interventions have then been subject to a robust filtering process, which enables an initial assessment of the intervention prior to it entering the pipeline. Figure 2.8 shows this process in action:

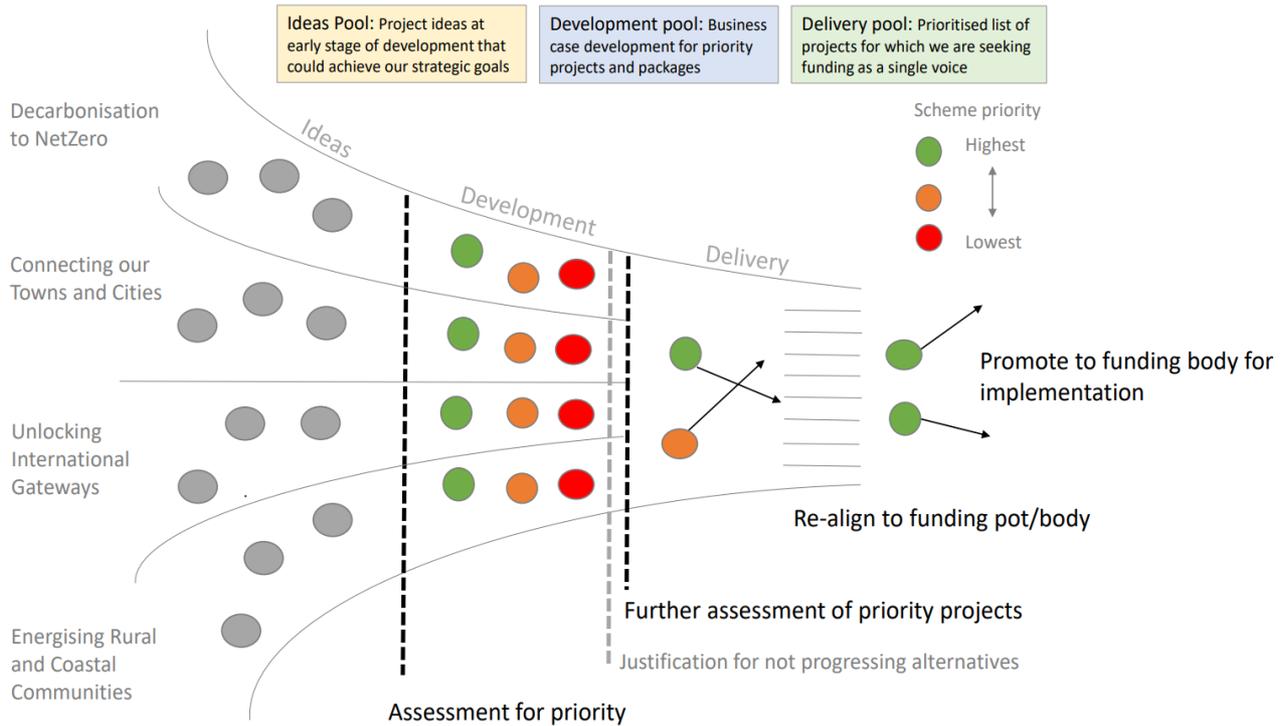


Figure 2.5: Transport East Pipeline Development Methodology

Taking the development of the pipeline approach it is proposed to split the projects into three distinct pools:

- Ideas Pool.
- Development Pool.
- Delivery Pool.

Interventions are then assessed using an Assessment Framework (AF) at three key intervals to ensure continued alignment with the key themes contained in the strategy:

- In the Ideas Pool the AF helps develop and refine ideas/packages.
- In the Development Pool, the AF helps shape the business cases for projects.
- In the Delivery Pool, the AF identifies which schemes best fit the strategy and guides further enhancements to be made.

3 What is Better Delivery?

There are two key components to better delivery.

- The first is encouraging projects which are more aligned to the Transport East vision and aims to come through the pipeline and from promoters; these projects will need to contribute strongly to Transport East's wider and transport outcomes (quantified impact) and provide a better journey experience across all modes.
- The second is more effective delivery of projects on the ground in terms of funding, integration, construction, whole life costs, programme efficiency and benefits realisation (i.e. value to customers and partners).

Technology is integral to both key components, both in terms of the solutions that are brought forward, and how these are then planned, designed and implemented, maximising the potential of digital technology within what has been described as Industry 4.0 or Digital 4.0 (the fourth industrial revolution).

3.1 Engagement with our Partners

Transport East held a "Better Delivery" workshop in February 2021 with transport operators, business organisations, and local businesses within its jurisdiction, to establish a clear and ambitious regional Transport Strategy that focuses on sustainable initiatives and securing long term investment.

Representation was spread across the following regional leaders and individuals with areas of interest:

- First Group – Commercial Manager
- Liftshare – Founder and CEO
- CoMo UK – Chief Executive
- Public Sector & Car Club – Enterprise Holdings
- Support and Engagement Executive – Community Transport Association
- Head of Corporate Affairs – Greater Anglia
- General Manager - Ipswich Buses
- Spin – Electric Scooter Sharing
- Finance & Project Development Analyst at SZC Financing and Economic Regulation – Sizewell C
- New Anglia Clean Transport Hub - Hydrogen East
- Head of Neighbourhoods & Networks – Sustrans.

The following four key themes were covered to further understand their views:

- Challenges facing the delivery of regional transport.
- Opportunities that can contribute to transport delivery.
- The role and impact of new technologies within the industry.
- The supporting role of Transport East.

Representation was spread across the region including representatives from 11 partner organisations.

As a result of this engagement, the following ideas and feedback were presented:

- The Strategy should recognise the importance of decarbonisation as a fundamental objective underpinned by all the interventions identified throughout.
- The Strategy should identify a multi-modal approach which recognises the diversity of communities across the region and sets an ambitious yet balanced path including reducing the demand for travel, increasing sustainable travel options and identifying alternative fuels.
- Transport East needs to involve both public and private organisations to reach the ambition of Net Zero carbon emissions.
- Engage young people, particularly those between the ages of 10 and 15, as they are the generation that are going to contribute to and be impacted most by the long-term elements of the transport strategy.

Some direct quotes from stakeholders are presented below:

- “The energy sector has reduced emissions by 60% in the last two decades by incorporating new technologies into their practices. Which is something transport needs to do”.
- “The pandemic has provided us with a once in a lifetime opportunity to alter the Transport Strategy post COVID-19”.
- “The speed at which funding comes available is slow. There needs to be a proactive approach to align councillors and MPs when securing future investment”.
- “There is an opportunity to develop a programme of decarbonisation for agricultural vehicles”.
- “The East has the potential to support the development of more bike lanes, which a current lack of quality provision being the main reason for their lack of use”.
- “Employers should commit to decarbonisation and sustainable transport modes to raise the importance of decarbonisation amongst employees”.

3.2 Improved Integration

One of the key mechanisms to assist in better delivery is through improved integration, with partners working together to deliver common goals to create an integrated transport system. Integration can be advantageous at many levels, including national, regional and local. These next sections explore how better integration can assist in delivery.

3.2.1 At a national level

At a national level there is a need for a more integrated approach to infrastructure investment in order to deliver the Government’s aims. At present national level transport infrastructure priorities tend to be identified on a network or modal basis with separate nationally significant infrastructure priorities identified for road and rail. This can lead to the development of specific schemes aimed at solving a particular modal problem to improve network performance. In order to help aid in the recovery from the COVID-19 pandemic and to stimulate sustainable economic growth it requires a more integrated, place based, programme approach to infrastructure investment that looks across different transport modes and delivery agencies holistically.

It is clear that Central Government are committed to delivering a more integrated transport system for example with the introduction of Great British Railways in May 2021 bringing together the whole rail system and performing a role for rail services similar to the one Transport for London has in the capital. It will own the railways across Great Britain and run them as an integrated system to common goals. Specifically, it will develop a 30-year strategy with 5-year intervening plans, it will own stations and infrastructure, support the rail freight market and cross regional services and empower regional divisions and their local operational teams to make decisions.

On an Active Travel front Central Government are making huge leaps forward to provide a more integrated active travel system for the nation. The formation of Active Travel England will facilitate a monitoring and funding function which will enable the delivery of:

- Consistent cycling guidance to local authorities.
- Advice to improve scheme design, implementation and partner management.
- Statutory consultee commentary for planning applications for developments over a certain threshold.
- Funding applications.
- Annual reports on Highway Authorities assessing their performance against active travel.

From a Sub National Transport (STB) perspective across England there are seven STBs with shared issues, challenges and opportunities. Together STBs can bring to Central Government a stronger voice to tackle collective issues and have a clear role in the selection, prioritisation and funding of major transport interventions which in turn assist Government’s priorities. Collectively STBs also have a number of other roles which in a more integrated environment can assist Central Government; these roles were emphasised in a recent response to a call for evidence for the Transport Committee’s Inquiry into the appraisal and delivery of major infrastructure projects:

- **Strategic Direction:** Through working in an integrated way STBs can set a clear direction for improved connectivity both within the region and beyond. The collective STB function can provide a consistent voice in setting objectives and aligning activities across the country. But in addition, there is a great opportunity

for the collective STBs to take on a greater role given their in-depth knowledge of the regions and collaborative approaches to joint issues assisting Government in delivering more efficient and effective transport interventions.

- **Place Based Outcome Focus:** Given that STBs Transport Strategies act as the 'bridge' between local and national transport policy through the strength of local partnerships it enables STBs to more effectively select, prioritise and monitor interventions which are relevant to a place-based context. To take this on a stage a Regional Funding Allocation would enable more effective placed based prioritisation to ensure that there is greater certainty over the investment pipelines emerging from STB's Transport Strategies.
- **Levelling Up:** Critical to the economy is levelling up areas which are falling behind, where transport is a key enabler. A key recommendation in both Stages 1B (Role of Transport in the Economy) and 1C (Scenario Testing) of the Transport East Strategy development is the need for a more integrated approach to transport and land use planning to deliver the Government's agenda and in particular net carbon zero transport by 2050. Given the commonality of these issues across England, individual STBs can act as centres of excellence, sharing their expertise and lessons learned with other STBs experiencing similar issues. For example, Transport East together with Peninsula Transport are the lead STBs for rural transport issues and offers the remainder of the STB network opportunities to understand how best to tackle the issues and deliver improvements.
- **Decarbonisation:** Linked to the above aspect and equally as critical, STBs share a common issue with integration being vital to deliver the necessary measures to decarbonise the transport system nationwide. Here integration can assist in the provision of interventions at an appropriate scale and geography to deliver effective carbon reduction strategies. Again, the establishment of a regional funding allocation aligned to the Transport Strategies along with the development of a carbon appraisal method could assist in delivery of reducing carbon-based transport solutions. In addition, it may also be possible to request a devolved carbon budget but this would need to be informed by the establishment of a 'carbon baseline' to assess not only the current position but also the impact of interventions.
- **Accelerating Delivery:** better delivery is also synonymous with the issue around delivery simply taking too long. As a result, the collective integration of STBs has a role in supporting Government to bring forward interventions in a more efficient and effective way for example learning from STB Centres of Excellence, Highways England and Network Rail concerning common issues with common methodologies for solutions. In addition, local solutions could be prioritised and accelerated through STB investment pipelines, which will bring forward a 'new breed' of transport interventions delivering against common issues and goals. Key to this however is funding certainty, this note will go on to exploring maximising funding opportunities in subsequent sections.
- **Procurement:** Another key aspect to integration is the way in which projects are procured, and in particular how these projects embody a reduction in carbon. By incorporating decarbonisation requirements into procurement processes such as the specification of materials and processes to be used including levels of use of recycled material and sources of energy to be used whilst also taking account of cost and buildability will assist in delivery of more environmentally conscious interventions. Here STBs have an integrated role to provide consistency particularly in projects which cross regional boundaries.

3.2.2 At a regional level

As noted in the previous section, the Transport East region comprises of five Local Transport Authorities (Essex, Norfolk, Suffolk, Southend and Thurrock) plus plays host to a high prevalence of national/strategic networks in the form of rail and strategic road infrastructure. Given the large numbers of partners involved in the delivery of transport interventions, integration is equally key at a regional level in order to meet the challenges associated with the key themes in the Transport East region. As a result, collaboration with other delivery agencies such as Network Rail, Great British Railways, Active Travel England, and Highways England are vital. The following case study shows a strong collaborative approach between Essex County Council and Highways England and how it could be used as a model going forward at a Transport East scale.

