

JUNE 2021

# TRANSPORT EAST BUSINESS PLAN 2021/22



# FOREWORD



Cllr Kevin Bentley, Chairman

The East of England is a beautiful, productive and growing region. But it's fair to say our transport networks hold us back.

Through Transport East, local authorities, enterprise partnerships, business groups and wider partners are working hard to change this. Our vision