The Essex Strategic Highways Programme Group has been established with a Terms of Reference and a Memorandum of Understanding that provides a formal agreement by both organisations to work collaboratively to deliver schemes with a coordinated approach to maximise the benefit and minimise disruption and costs. This Board has been in place since 2017 with an excerpt of the memorandum shown below. The key responsibilities of the Group are to:

- *Provide a forum that facilitates the develops/enhances, and sustains a strategic partnership between, Essex County Council and Highways England, focussing on alignment of strategic network planning and collaborative delivery*
- *Agree and formulate specific task and finish groups for projects or initiatives and to report back to the board on progress*
- *Agree a joint and consistent narrative to the delivery of schemes ensuring that high levels of interaction take place between groups on issues such as key stakeholder engagement, public consultations and general communications to minimise reputational risk*
- *Provide a forum for Essex County Council and Highways England to regularly meet, discuss and agree on the overall direction of existing projects to best reflect the individual Authorities in a collaborative environment.*
- *Provide a forum for collaboration between Essex County Council and Highways England to regularly meet, discuss and agree on the overall direction of future projects based on existing and emerging growth opportunities, in order to feed into the development of strategic routes in the East of England. In addition to hold strategic conversations around the identification of priorities for potential funding streams such as the Roads Investment Strategy (RIS II, III and beyond) and Designated Funds.*
- *Identify and drive innovation and best practice in the collaborative delivery of projects, resolving any difficult issues between projects that are escalated to the Group. Decisions should be communicated as guidance to the projects, specific changes will need to go through each organisation's formal change control/governance processes.*
- *That the group recognises in strategic planning the environmental impact of projects and initiatives and ensures that these aspects are reflected in existing and future schemes*

The objectives of the Group are to create a collaborative working environment between Highways England, Essex County Council and Ringway Jacobs providing a unified approach to the development of the road network in the County / region that maximises the benefits for both parties and their customers and facilitates economic growth. The benefits of the group are principally around sharing data and information on projects such as M11 7a, A12 widening and A120 all of which are now progressing well in terms of implementation, the first two of which are currently in their delivery phase.

The monthly Strategic Programme Group also keeps each party informed of progress and highlights where it is possible to share and utilise existing or future resources such as consultation venues, traffic data and modelling outputs. Examples of current project progress and collaboration focus are below along with high level programme and activity tracking presented in map format.

Stage 3C Better Delivery
 What is Better Delivery?



Figure 3.1: Collaborative planning map for Essex and Highways England related interventions

The structure of the board is shown below along with how it sits within our governance structures including Transport East.

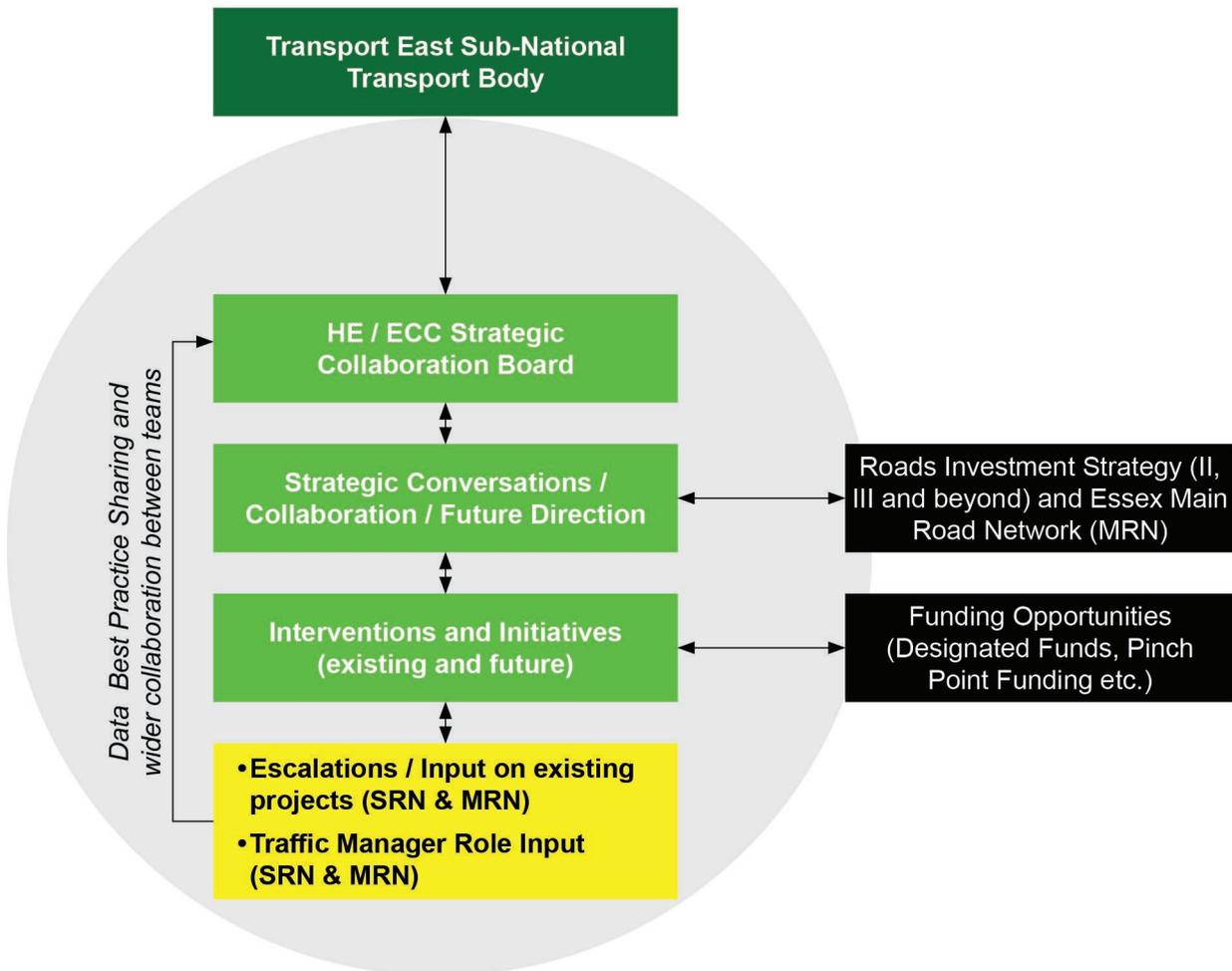


Figure 3.2: Interrelationship between the ECC/HE Board with specific projects

In terms of applying this level of integration at a Transport East scale it could be possible to develop Concordats/Memoranda of Understanding similar to the example above to ensure that integration takes place a regional level between agencies such as Highways England, Great British Railways/Network Rail.

Other ways in which Transport East can ensure that transport services are integrated across the region is via the collection and provision of data. Here Transport East could provide services such as data housing whereby it holds regional level data on transport patterns as well as potentially to collect and hold survey data. During partner engagement events it was suggested that Transport East could own, develop and collect data for a regional travel survey. An example initiative could be to fund increases or boost the National Travel Survey numbers for the Transport East region to give a more representative sample of travel patterns throughout the Eastern region at a more disaggregated scale. Currently it is possible to disaggregate down the data using the National Travel Survey data, but the sample size is relatively small.

3.2.3 At a local level

The region has 24 local planning authorities each of which have a significant role in locating growth in homes and jobs in areas where already identified issues are not exacerbated. From an integration perspective it is important that Local Planning Authorities and Local Highways Authorities work very closely together when planning locations for growth to ensure they are sustainable in every sense of the word and do not encourage further unnecessary trips on local networks, particularly shorter journeys. A good way of fostering integration and collaboration is via the use of statements of common ground (SoCG) or memoranda of understanding

much like the MoU between Essex County Council and Highways England. These statements can then be used at Examinations in order to demonstrate to Inspectors that issues can be dealt with collaboratively as well as identifying areas of common and uncommon ground. An example of this sort of agreement is within Essex and is between three local planning authorities (Braintree, Colchester and Tendring), Essex County Council as Highway Authority, Highways England and Greater Anglia (Train Operating Company):

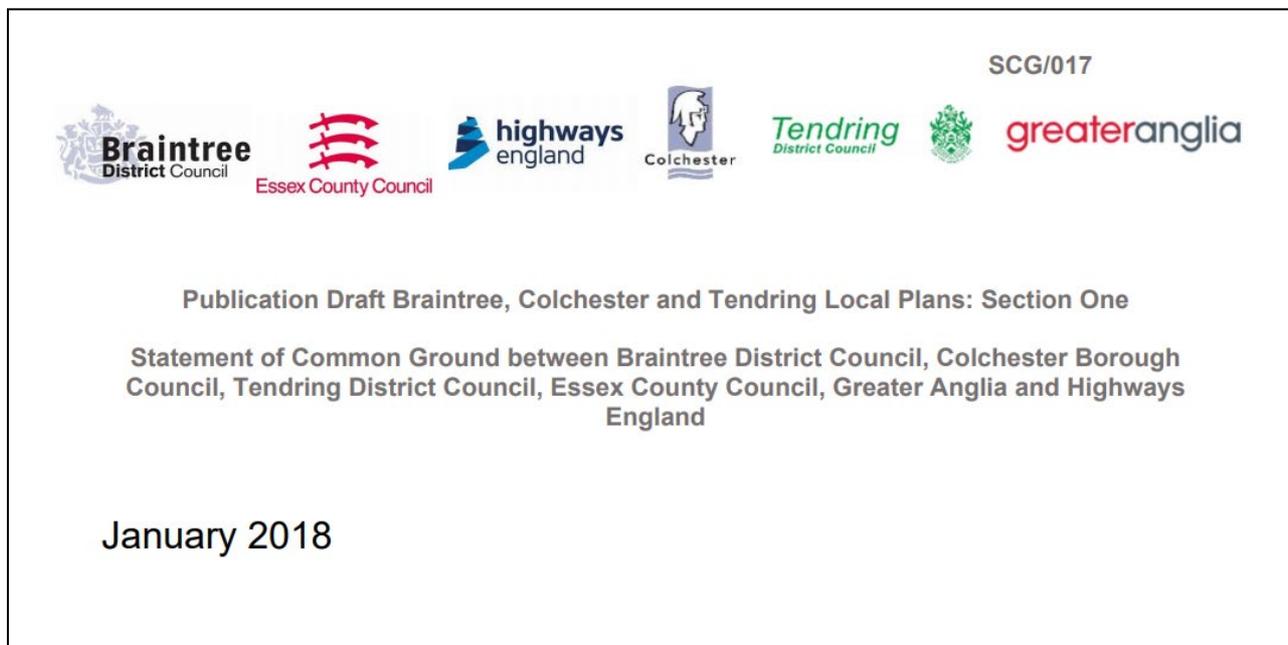


Figure 3.3: Memorandum of Understanding between the Three North Essex Authorities, Delivery Agencies and Operators.

The purpose of the above SoCG is to inform the Planning Inspectorate and other parties of the agreed way forward on any issues that remain outstanding at the point of Local Plan examination. In this instance the SoCG focusses on the strategic routes of the A12, A120 and Great Eastern Main Line.

Finally, and probably more an aspect of local integration is working with the private sector in particular on the utilities front. There are two key principles; the first is ensuring co-ordination with street works and highway improvement works and the second is ensuring that utility corridors are in place ahead of transport infrastructure being implemented, which will ultimately support the growth coming forward for the region. The Highways Authority and Utilities Committee (HAUC) is a key organisation bringing together highway authorities, utilities and government together with the aim of working safely and smartly to reduce the impact of street and road works on members of the public throughout the UK.

HAUC(UK) was established in 1986 by the constituent bodies of the local Highway Authorities and the Utilities to assist the Secretary of State in arriving at proposals for new street works legislation. HAUC(UK) played a significant role in the drawing up of the New Roads and Street Works Act 1991 (NRSWA), the Traffic Management Act 2004, and their subsidiary legislation and associated Codes of Practice.

The main aims of HAUC(UK) are:

- To advise the Secretary of State on issues relating to street works legislation.
- To provide guidance to practitioners.
- To provide a forum for matters of mutual interest in relation to street works.

3.3 Maximising Funding Opportunities

One of the key issues for Local Transport Authorities is the availability of funding with both its effective use and ensuring that sufficient funding is made available to maintain the statutory functions of the Highway Authority, all whilst improving transportation as a service to its customers. Within the Transport East region there are five Local Transport Authorities (Norfolk, Suffolk, Essex, Southend and Thurrock). The following table shows the allocations made to authorities for financial year 2021/22 via formula:

Table 3.1: DfT Local Transport Authority Allocations 2021/22¹

Local authorities	Potholes 2021 to 2022 (£)	HMB 2021 to 2022 – needs element (£)	HMB 2021 to 2022 – incentive element (indicative amounts £)	ITB 2021 to 2022 (£)	Total (£)
Essex	13,638,000	13,638,000	3,409,000	6,324,000	37,008,000
Norfolk	15,892,000	15,892,000	3,973,000	4,173,000	39,930,000
Southend	773,000	773,000	193,000	1,412,000	3,151,000
Suffolk	12,106,000	12,106,000	3,026,000	3,271,000	30,509,000
Thurrock	1,106,000	1,106,000	277,000	979,000	3,468,000
Transport East	43,515,000	43,515,000	10,878,000	16,159,000	114,066,000

DfT use two formulae to calculate the maintenance (Highways Maintenance Budget (HMB)) and the Integrated Transport Block (ITB). The first for maintenance is principally based on road length and funding is proportioned based on the length of A, B and C class roads. For integrated transport the grant is apportioned by a needs based and incentive based formula to reflect the objectives around passenger transport, accessibility, tackling pollution, road safety, congestion and carbon.

Using the above data, it is also possible to calculate a total DfT allocation per head of population using the Office of National Statistics Mid-Year estimates for 2020.

Table 3.2: DfT Transport Allocation per head of population

Local authorities	Total Allocation (£)	Population (mid year estimate 2020) ²	Per Head Population (£)
Essex	37,008,000	1,497,759	24.71
Norfolk	39,930,000	914,039	43.68
Southend	3,151,000	182,773	17.24
Suffolk	30,509,000	761,246	40.78
Thurrock	3,468,000	175,531	19.76
Transport East	114,066,000	3,531,348	32.30
England	1,385,000,000	56,550,138	24.49

¹ <https://www.gov.uk/government/publications/highways-maintenance-funding-allocations/highways-maintenance-funding-formula-allocations-2021-to-2022>

² <https://www.ons.gov.uk/peoplepopulationandcommunity/populationandmigration/populationestimates/datasets/populationestimatesforukenglandandwalesscotlandandnorthernireland>

From the tables above the amount of DfT allocated spend per head of population at a Transport East scale is £32.30 which whilst higher than the England average at £24.49 it could suggest that the funding in theory should be sufficient. However, in the following sections of this technical note, feedback from partner events has indicated that the funding levels need to be increased and/or re-directed to priority themes in order to overcome the challenges the region is currently facing. In particular this includes decarbonisation and improving accessibility to rural and coastal areas against a backdrop of significant economic growth.

As shown in table 3.1 the amount of funding allocation to Local Transport Authorities is driven via a formula approach and forms a part of an overall funding picture for Local Transport Authorities.

Facilitating economic growth and other government objectives through a transformational investment in a place is more reliant on specific funding initiatives, trials or pilots, which are often one-off and timebound. There is often a competitive element to these funds with Ministers looking to maximise value for money and delivery within the parliamentary cycle, placing a premium on the development of compelling and robust business cases and ‘shovel-ready’ designs that can be delivered on the ground by a prescribed date.

The following tables shows major pertinent current, future and previous funding streams. Many are available for multiple types of buildings and infrastructure, whilst some are limited to specific modes of transport or asset. Multi-dimensional funds are highlighted in **bold**. Not all are currently relevant to the East of the England.

Table 3.3: Other Funding Sources for Local Transport Authorities (not exhaustive)

Current	Future	Previous
<ul style="list-style-type: none"> ▪ £4.8bn Levelling Up Fund ▪ £3.6bn Town Deals ▪ National Roads Fund (local roads) – no longer ringfenced ▪ £500m Reopening your Railway (project development) ▪ Devolution Deals (Mayoral Combined Authorities only) ▪ Housing Deals (any local authority) ▪ £220m Community Renewal Fund (precursor to Shared Prosperity Fund) ▪ £150m Community Renewal Fund ▪ £120m Zero Emission Bus Regional Area (ZEBRA) Scheme 	<ul style="list-style-type: none"> ▪ £10bn National Home Building Fund ▪ £1.3bn+ p.a. Shared Prosperity Fund ▪ £3bn for buses ▪ £2bn for walking, cycling ▪ £870m Roads Investment Strategy 2 Designated Funds 	<ul style="list-style-type: none"> ▪ £12bn Local Growth Fund ▪ £5.5bn Housing Infrastructure Fund ▪ £2.5bn Transforming Cities (public transport in major urban areas only) ▪ £900m Getting Building Fund ▪ £900m Roads Investment Strategy 1 Designated Funds ▪ £600m Local Sustainable Transport Fund

The Government revisits these funding avenues through its Comprehensive Spending Review (typically every 5 years, with the outcome of the next review due autumn 2021) and its annual Budget. It has the scope to respond to pressing needs in year as demonstrated by its response to the Coronavirus pandemic with new extraordinary funding (£900m Getting Building Fund) of new buildings and infrastructure to kick start the economy.

Figure 3.4 below shows how these funding sources then relate to planning and delivery arrangements.

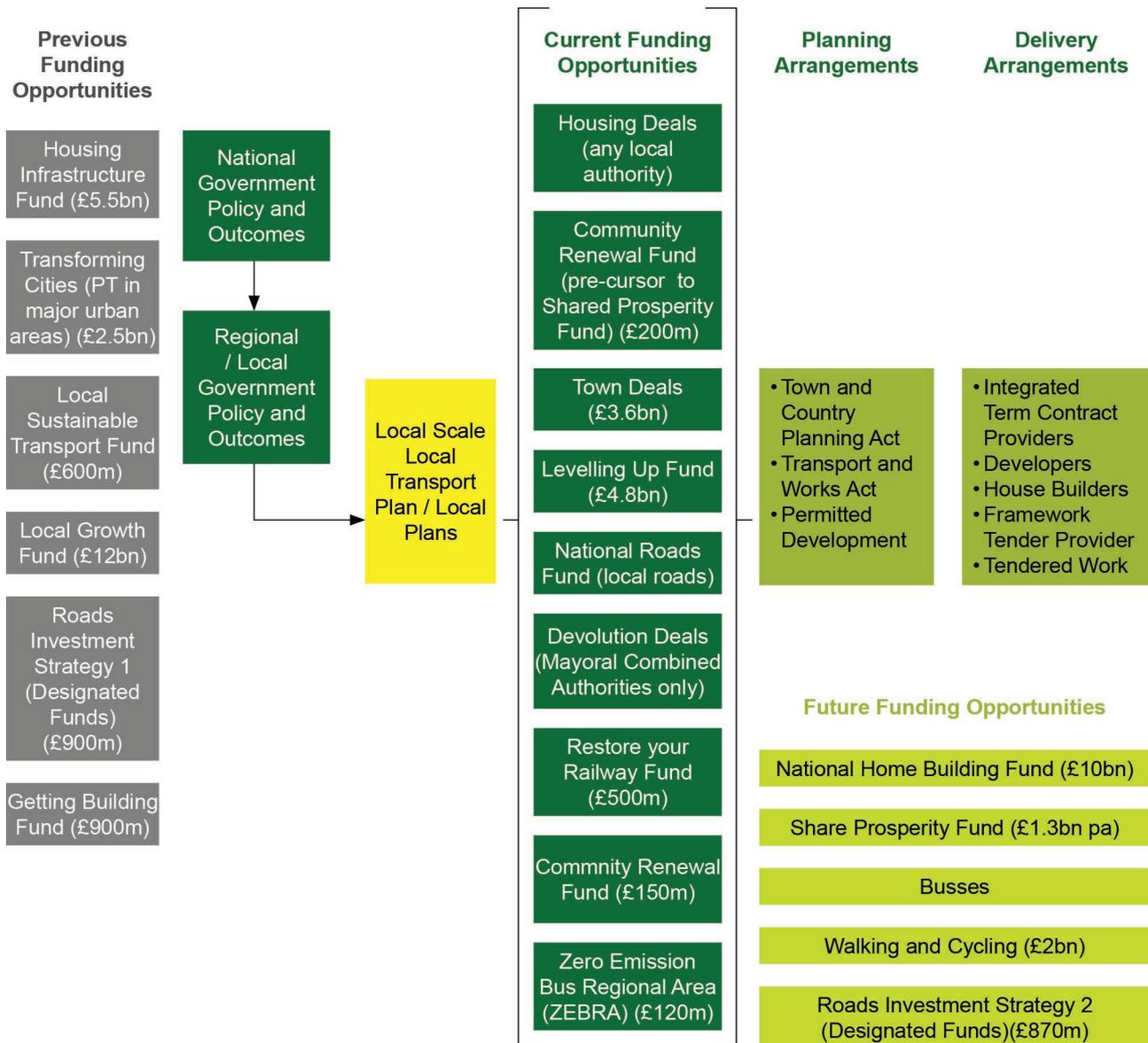


Figure 3.4: Other Funding sources for Local Transport Authorities (not exhaustive)

Figure 3.4 also shows that delivery agencies apply for similar funding sources, for example the investment made by DfT into the Strategic Road Network via the Roads Investment Strategy fund allocated to Highways England. As noted earlier if the region is to deliver against its key themes there will be a requirement for delivery agencies such as Highways England and Network to be integrated more closely to deliver jointly the aims of Transport East (namely decarbonisation, energising rural and coastal communities, unlocking international gateways and connecting growing towns and cities).

At a national level the need for better integration and co-ordination between Government departments (particularly MHCLG, Treasury and DfT), to unblock and accelerating infrastructure delivery is vital. Currently, funding arrangements for infrastructure are separated across Government Departments which makes the planning and delivery of major transport infrastructure more difficult. Being able to access funding that is less segregated would allow for more joined up planning and the delivery of schemes, without the risk of delay or termination of one aspect of the scheme.

A further way to maximise funding opportunities and give greater certainty to delivery agencies to plan more effectively their investment pipelines (including Transport East) is via the provision of multi-year funding. Currently Highways England and Network Rail benefit from five-year funding settlements. This multi-year approach avoids the resourcing issues resulting from the stop-start patterns of infrastructure investment but also allows more complex schemes to have greater certainty over future years to deliver necessary improvements to support key challenges. This approach could also be linked to other transport funding streams including the above-mentioned Integrated Transport funding which should be consistent in terms of timeframes with other funding streams enabling a combination of funding sources which could include both capital and revenue sources.

3.4 Other sources of funding

Capital grants are only one of the sources of funding for capital projects. Prudential borrowing makes up a significant proportion of spending, with the total amount that a local authority may borrow related to the revenue streams available to repay the debt. Local authorities are prevented by law from using their property as collateral for loans. Both public sector and private sector finance routes exist to raise capital, although this is not a means to increase the total amount of borrowing.

The Public Works Loan Body (PWLB) (currently able to lend £95bn) has provided most loans, as this has normally offered the lowest rate of interest to local authorities. Rate rises in recent years have led to use of alternative sources of finance, including private sector loans, bonds on the open market and most recently the Municipal Bonds Agency (below). Recent reform of PWLB loans with stricter governance and a reduced borrowing rate, should make this again attractive for infrastructure projects. These are considerably lower risk than the commercial property investments which have been the focus of much PWLB borrowing by local authorities and consequent dissatisfaction within Whitehall.

The Municipal Bonds Agency was established in 2016. It is owned by 56 local authorities, with the intention to make it easier and cheaper for smaller local authorities to issue bonds. Lancashire County Council were the first authority to issue bonds via the Municipal Bond Agency, with £350m issued in February 2020. Other local authorities have since issued bonds via this Agency route, although the change to the PWLB terms has created some uncertainty according to *Public Finance*³.

The National Infrastructure Bank opened on 17 June 2021 with £22bn of financial capacity. It aims to support local growth and climate change. Initially able to issue loans, equity, or guarantees to private projects, the Bank will start lending to local authorities later in the summer of 2021.⁴

Of great importance to local authorities is Section 106 and / or the Community Infrastructure Levy, where developers contribute funding for new infrastructure to mitigate the impacts of the development and leave the local authority no worse off. The Recent *Planning for the Future White Paper (August 2020)* proposes to abolish these and replace with a new nationally set Infrastructure Levy that will be a fixed proportion of the value of the development, above a set threshold.

In addition to these sources, there are other controversial, risky and generally politically fraught ways of raising finance and funding. A Red-Amber-Green (RAG) rated list of funding routes are shown below.

Table 3.4: Methods for Raising Funds

Developer Contributions	Borrowing	Financing
<ul style="list-style-type: none"> ▪ Section 106/278 ▪ Community Infrastructure Levy 	<ul style="list-style-type: none"> ▪ Public Works Loan Body ▪ Municipal Bonds Agency ▪ UK Infrastructure Bank 	<ul style="list-style-type: none"> ▪ Tax Increment Financing ▪ Direct Private Financing
	User Charges <ul style="list-style-type: none"> ▪ Workplace Parking Levy 	User Charges <ul style="list-style-type: none"> ▪ Road Tolling ▪ Road User Charging
		Other levies <ul style="list-style-type: none"> ▪ Business Rates Supplement ▪ Council Tax Levy

³ Rudgewick, O (2020) in Public Finance: PWLB announcement scuppers Warrington Bond. Available at: <https://www.publicfinance.co.uk/news/2020/12/pwlb-announcement-scuppers-warrington-bond>, [Accessed 1 July 2021].

⁴ HM Government (2021). UK Infrastructure Bank opens for business, Available at: <https://www.gov.uk/government/news/uk-infrastructure-bank-opens-for-business>, [Accessed 1 July 2021]

Following a review by HM Treasury in December 2020 it may be that reductions in fuel duty income of up to £30bn may be seen as a result of the increasing prevalence of electric or alternatively fuelled vehicles, and that user charges or pay as you go may become a mechanism to gain revenues for investment back into the transport system, meaning that the funding sources currently assessed as Red in table 3.4 have to become more the norm/accepted than they have previously.

Local authorities are also able to secure funding through other government organisations / companies, through collaborative delivery (i.e. match funding) or through specific designated funds.

The Environment Agency (EA) for example has two major funding pots:

- Flood and Coastal Defence Investment Programme £5.2bn by 2025/26
- Place Based resilience Programme £170m for 22 shovel ready schemes for delivery by 2021.

Business cases are developed to implement the Investment Programme, with the opportunity for local authorities to work collaboratively with the EA to deliver both flood protection and other infrastructure outcomes by supplementing this funding with other funding pots (such as Local Growth Fund or National Home Building Fund). As an example, Hertfordshire County Council and EA are delivering a joint project to build a road bypass (A120 Much Hadham Bypass) and river flooding alleviation scheme.⁵

⁵ Hertfordshire County Council (2021): A120 Bypass (Little Hadham) and flood alleviation scheme. Available at: [A120 bypass \(Little Hadham\) and flood alleviation scheme | Hertfordshire County Council](#). [Accessed 1 July 2021].

4 Challenges Facing Better Delivery

During the “Better Delivery” workshop with partners, they were asked the following questions:

- “What are the current challenges facing the delivery of transport priorities in the region?”
- “What are the main areas of focus?”
- “Where should investment be directed?”

Responses included the following:

- Opportunities within the East are limited by the current infrastructure in place, and frustration is apparent as relatively small changes in infrastructure would result in noticeable improvements.
- The speed at which funding becomes available is concerning and ultimately acts as a hindrance to the development of the region. There needs to be a proactive and coherent approach which bridges the disconnect between councillors and MPs when securing future investment.
- A driven approach to decarbonisation would help redefine the travel options and would subsequently improve the accessibility and quality of services by focusing on carbon-friendly modes.
- Employers display a lack of engagement; they have the ability to significantly impact behavioural change. They need to commit to decarbonisation and sustainable transport modes to raise the importance of decarbonisation amongst employees.
- There is a lack of marketing and investment in the East to help reinforce the message that will help encourage behavioural change.
- There needs to be a clear and established hierarchy of goals between local authorities.
- Inequality and transport poverty is evident within the East. This means there is an overreliance of cars for transport and this will continue for the foreseeable future unless pricing is incorporated into future strategies.
- The public’s perception is that cars are bad whereas buses are good, but the average passenger cars emit the same CO₂/passenger km as buses. Clarity needs to be provided around this issue.
- There has been a growing detachment for some time between sub-regional and local transport planning when attempting to integrate different modes of transport when different authorities are responsible for their implementation.
- There has been a lack of promotion around the good initiatives that have already been carried out, and therefore the public’s perception has failed to change around the benefits of such initiatives.
- Local councillors are neither supporting nor going against the schemes, which suggests they are focusing their attention on not losing the support of voters. This highlights a need for education surrounding the prominent issues.
- Investment is more focused around broadband at the moment, which is discouraging as the pandemic has provided us with a once in a lifetime opportunity to alter the transport strategy post COVID-19. This is something that will not happen in other regions as this work has been carried out pre COVID-19.

In summary, a lack of collective goals, promotion and funding are cited as being major challenges in the region, as well as a lack of transport equality and infrastructure in place to incentivise residents and drive decarbonisation.

5 Opportunities for Better Delivery

During the “Better Delivery” workshop with partners, they were asked the following question: “*What are the opportunities to improve how we currently deliver transport priorities in the region?*” Responses included the following:

- 80% of people commuting in the East have 10 people living within walking distance who also commute, this is a huge opportunity to promote and deploy car sharing within the region.
- Different modes of transport such as bikes, e-bikes and e-scooters have never been extensively promoted, funded, or subsidised outside of London. The East has the potential to incorporate these modes into their future planning.
- There is a willingness amongst individuals, and in particular families, to start using sustainable public transport modes, it just needs to be presented as an attractive idea through marketing and correct pricing.
- Commuting and transport emissions have the potential to be categorised as Scope 1 emissions which would result in employers having to report on them. Employers are yet to commit and report on employee’s carbon emission as a result of travelling to work. This opportunity would result in them devoting time and resources to ensure they reach Net Zero transport by 2050.
- The way in which the East price their transport modes will impact on the way it is perceived by the public and will have a knock-on effect on its use in the future. There is a capacity to increase pay as you go transport options which will bring down vehicle ownership.
- The pandemic has highlighted the need for the nation to become healthier and active transport has the capability to do this. A push on bikes and scooters with a particular mention on how it benefits your body would be beneficial and result in an upturn of use.
- The East has the potential to support the development of more bike lanes, with a lack of these being a contributing factor to their lack of use. Leicester is a great example of the benefits this can bring.

In summary, partners identified sustainable and active modes of travel as the way forward for better delivery, also highlighting the importance of collaboration with businesses to potentially report on their commuting emissions of their employees.

5.1 Role of the Sub-regional Transport Bodies (STBs)

STBs have a key role to play in the appraisal and delivery of major transport projects and are able to assist the Government and supporting decision makers in Central Government by setting a clear strategic direction for improved connectivity within their regions and setting objectives and aligning activity across their region. There is a clear opportunity for STBs to take a greater role, given their knowledge at regional level to assist the Government further in delivering effective and efficient delivery of National Infrastructure Strategy (NIS) ambitions. More specifically:

- STB’s transport strategies incorporate both local and national policy outcomes allowing their local partnerships to more effectively prioritise, manage and deliver a portfolio of infrastructure relevant to a place. By working with STBs, Government can operate within departments that exist and yet still be assured that at a regional level STBs will take a place-based approach to connectivity. However, a regional funding allocation would enable more effective prioritisation and ensure the investment pipelines that flow from the STB’s transport strategies are affordable. This place-based approach enables infrastructure investment to ‘level up’ areas, a key ambition of Government at this time.
- STBs are currently promoting decarbonisation through the development of carbon assessment tools, identifying regional level decarbonisation pathways, and developing holistic appraisal frameworks that assess carbon impacts. The ‘Decarbon8’ report⁶ on the role of STBs in carbon governance concludes that that sub-national areas are the optimally sized geographic and administrative region to co-ordinate transport carbon-reduction strategies. Again the establishment of regional funding allocations aligned to STB strategies could include a DfT-compliant scheme approval mechanism that systematically embeds carbon appraisal into all stages of scheme development.
- STBs can support the Government in bringing forward good ideas more quickly. For example, locally driven ideas in STB transport strategies will have the benefit of widespread partner support and momentum, and

⁶ <https://decarbon8.org.uk/sntbs-carbon-governance/>

could be accelerated through sub-national investment pipelines, accelerating business cases for the next generation of projects to deliver outcomes. This can only be achieved with longer term STB funding certainty that has recently been given to metro mayors.

- The COVID-19 pandemic has been disruptive but also presents significant opportunities. The pandemic has had a profound impact upon every facet of our lives. It has reshaped the way we work, travel, and play, and has transformed the world in ways that would have been unimaginable pre-March 2020. The agility developed through STB scenario tools provides the basis for further interrogation of evolving and new trends, based on evidence as it develops, with the aim of supporting an ambition to 'build back better'. But this approach can also provide opportunity to shape longer term agendas (e.g. climate change), rather than simply reacting to change.
- Planning for major transport infrastructure must be flexible and adaptable due to the changing number, location and types of jobs and socio-demographics of the people; but also, the unpredictability of the economic outlook - retaining flexibility will help ensure resilience.
- Investment in digital technology has the potential to facilitate economic resilience and recovery as partially evidenced from increased levels of home working and remote access to services and amenities – "Digital as a Mode".
- Changes to the way major transport projects are developed will be needed to decarbonise them. How the country and the Transport East region decarbonise transport over the coming years is likely to be the single greatest challenge. STBs would like to see a radical change to how infrastructure is appraised. Firstly, they believe that carbon appraisal should be embedded as a core requirement from the very earliest stages of scheme development. Secondly, they would like to see that a holistic view is taken where carbon is treated like a finite commodity and similar approach is adopted to the way we appraise a scheme's affordability and value for money. By appraising regional programmes holistically, it is possible to look across the board at how those programmes will help to decarbonise society and what contribution each scheme makes. In this way they can determine whether they can 'afford' the carbon output of each individual scheme within an overall budget allocation.
- Changes to the way transport projects are procured will be needed to help decarbonise them. These include the following:
 - Securing the development and rollout of procurement processes that embody carbon reduction principles such as PAS 2080⁷. This approach ensures carbon is consistently and transparently quantified at key points in infrastructure delivery. It looks at the whole supply chain, aiming to reduce carbon and reduce cost through more intelligent design, construction and use.
 - Considering the use of new tender evaluation approaches such as that used by the Dutch Government, which enables both a tenderer's commitment to carbon reduction and the carbon impact of their tender submission to be assessed⁸.
 - Incorporating decarbonisation requirements into procurement processes such as the specification of materials and processes to be used including levels of use of recycled material and sources of energy to be used whilst also taking account of cost and buildability.
 - Assessing suppliers' proposals against a baseline carbon model supplied by the client with improvement against the model being scored.
 - Encouraging contractors to adopt carbon reducing behaviour by assessing commitment to carbon reduction in their mission statements and by encouraging innovation.
 - Investing in the training needed to equip those involved in the procurement of large-scale infrastructure to enable them to adopt these new approaches. The same can be said in terms of upskilling existing resources for designers and planners within Local Authorities
 - Greater certainty on sustained long-term funding would support longer term planning, early contractor engagement and a programme level approach to reducing embedded carbon emissions (and costs).

⁷ <https://www.carbontrust.com/what-we-do/assurance-and-certification/pas-2080-carbon-management-in-infrastructure>

⁸ <https://www.oecd.org/governance/procurement/toolbox/search/green-public-procurement-netherlands.pdf>

- STBs can help develop capacity and the right skills within the UK to deliver the Government's transport infrastructure plans. For example, England's Economic Heartland, the STB for the Oxford to Cambridge area, are working with the Department for Transport to trial a regional centre of excellence: one that will host specialist skills and knowledge upon which their partner organisations including their local transport authorities will be able to draw on as they develop their proposals to the point of delivery. Midlands Connect, the STB for the East and West Midlands, are developing similar proposals specifically around business case development and a regional decarbonisation pathway.

6 Summary/Concluding comments

6.1 Examples and lessons learnt from across the UK

This section presents an overview of best practice or better delivery and lessons learned from around the country moving through geographical scales, the first being national examples, moving through to closely related projects to the Eastern Region and finally examples from around the region. At each geographical level a series of case studies are presented with details on how and why they represent best practice.

6.2 National Best Practice Delivery

The following provides a short insight into examples of best practice and better delivery at a national scale.

6.2.1 Lessons from Transport and Sponsorship of Major Projects

In April 2019 the Department for Transport (Infrastructure and Projects Authority) carried out a piece of work (Lessons from transport for the sponsorship of Major Projects⁹), the work looked at 24 individual lessons across five themes. The five themes were Accountability, Behaviour, Control, Risk and Entering Service, each of the case studies in the report highlighted how it had learnt various lessons. Each of the lessons were structured around the current life cycle stage for the project, and which of the five themes the project covered.

Probably of most relevance to the Transport East region are lessons B2.2 (Join Up Across Departments) and B3.2 (Invest in Building Relationships between Leaders), these two lessons have shown the absolute importance of working together across multiple delivery agencies as well as the importance of building strong and lasting relationships with partners across the region.

While not totally within the remit of Transport East there are other important lessons for scheme sponsors particularly local transport authorities to bear in mind when delivering projects particularly around scope, change and introducing innovation. Within the Lessons document published by the DfT the concept of scope, and change are highlighted under lesson A3.2 where it recommends sponsors should consider the scale of the proposals and develop a feasible and affordable scope, whilst at the same time continually looking for opportunities at the earliest possible moment to innovate and develop cost efficiencies.

Jacobs have developed a model which stresses the importance of identifying and agreeing the scope and solution to an issue at the earliest possible opportunity in order to avoid heavier costs further along the project's life cycle, in fact agreeing design and solution parameters earlier than is traditional. Figure 6.1 shows this model with the broken line in the figure denoting the typical design effort, the model also shows the ability to impact cost which diminishes over time with the cost of change increasing over time.

⁹ [Lessons from transport for the sponsorship of major projects \(publishing.service.gov.uk\)](https://publishing.service.gov.uk)

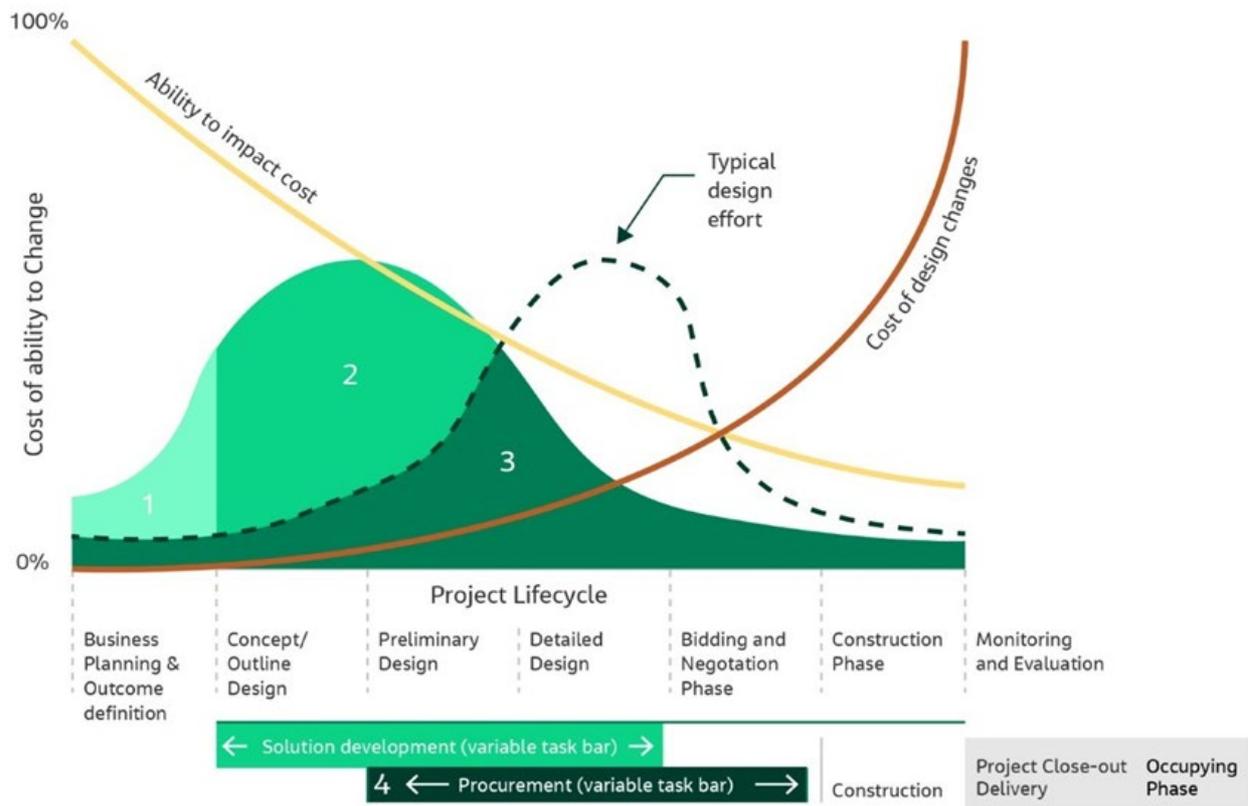


Figure 6.1: Project Lifecycle Stages and ability to influence costs

To give a brief description of the phases, phase 1 effectively outlines a structured, scalable solution definition process which has the outcome of everyone understanding the problems, opportunities, and objectives to guide the solution development. Phase 2 (ahead of traditional design processes) is a structured and iterative solution development process which establishes the intent through flexible frameworks of option identification, it also allows for consideration of innovation, all with the aim of developing a strong business case for intervention. Phase 3 will be ongoing multi-disciplinary solution refinement with the outcome of providing increased certainty of the costs and value which can be delivered. This also allows early procurement discussions (Phase 4) to begin to establish and apportion risk and allows a robust delivery model to be constructed giving confidence to investors.

6.2.2 Project SPEED¹⁰

Rail Project SPEED (Swift, Pragmatic and Efficient Enhancement Delivery) was jointly developed by the Department for Transport (DfT) and Network Rail. Infrastructure projects at different stages of development have been reviewed to identify how government funding could go further and work could be carried out faster.

This approach identified 10 key themes to lower costs and speed up the delivery of infrastructure schemes, such as rapidly increasing the use of innovative construction methods and removing complexity from planning processes.

These new and innovative ways of working will be rolled out across all rail upgrades, with the intention of ensuring that passengers experience better journeys more quickly, giving greater value to taxpayers and transforming the pace and way in which our railways are improved.

¹⁰ DfT/Network Rail. (2021). Launch of Project SPEED challenges rail industry to cut time and costs of rail upgrades. Available at: <https://www.gov.uk/government/news/launch-of-project-speed-challenges-rail-industry-to-cut-time-and-costs-of-rail-upgrades> [Accessed 12th May 2021]

A project already benefitting from Project SPEED principles is the scheme to reopen the Northumberland line between Ashington and Newcastle, which closed to passengers in 1964 as part of the infamous Beeching cuts.

Northumberland County Council, DfT, Network Rail and AECOM have collectively worked to identify opportunities to bring this into service as quickly as possible. This could take months off of the schedule and deliver efficiencies which save millions from the programme.

6.3 Sub National Best Practice Delivery

The following ‘nearest neighbour’ projects (The A14 Cambridge to Huntingdon, Thameslink – London Bridge Area Partnership, Project SPEED, and Thames Estuary Asset Management 2100 through sections 6.3.1 – 6.1.4) were chosen on the basis of their proximity to the Eastern Region, with information being taken from relevant project websites highlighting aspects of better delivery such as integration.

6.3.1 A14 Cambridge to Huntingdon

This Highways England project aimed to improve a 21 mile stretch of the A14 between Cambridge and Huntingdon (part of a national strategic highway corridor serving the East) to relieve congestion on one of the busiest parts of the SRN between the Midlands and East Anglia, and to support economic growth. The key project challenge was an accelerated programme delivery. The project was under constant pressure to ensure key milestones were met, in particular the submission of the Development Consent Order (DCO) application by the end of 2014. In addition to this was the need for successful progression through the DCO Examination period, which is often regarded as the most challenging stage in a DCO. The period is statutorily required to last for no more than six months, 14 deadlines were set by the Examining Authority (ExA), who were appointed by the Planning Inspectorate and each deadline demands a high turnaround of work to be submitted, the time between each averaged 12 working days. The solution was to embed strong lean practices across the project:

Table 6.1: A14 Cambridge to Huntingdon Project

What went well on the A14 project?	What was achieved?
Programme Efficiencies	DCO compliance and reducing scheme objections raised during the hearings, resulted in cost savings and reduced risks to the programme. The result was a scheme that went through Examination with no policy issues being raised and that hit all 11 Examination milestones. This made it Highways England’s fastest Development Consent Order to date. The achievement of the challenging programme was reputationally vital to Highways England as it established itself as a new delivery organisation.
Stakeholder Engagement	The programme of community and stakeholder engagement which went beyond simply meeting the statutory requirements and built relationships with 200 affected individual landowners. This approach strengthened Highways England’s reputation and shaped a scheme which addresses the issues and requirements of the local community and stakeholders. <i>“The team has delivered one of the fastest DCO processes in the country on one of the largest schemes. The lack of organised campaign of opposition is testament to the success of the extensive engagement that has taken place.”</i> (Mike Evans, Highways England, A14 Cambridge to Huntingdon Improvement Scheme, Stakeholder Engagement Lead).
Value for money	Key design initiatives early in the project were focused on maximising safety and speed of construction, such as the A1/A14 configuration at the western end of the scheme. This resulted in £29m of savings.
Innovation	The development of new techniques, such as Lean Production, which was central to meeting the demanding project timescales.

In summary the scope and costs were clear with the DCO process assisting Highways England in agreeing the scope early on and allowing the work to be priced accurately. Previous experience has also provided

Highways England with the good intelligence and data enabling good estimations to be made. In addition, change was controlled strongly with Highways England making commitments to control to control and minimise change of the project by imposing a 'no changes' approach to client requirements, unless approved by the senior HE staff.

6.3.2 Thameslink – London Bridge Area Partnership

The London Bridge Area Partnership comprised of a rebuild of London Bridge station, and the implementation of substations, loops and 124 major track and signalling stages. This was part of a wider programme for Thameslink. The delivery of the London Bridge Station project is widely acknowledged to have been extremely challenging because of its scale, complexity, and the decision to deliver the works whilst the station remained operational. It was delivered within the original programme and managed 4,500 possessions with only one significant overrun is clear evidence that the overall approach was fit for purpose and set very high standards for safety. The following are the key areas that contributed to its success:

- **Commercial Model:** There was an appropriate level of thinking behind the selection of the commercial model and procurement strategy.
- **Early Contractor involvement (ECI):** was carried out earlier than 'usual' and this allowed for a wide scope of activities which helped to build confidence around constructability, the master schedule and pricing. The work done at ECI appears to have been a key building block of the collaborative culture that developed later, and it is telling that the vast majority of the master schedule planned during the ECI phase has stood the test of time.
- **Bespoke organisation:** the right people for the job
- **Collaborative culture:** driven down from the top and team building
- **Aligned vision and objectives:** A key enabler for any successful Partnership is agreement around shared objectives and on the London Bridge project the overriding priority for the team was to deliver the finished product safely and in line with the agreed programme. This recognised the high profile of the project, the level of stakeholder interest in it and the fact that missing a single milestone could lead to one year's delay and significant additional costs. The phrase 'schedule is king' was used repeatedly in the workshops and has clearly been very effective as something to give the team a single-minded focus.
- **Constructive Challenge:** working together in the right way, the working culture had been built around open and honest debate about what was best for the project.
- **Governance:** good governance arrangements and flexibility to adapt.
- **Change management and Collaborative Planning:** The range and scope of change management and collaborative planning activity on the project was comprehensive and effective there were no surprises and there was buy in to the schedule.
- **The War Room:** rigorous approach to management of possessions, The War Room is thought to have prevented more than 20 over-runs and was important in developing trust amongst the Partners and establishing the LBAP team's reputation for reliability.
- **Safety:** collaborative development of a mature approach to safety culture issues.

6.3.3 TEAM2100

Thames Estuary's tidal defence system comprises over 4,000 flood defence assets and 8 major surge barriers which protect 1.3 million people and £275 billion property, including iconic habitats and structures, against increased risk of tidal flooding and climate change.

The multi award-winning Thames Estuary Asset Management 2100 programme (TEAM2100) is a 10-year programme (November 2014 – November 2024). It is responsible for the delivery of the first phase of the Environment Agency's ground-breaking Thames Estuary 2100 plan and is responsible for the refurbishment, replacement and upgrade of London's tidal defences.

TEAM2100 is part of Project 13¹¹, a new delivery model initiative promoted by the ICE. It is defined by five Pillars and a set of Principles. The Project 13 framework summarises the five Pillars, the core Principles provides a simple maturity matrix, illustrating the journey to a high performing Enterprise. The five Project 13 pillars are:

- Capable Owner

¹¹ Project 13. (unknown). About Project 13. Available at: <https://www.project13.info/about-project13/> [Accessed 13th May 2021].

- Governance
- Integration
- Organisation
- Digital Transformation.

TEAM2100 is the first flood risk programme to receive ISO55001 certification and is a path finder programme assisting the wider Environment Agency to try new ways of working.

TEAM2100's innovative approach to asset management has delivered a range of benefits including approximately £20 million in efficiencies and is on track to deliver the £100 million in efficiencies predicted at the start of the 10-year programme.

- **Continuous improvement:**

- TEAM2100 has developed its own 360-degree feedback surveys, recognising the whole team must be effective if the programme is to be a success.
- Programme specific quality management system, which takes the best parts of each of the delivery organisations management systems into an integrated management system.
- Obtaining a Green rating three times in three years during audits by the Infrastructure Projects Authority.
- A Continuous Improvement programme and the TEAM2100 Re-chartering process. Where any areas for improvement are identified, our team reacts very quickly, identifying root causes and making changes to enhance our quality of service – this is a key foundation of our success and client satisfaction.

- **Outstanding Safety Leadership:**

- Each partner organisation leads on their corresponding area when it comes to health and safety on the programme.
- An observation app where staff are encouraged and rewarded for reporting near misses or examples of good practice.
- The team is also represented on various forums and has attendance at key health and safety seminars such as the ICE Health Summit, industry leading designing for safety forums and a designers' health and safety working group. Mental health and wellbeing holds a prominent and important position on TEAM2100 with 20 trained Mental Health First Aiders on the team.
- The programme has very specific Key Performance Indicators (KPIs), that were agreed by all 3 senior leaders from each IDT partner. The KPIs themselves are made up of 5 leading Health and safety Performance Indicators (HSPI) and 1 lagging indicator which is the quarterly client HSEW audit score. These KPIs are reviewed on a monthly, quarterly and annual basis against the previous safety performance, the senior leadership team and the programme delivery board review performance and set scoring requirements for the coming year, so that we always strive for a higher performing target score and overall improved health safety and wellbeing improvement.

- **Outstanding Project Execution:**

- TEAM2100's operational culture is:
 - Best person for the role – from any partner organisation
 - Single point accountability.
 - Single source of data for showing the truth.
 - Complete openness and honesty (bad news is good news if its early news).
- TEAM2100 is forecast to deliver more outcomes for the same budget than in its original business case. This is being achieved by optimising investments through the best whole life interventions on assets that maximise flood risk reduction on the tidal Thames. Excellence in project management and financial control is key to the programme success and are delivered on the programme through the following:
 - Project Gates: TEAM2100 projects are set up in three different project stages during the project life cycle to re-evaluate each step and to provide a revised baseline to manage and control programme and finance, these are: Initial Assessment, Appraisal and Implementation. Before starting any of these stages, a detailed project plan is created containing specific scope, programme, budget and a resource plan which is monitored closely every month.

- **Monthly Dashboard:** Is TEAM2100's approach to provide transparency on programme and cost control on a monthly basis. This document is fed with data which is collected throughout the monthly reporting cycle, and identifies how forecast cost and schedule compares with the baseline and instructed budgets, using RAG status to identify where projects are out of tolerance, to enable corrective action to be taken. Project Managers sit in a full day once a month deep dive review of their key metrics to identify any issues and corrective actions
- **Project Innovation:**
 - Using a unique Innovation Forum and process, it is the team that drives innovation on TEAM2100 at both program and project level. This has meant that over 262 innovations have been identified, including drone technology, 3D augmented reality to safety applications and intelligent infrastructure.
 - Use of technology has also allowed the team to either minimise risks or eliminate them altogether and significantly contributed to the programme achieving over 1.2 million hours being worked without incident.
 - The programme is an active member of I3P – the Infrastructure Industry Innovation Platform. I3P allows TEAM2100 to register new ideas for further development and support, to share our examples of innovation and lessons learnt from our projects and to access innovative solutions and experiences from other projects and programmes.
- **Outstanding Sustainability Leadership:**
 - Establishment of KPIs to measure successful delivery of the client's sustainability requirements, performance is recorded on the quarterly basis to the client through a dashboard and workshops. At the end of year four, the project was exceeding all the scores for sustainable resource use and introduced supply chain sustainability assessment for use in procurement.
 - At the start of the programme TEAM2100 identified gaps in the contractual requirements for sustainability particularly around people and social responsibility. They therefore developed and adopted an "Involved Plan" which sets out 16 measures related to employment opportunities, supporting local economies, community engagement and charitable support.
 - Furthermore, TEAM2100 undertook an analysis of our programme of work against UN sustainability goals, to identify those that are relevant and then, through gap analysis, those that we were not yet addressing on the project. This identified a total of 7 relevant sustainability focus areas for which we recommended a total of 45 relevant indicators.
 - We have developed and rolled out a simple decision-tree concept for identifying the "environmentally-preferred" (most sustainable) option when undertaking options analysis and appraisal.

TEAM2100 is one of the UK Government's Top 40 Nationally Significant Infrastructure Projects and is on course to deliver over £300 million of investments in the flood defence system along 175km of the Tidal Thames. Using its internationally recognised and innovative approaches, it will deliver greater value for money than traditional piecemeal approaches and will capitalise on efficiencies through collaboration and joint-planning with the supply-chain and the use of innovative technologies and approaches.

6.4 Transport East Region best practice

The projects outlined below are best practice examples throughout the Transport East region. These projects demonstrate that high quality, innovative projects are already existing within the region, and that through collaboration through Transport East, ideas can be shared among partners to improve delivery and projects throughout the region.

6.4.1 Essex Pipeline approach

The pipeline of scheme development in Essex is based on the Essex County Council (ECC) vision's four aims:

- To boost economic growth
- Enable people to live independently
- To help create great places to live, work and visit
- To be a proactive, efficient and effective organisation.

The Essex Local Transport Plan is focused on enabling the effective movement of people and goods via a staged approach to investment:

- Prioritising the effective use of current transport network including the maintenance and management of the network, and support for less infrastructure intensive forms of transport focused on the more efficient movement of people and goods.
- Investment is then targeted at local improvements to current transport networks where these are necessary to support growth; addressing pinch points, improving sustainable transport, and providing access to new developments,
- Before finally considering where major investment in the transport network is required.

Effective projects identified through the sifting process are endorsed by senior officer boards within the County Council and then proceed for further progression within the development pipeline via the stages identified in the following figure below.

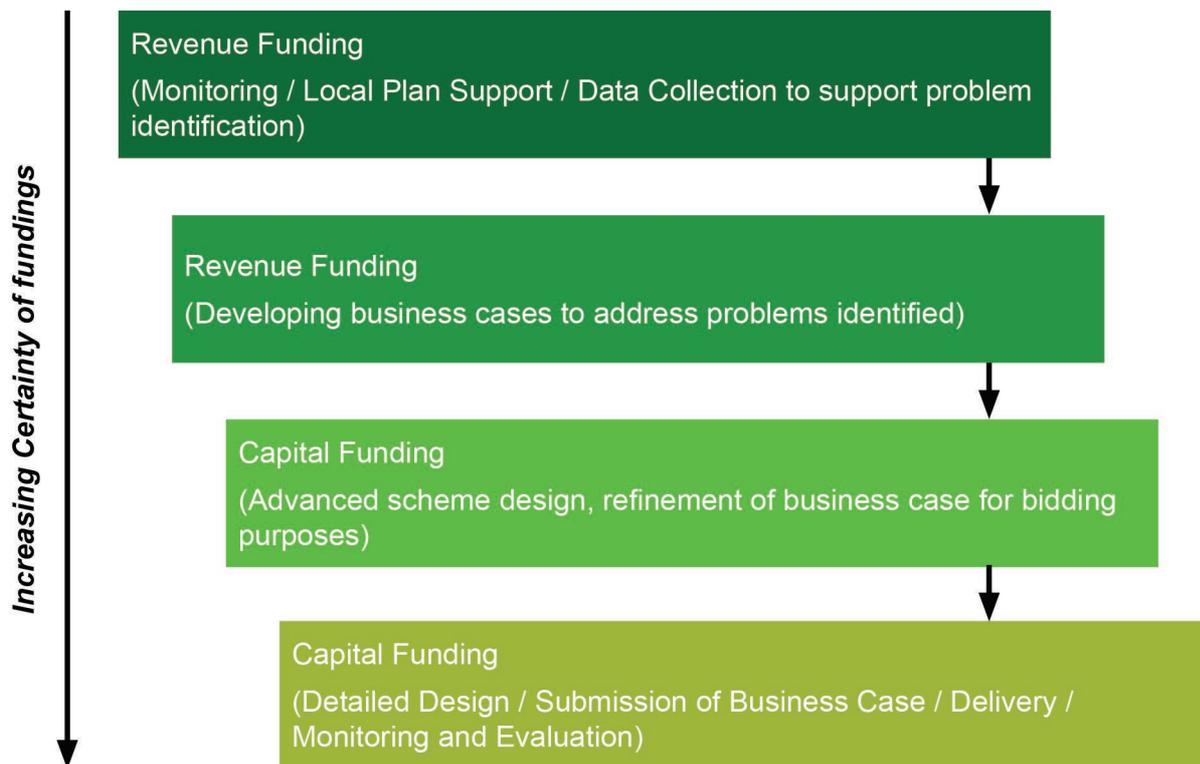


Figure 6.2: Essex County Council Pipeline Process

Where the need for investment in a larger project has been identified the following 5 step process is followed:

- 1 **Ideas Generation** – pulling together a “long list”. An inclusive process that aims to capture a wide range of potential projects from a range of sources but focused on the local plan process. It is an underlying principle that anything can come forward at this stage; however, proposals should identify the issue/problem that needs to be addressed and state how the project assists in the delivery of the strategic outcomes.
- 2 **Project Sifting** – sifting of the long list against agreed criteria.
- 3 **Development pipeline** – ensuring a supply of projects that are ready for delivery.
- 4 **Selection for bid/funding** – identification of projects suitable for funding via specific routes, usually a process dictated by the funding source.
- 5 **Periodic review** – new ideas and the reassessment of the development pool via regular discussion of the project pipeline at the Transport and Economy Boards.

The assessment tool is intended to be transparent and representative to encourage buy in and is based upon the qualitative assessment of proposed projects as robust data is not available at this early stage. The tool is broadly aligned with bid and/or business case assessment methodology likely to be used by potential funding

bodies; Government, LEP, etc , is broadly “green book” compliant and aligned to The Treasury’s five case business case assessment methodology.

Projects are assessed against sub criteria developed under four headings:

- 1 Strategic fit criteria
- 2 Effectiveness against outcomes
- 3 Value for money
- 4 Deliverability

Projects are then scored on a 5 point scale for their impact against each set of criteria. No weighting is applied to specific criteria; however, criteria such as job creation and new homes that appear in several strategic documents will appear more than once in the tool providing a degree of bias towards these “important” criteria. Scores are then added and then adjusted to give equal weighting between the 4 board areas of assessment; Strategic fit, Effectiveness against outcomes, Value for money, Deliverability. The overall score is then adjusted to give a score out of 100. The assessment tool is not intended to define an absolute ranking; rather, the process distinguishes broad categories of rank.

6.4.2 Demand Responsive Transport (DaRT) Services – Essex County Council

DaRT services are provided by Essex County Council in rural areas of Northern Essex and the Dengie Peninsula in Maldon District¹². DaRT is provided by minibuses and can be flexible and divert off and on route to collect and drop off passengers within their operating area. Most DaRT work is former bus routes and group bookings, but unlike a large bus, DaRT only needs three or four passengers to make a group booking. When not operating a timetabled bus route or group booking, vehicles may be available for individual runs where no alternative transport is available. DaRT operates between 06:00 and 20:00 Mondays to Saturdays inclusive.

The service uses a mobile phone app that enables people to book their journey, see in real-time when the vehicle will arrive and make payment. For those without a smart phone, telephone booking remains an option. After downloading the app and registering, the customer enters their origin and chooses the destination in the app, the app will then propose a journey instantly, along with an estimated time of arrival at the desired pick up point, the walking route to the pickup point, expected journey time and cost. a passenger must book their seat at least two hours in advance of travel. But, if passengers wish to travel regularly, they do not need to book every single time they travel, as they can make a regular booking which last for three months. In terms of cost, for journeys more than 5 miles the cost is £8 return for an adult, and £16 for a family of four (two adults and two children). It should be noted that the app will not let you book a journey that can be reasonably taken by existing public transport provision.

Essex County Council undertook a resident’s survey in Autumn 2020¹³ regarding DaRT as they wish to develop a Digital Demand Responsive Transport Strategy (D-DRT). 396 residents responded to the survey with 74% saying they would use a DaRT scheme or wish to try it. The features of DaRT that attracted respondents were:

- 21% liked personalised and flexible service,
- 17% liked pre-book journeys with a guaranteed seat,
- 14% liked that it was cheaper than an individual taxi,
- 10% liked the real time updates,
- 10% liked that you can access inaccessible destinations, and



¹² Essex Highways. (2020). Demand Responsive Transport. Available at: <https://www.essexhighways.org/getting-around/bus/community-transport/demand-responsive-transport-dart.aspx> [Accessed 26th February 2021].

¹³ James Hopkins, ECC (2020) D-DRT Primary Research Findings

- 10% liked app-based bookings.

73% would use their car a little less, significantly less, or give it up totally, this increases to 80% when viewing car user data only.

From September 2021 D-DaRT will be trialled in North Essex for two years.

6.4.3 Connected Communities – Suffolk Rural Accessibility

Connected Communities is a rural transport scheme which seeks to transform the way that services are delivered and refer users to a range of multi-sector partners and initiatives and is aimed at those residents in Suffolk who would ordinarily not have access to a regular bus service. This is a great example of delivering accessibility to a part of the region's rural areas. Much like the Essex DRT scheme this scheme seeks to achieve similar aims.

6.4.4 TripStart - Norfolk Rural Employment Accessibility Scheme

Much like the schemes in Suffolk and Essex TripStart is an initiative which seeks to help those out of work get back to the job market specifically the scheme helps to provide:

- 1 Help in overcoming barriers to getting a job
- 2 One to One Support
- 3 A confidence boost
- 4 Motivation
- 5 Support with gaining access to other services

TripStart, a Dereham based initiative aims to provide mobility to those needing access to employment opportunities particularly those in more rural areas. Mobility measures include the provision of mopeds and scooters to those who need it.

The scheme also stretched to Breckland with the provision of a new seven-seater minibus service and an information, advice and guidance (IAG) support worker for Breckland residents during the pilot scheme, set to last for a year (2019-2020).

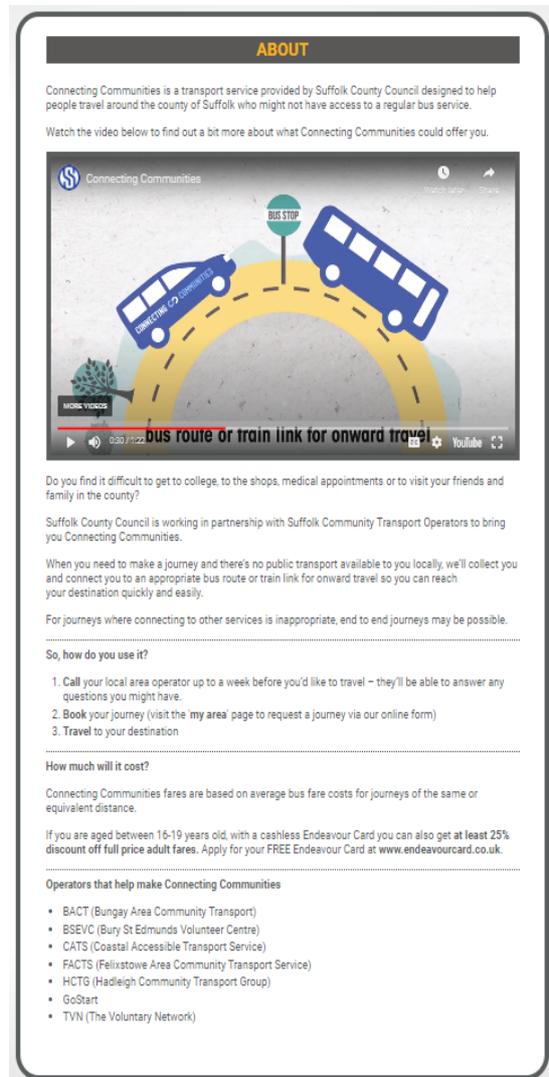
This scheme represents good practice as it demonstrates partnership working at a national level through engagement with the Department of Work and Pensions, but also partnership working at a regional level with the New Anglia Local Enterprise Partnership.

6.4.5 Essex Sustainable Modes of Travel Strategy¹⁴

The aim of the Sustainable Modes of Travel Strategy is to reduce the number of private motor vehicles using the highway network during peak travel times. The key objective is to demonstrate the different methods used by ECC and partners to facilitate the increased use of more active and sustainable travel modes available to businesses, residents and schools within Essex; to meet the overarching aim of better managed congestion.

The objectives of ECC are:

¹⁴ Essex County Council (2020). Essex County Council's Sustainable Modes of Travel Strategy. Available at: https://assets.cffassets.net/knkzaf64jx5x/5T3h7kDuqTwZg7tzYY21E0/ab09f8690bbf33459832cfb59f89100c/ECC_Sustainable_Modes_of_Travel_Strategy_2020.pdf [Accessed 12th May 2021].



- Allow and enable residents to make an informed choice about how they travel for work, school and leisure;
- To help shape future planned growth and development in Local Plans with a range of sustainable travel choices for the movement of goods or people;
- Help to improve the health, welfare and safety of all Essex residents by encouraging an active lifestyle through increased walking and cycling;
- Better management of congestion during peak travel times;
- Improve the environment by introducing high quality choices thereby reducing the need to travel by car and potentially reducing CO₂ and other emissions;
- Promote and support the development and enablement of a range of travel alternatives being used to access employment, health and education;
- To consolidate and build on existing Travel Plans developed within the County;
- Contribute to meeting the County Council's performance indicator targets that relate to the delivery of transport services.

The key strategy elements are outlined below:

- Workplace Travel Planning
 - Consultation on local plans
 - Recommendations for planning applications
 - National Travel Plan Accreditation (Modeshift STARS)
 - ECC employee travel plan
- Residential Travel Planning
 - Consultation on local plans
 - Recommendations for planning applications
 - Residential travel information pack (prepared by ECC)
 - ECC Residential Travel Plan coordinator
- School Travel Planning
 - Consultation on local plans
 - Recommendations for planning applications
 - Assessment of the travel and transport requirements of young people
 - Audit of Sustainable Travel Infrastructure and Accessibility
- Externally Funded Projects
- Marketing and Promotion.

The SMO_{TS} on-going development and implementation is the responsibility of the ECC Sustainable Travel Planning Team. The team will maintain and update the Strategy on a biennial basis, report on progress and ensure that emerging issues and changing circumstances are reflected within the document. As part of this process, any views and comments from interested parties will be welcomed on a continuous basis throughout the life of the Strategy. This will help maintain its relevance in influencing other policies and decision-making and ensure it continues to evolve to meet emerging needs and requirements.

6.4.6 RTPI Planning Awards 2011 - Award for Public Realm: Better Southend



The town of Southend-on-Sea suffered from serious traffic congestion, poor circulation for pedestrians and cyclists, and a low standard of public spaces.

Devised by Southend-on-Sea Borough Council, the Better Southend project addressed these issues by developing a coordinated set of traffic management schemes and creating a series of civic spaces that enliven the public realm and make the town centre more welcoming for residents and visitors.

The first measure of success noted by the judges was that the submission fitted well with the statutory planning context. A strong business case for the scheme was developed in line with the local development framework core strategy, a central area masterplan and the local transport plan.

Mobility around the town has been improved by bus priority routes, increased connectivity and improved pedestrian and cyclist safety. Chair of the judging panel commented: "Without the planning framework, it seems unlikely this programme would have been funded or gone ahead in this form."

Two low-cost solutions for congested junctions were devised, accompanied by new landscaping and better street furniture. A third scheme, Victoria Gateway, tackled access to Southend's Victoria Station, forming the first stage of a vision for a series of high-quality linked public spaces. A fourth scheme, City Beach, is seeking to resolve conflicts between a dual carriageway and access to the main beach.

These projects have recast the public realm, allowing recreational and pedestrian activity to reassert itself. Feature lighting, fountain displays and areas for performance put the needs of people ahead of traffic requirements. The criterion of enhancement of the physical environment resulting in social and economic improvement of places is well met, the judges found.

"Individually, none of these schemes would have had much impact on the local economy or environment," they report. "But together in a coherent planning framework, they add up to more than the sum of their parts. While enhancing the physical character of selected places, the social and economic benefits spread throughout the borough."

The entry also satisfied their public involvement criterion very well. Extensive stakeholder and public consultation was carried out during the concept design. Residents and businesses were kept informed of the project's progress throughout the design and implementation stages.

The result has given Southend a new public transport hub, more public space and a new sense of arrival at the gateway to the town centre. Better public space, improved cycling and walking conditions and shared road surfaces have significantly improved conditions for those using the town. On the visual side, a high-quality materials palette, reduced street clutter and coordinated street furniture and signage have enhanced the public realm and the quality of life.

The judging panel concluded that sound leadership, good project management and collaborative working between planners, civil engineers and others brought the schemes in on time, within budget and with excellent value for money.

6.5 Summary

The national, nearest neighbour and local best practice studies outlined above have shown that programme efficiencies such as Project Management and financial control systems are important to better delivery. Additionally, early involvement and collaboration of all stakeholders with definitions of core principles is vital. Scope, and innovation are also central to the development of solutions with these aspects being agreed early in the process to avoid costly deviations later during the scheme's life cycle. In addition, careful management of change control is also essential to avoid major costly changes to the solution, particularly at latter stages of the project life cycle when the cost of change will be high.

7 The role and impact of new technologies

7.1 Partner Engagement

During the “Better Delivery” workshop with stakeholders, they were asked the following question: “*How can we harness new technologies to improve the way we deliver priorities in the future?*” responses included the following:

- Technologies can be utilised as a way of developing quick, easy, and seamless multi model journeys. An example being “citymapper” and how they have made travel in cities manageable.
- With farming being more prominent in the East compared to other regions, there is an opportunity to develop a programme of decarbonisation for agricultural vehicles. Pioneering an initiative like this would bring more attention to the work the East is doing towards decarbonisation. A follow up action for Transport East here could be to engage with Case New Holland Tractor manufacturing facility located in South Essex.
- The data regarding travel is both insufficient and outdated. There needs to be a push for new data for critical areas such as green lanes, lowest emissions and shared cars that will raise awareness at all levels.
- The energy sector has reduced emissions by 60% in the last two decades by incorporating new technologies into their practices, which is something transport needs to do.
- Electric vehicles are cheaper to run and operate. They require less maintenance due to them having less components and in some instances, they are cheaper to purchase. The awareness around this is fairly low and through informative marketing, the public’s perception would change.
- A challenge surrounding the implementation of more electric vehicles would be the increase of electrical charging points. Moreover, does the national grid have the capacity to roll this out? There is a need to look at the locations where there is enough traffic flow to justify the investment.
- Whilst electric vehicles represent an improvement on the current situation, it is imperative to consider the effects they have on air quality problems which can contribute to poor public health.
- Rail must be considered as a technology, as it can be used as a more sustainable alternative to road freight movements which contribute significantly more emissions.
- With particular relevance to the last mile freight journeys, cargo bikes should be considered as a replacement to make the final stage of a journey across towns and cities. This would impact on the number of vans upon the road.
- The transportation of both food and vaccines has become a priority across the UK, yet the vehicles used continue to display high levels of emissions due to using a separate unregulated diesel unit for cooling. Liquid nitrogen is a much more sustainable alternative, and with the correct technology and utilisation of the process it would provide a much greener alternative.
- Apps have an important part to play in educating people and it would be a worthwhile investment in developing a variety of apps that would help convey the many essential messages that people need to hear.
- The ultimate goal is decarbonisation therefore the priority needs to be significantly reducing the amount of investment that contributes to emissions. Cycling with a focus on e-bikes would be the best use of funding.

7.2 Industry 4.0

Industries have referred 4.0 as the fourth industrial revolution, although it is concerned with areas that are not usually classified as industry applications in their own right, for example data transfer. The following diagram demonstrates the periods for the various revolutions leading to 4.0:

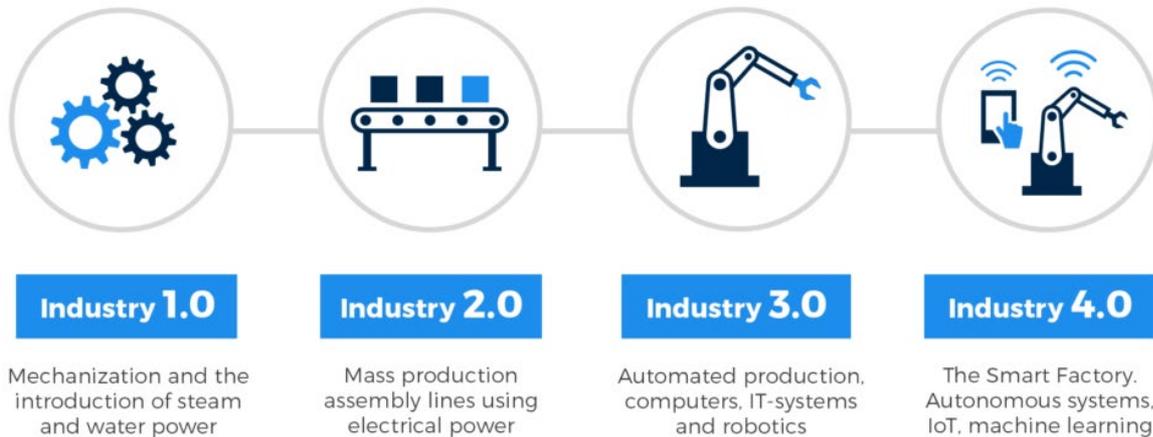


Figure 7.1: Industrial Revolutions (Google Image)

As part of the development of the evidence base for the Transport Strategy, the deep dive into the Role of Transport in the Economy looked at the increasing role Industry 4.0 can play. The deep dive investigation concluded that the overall demand for labour is unlikely to decrease, but there are likely to be profound changes in demand patterns. The relative demands for high-skilled labour and certain types of non-routine medium-skill labour will increase, while the demand for routine work, some of which is currently categorised as medium-skill as well as low skill, is likely to decrease significantly. The probability for high levels of skill mismatch and unemployment is significant and requires policy action now in order to counteract potential negative impacts. The central policy need is for expanded and carefully tailored skills provision, including retraining options for those directly affected, in order to reduce the proportion of the working-age population with only low-level qualifications, and to ensure that the qualifications received are relevant and specifically tailored for the needs of future industry.

From a transport perspective industry 4.0 can play a big role as a large part of this revolution associates itself with data, the Internet of Things, Cloud Computing etc. All of these aspects can assist in helping planners develop robust business cases with sound data around travel patterns, traffic modelling and even individual agent-based modelling. It can also assist transport users in the provision of real time information whether this is related to journey time data for freight and logistics firms or provision of travel information for passenger transport.

7.3 Best practice

7.3.1 UK Best practice

7.3.1.1 Citymapper

“Citymapper” is a public transit app and mapping service which displays transport options, usually with live timing, between any two locations in a supported city. It integrates data for all urban modes of transport, including walking, cycling, and driving, in addition to public transport. It is free of charge to users and supported on a mobile app and website. It also has a feature which allows users to choose between a fast route or main roads which avoid dimly lit areas.

7.3.1.2 Pedal and Post Oxford¹⁵

Pedal & Post offer last mile and point to point deliveries using non-electric cargo cycles to large logistics operators and local businesses. Additional, complementary, services include storage for businesses and residents, pick and pack, and fulfilment. Customers include national carriers (such as Yodel), small businesses, and a pharmacy. Operating out of two shipping containers on the edge of Oxford, deliveries and collections are conducted over a 5-mile radius. In taking over deliveries for an SME, two cycle routes replaced one van route per day. The flexibility of service allowed the SME to offer different delivery timeslots and to easily expand their business – now serving six times the number of clients compared to the van.

¹⁵ <http://www.pedalandpost.co.uk/>

7.3.1.3 Midlands Connect – Major Road Network Technology Strategy¹⁶

Midlands Connect are developing a strategy for the MRN to maximise connectivity. They are investigating opportunities like universal 5G coverage, Connected and Autonomous Vehicles (CAV), access to electric vehicle charge points and full integration with technological innovations on the SRN. Working closely with their stakeholders, they have identified quick win options like variable message signage and dynamic real time road works information, alongside longer-term strategic priorities including an audit of electric vehicle charge points.

The Midlands is leading the way in the rollout of 5G technology, with the potential to transform a number of business sectors, with a lot of research going into the opportunities 5G presents for transport, including its benefits for road, rail and CAV technologies.

7.3.1.4 Midlands Connect – Rural Mobility

In a response to the impact of the COVID-19 pandemic Midlands Connect have undertaken some work on rural mobility which highlights the need to enhance connectivity to rural areas as this can bring with it a potential revitalisation of rural towns and villages. This coupled with new technology can improve the quality of life for residents and workers. Key to this however is digital connectivity. Evidence to validate this need is backed by rural areas in the Midlands having higher levels of carbon emissions, therefore highlighting the need to not only enhance connectivity to reduce the need to travel by car but also to decarbonise alternatives with alternatively fuelled vehicles.

7.3.2 Transport East Best Practice

7.3.2.1 East Suffolk Council’s Digital Transformation Strategy¹⁷

East Suffolk’s Strategic Plan outlines their digital transformation plan from 2020-2024. East Suffolk’s aim is to use technology to make services efficient and easily accessible to all. Their priorities for this period are shown in table 7.1:

Table 7.1: East Suffolk’s Digital Priorities

East Suffolk’s Digital Priorities	Benchmark
<p>Digital by Default: A digital vision in everything they do, without excluding those who cannot access digital technology, ensuring a robust, modern and safe digital environment in which to do business</p>	<ul style="list-style-type: none"> ▪ The use of up to date technology ▪ A secure and robust network ▪ All services are managed digitally
<p>Lean and efficient streamlined services: East Suffolk will make their processes lean and efficient, through a culture of continuous improvement, using digital solutions to optimise the way we work.</p>	<ul style="list-style-type: none"> ▪ Efficiencies are generated by service and process reviews ▪ Customer satisfaction levels ▪ Demand reduction
<p>Effective use of data: East Suffolk will be data led in their decision making and the way they manage services, ensuring they are delivering evidence based targeted solutions in everything they do.</p>	<ul style="list-style-type: none"> ▪ Decisions are backed by robust evidential data ▪ Services are driven by data ▪ Projects and campaigns deliver targeted solutions where they matter
<p>Skills and Training: East Suffolk will improve the knowledge and skills of our workforce, partners, residents and businesses by investing in the skills they need to realise the full potential for the digital world.</p>	<ul style="list-style-type: none"> ▪ Digitally competent and aware officer and member workforce ▪ Digitally smart partners ▪ Digitally enabled residents and businesses

¹⁶ Midlands Connect. (unknown). Major Road Network Technology Strategy. Available at: <https://www.midlandconnect.uk/projects/technology-and-innovation/#:~:text=Major%20Road%20Network%20Technology%20Strategy,the%20MRN%20to%20maximise%20connectivity>. [Accessed 13th May 2021].

¹⁷ East Suffolk Council. (2020) East Suffolk Strategic Plan. Available at <https://www.paperturn-view.com/uk/east-suffolk/strategic-plan-2020-2024?pid=Nzg78875&p=7&v=1.1> [Accessed 13th May 2021].

East Suffolk’s Digital Priorities	Benchmark
<p>District-wide digital infrastructure: East Suffolk will champion better connectivity for everyone in the district, eradicating not-spots in broadband and mode availability to enable staff, residents, businesses and visitors to access digital services when they need them.</p>	<ul style="list-style-type: none"> ▪ % of broadband and fibre coverage in the district ▪ Full fibre projects are delivered ▪ Number of smart place initiatives with targeted benefits.

8 The role of the Transport East Partnership

8.1 What role does Transport East play in overcoming challenges and in aiding solutions?

Upon engagement with Transport East's stakeholders, Transport East's role in overcoming challenges and aiding solutions was discussed.

Figure 8.1 shows the six roles that Transport East could take on, which could vary depending on the project and circumstance and examples of what Transport East could do as part of those roles to assist in achieving the Transport Strategy's objectives.

Provider	Partner	Influencer	Monitoring	Facilitation / Leadership	Challenger
<ul style="list-style-type: none"> Developing and submitting Comprehensive Spending Review (CSR) applications Strategic Direction for Transport Interventions Owns and engages a delivery partner for pan regional schemes / products 	<ul style="list-style-type: none"> Supporting local Authority Partners in delivery of local interventions Supporting Strategic Partners (Highways England (HiE), Homes England (HoE) and Network Rail (NR) in delivery of larger strategic projects 	<ul style="list-style-type: none"> Influencing delivery agencies (HiE, HoE and NR) regarding programmes of work Making the case to Central Government for funding (multi-year) Making Transport East's voice heard in the industry and across Sub National Transport Bodies (STB's) 	<ul style="list-style-type: none"> Sets standards and outcomes Governance Role for assessing and prioritising schemes Monitoring schemes and initiatives as they are delivered and evaluated Keeping abreast of changing industry trends and innovation and sharing with delivery / local authority partners 	<ul style="list-style-type: none"> Facilitator / Leader of region wide studies or investigations Facilitator of funding from DIT and other bodies Leading / Facilitation of STB wide discussions on certain issues and challenges 	<ul style="list-style-type: none"> Challenging promoters schemes Ensuring strategic fit of schemes with regional priorities Supporting TE and Local Authority officers in Local Government Association gateway reviews of major schemes

Figure 8.1: Transport East Roles

The following provides a more detailed description of the roles in which Transport can serve:

8.1.1 Provider

Transport East as the sub national transport body has a responsibility for preparing a submitting Comprehensive Spending Review submissions to the Treasury outlining the funding requirements for the next three-year period. This function as highlighted in this technical note could be enhanced with the provision of multi-year funding for at least the three-year period but potentially beyond, much like Highways England and Network Rail's 5 year spending periods. This will give much greater certainty over funding of interventions.

Transport East also has a role with pan-regional schemes or products for example leading on initiatives such as integrated ticketing, development of regional based strategies e.g. a freight or decarbonisation strategies

8.1.2 Partner

One of the key roles of Transport East is to act as a key partner with both upwardly and downwardly. With respect to partnerships at a national level, Transport East has a key role on the STB network but also more locally a strong relationship with DfT. Further partnerships could also be forged with other Government departments such as MHCLG and potentially the Department for Business, Innovation and Skills.

Facing more towards regional and local areas, Transport East also has a key role in enhancing partnerships with delivery agencies such as Highways England, and Network Rail but also with Local Transport Authorities.

TESOG is a great example of this particular relationship which has fostered great collaboration between TE and Senior Officers from the Local Transport Authorities. Increasingly and much like national relations with other departments there is a need to establish stronger relationships with Local Planning Authorities to ensure growth is placed in the most sustainable locations.

8.1.3 Influencer

The Influencer role much like the partner role is important as it requires Transport East to be able to influence Central Government to increase levels of funding but also requesting changes in legislation and/or increased decision-making ability over funding allocations. This will include championing the need for ongoing investment in superfast broadband and 5G telecommunications across the region. The influencer role will also include influencing delivery agencies such as Highways England, Network Rail and Local Transport Authorities to steer their programmes more towards achieving the regional themes.

Transport East could have a role in providing a voice for the region across the STB network in particular where there are cross boundary issues or indeed where there are infrastructure measures which will help benefit the region but are outside of its boundaries, a good example of this is Ely Rail Junction in Cambridgeshire.

Finally given the cross-cutting nature of transport, Transport East also has a role to influence other service areas e.g. through the delivery of broad band infrastructure or engaging with health bodies to promote the benefits of active travel.

8.1.4 Monitoring

Critical to the delivery of projects is ensuring that a robust monitoring regime is in place to monitor and evaluate the schemes being delivered are meeting their stated aims/objectives/benefits, this way future schemes can be improved. Transport East could have a role here to ensure that the monitoring and evaluation is undertaken in a consistent manner and that the function is being fulfilled to DfT criteria, it will also enable Transport East to demonstrate the extent to which it is meeting pathway activities and steps for each of the four key themes.

Transport East also has a role in terms of monitoring emerging trends and innovations in the industry, utilising its STB network and relationships with the public and private sector to then bring these forwards for consideration across the region in conjunction with its partners.

8.1.5 Facilitation/Leadership

Transport East can provide a facilitation/leadership role across the region but also across the STB network as well in respect to certain challenges and issues. At a regional level Transport East can facilitate and lead on pan regional sister strategies such as freight or pan regional studies such as user charging or decarbonisation.

At an intervention level Transport East can also provide leadership with respect to ensuring that the right interventions are being promoted by delivery agencies and Local Transport Authorities in that they meet the challenges set out in the four key themes this then links into the last potential role around challenger.

8.1.6 Challenger

The last potential role for Transport East is one around challenger and links very closely to facilitation / leadership and monitoring roles, as this role's primary focus is to provide a check and challenge in interventions coming forward for the region to ensure that they align with the four key themes pathways activities and steps as it is these that will determine the ultimate success of the strategy. It is hoped however that this role will be minimal given the extensive communication and engagement which has been undertaken to ensure that the strategy's key aims are well understood and accepted as the way forward for new and future interventions.

8.2 Next steps for Transport East

The main message that was received from partners was that Transport East and its stakeholders must be united, consistent and clear with their messages to the government, ministers and local politicians as well as the public to provide a clear and strong single voice. There is a need to be bold while being clear as people will support realistic ambitions that are set out with a strong narrative. Therefore, Transport East need to ensure that all relevant stakeholders are in the same room to deliver one united message once the pandemic has eased. Transport East also need to help coordinate a consistent political, local authority, and business message to the government.

The relative importance of engagement and creating initiatives that are targeted towards young people, especially those between the ages of 10-15 as it is this generation that are going to contribute more to the long-term goals of transport in the East. Cross sectorial engagements such as open days must be continuously rolled out to raise awareness. Additionally, the investment into a region wide travel survey in order to obtain useful data that can be used as a way of gaining more funding. Transport East should also begin to initiate contact with both private and public organisations when making decisions about their emissions usage. Public organisations should be the priority as they are more challenging to deal with and are the more prominent employers in the region.

In summary the following next steps for Transport East are recommended:

- Work with Central Government in providing greater funding certainty to partners e.g. multi-year funding for block allocations and longer term/more complex interventions (for both capital and revenue based sources).
- Using the four key themes to underpin better deliver Transport East is in an excellent position to lead and articulate a single consistent political, local authority and business message/voice to government.
- Continually raise awareness of the sub regions issues and opportunities with partners and investors, reinforcing the case for investment, for example, through cross sectorial engagement events ensuring join up and consistency with multiple bodies and agencies
- Continue to build and enhance relationships with both private and public organisations and support with the provision of advice when making decisions about their emissions usage including updates on the development of the strategy and the direction it is heading, but also to advise on where to seek further information. All of which supporting better delivery in decarbonising the transport system
- Investment in a regional wide travel survey as a way of obtaining important data that can be used as a way of supporting successful business cases as well as identifying potential future travel patterns.
- Be bold whilst being clear; residents (existing and future), businesses and investors will support realistic ambitions that are explained with a strong vision and narrative for the East. For example, through the creation of a set of initiatives targeted towards younger generations, particularly those between the ages of 10-15 ultimately contributing to the long-term success of the Transport Strategy.
- Highlight the importance of monitoring and evaluation with scheme promoters to monitor the impacts of scheme delivery, with the using and sharing of lessons learned from around the region and beyond
- Encourage the use of innovation with scheme promoters whether through practices or via new technologies but again highlighting the importance of monitoring the impacts of these measures and ultimately sharing these lessons with other promoters within the region and beyond assisting in the region's delivery success.
- Work collaboratively with delivery agencies (Highways England, Network Rail and Great British Railways) and central government to maximise and integrate funding solutions, ensuring delivery of goals, efficiency, value for money and ultimately better solutions in tackling known issues collectively

In order to lead by example in minimising the need to travel and to deliver united messages ensure all relevant partners can attend discussions. During the pandemic the use of new technologies have become more prevalent which support these ambitions whether via Zoom or Microsoft Teams and moving forward virtual meetings for some purposes via these mediums should continue to be a priority given potential around increased productivity and efficiency.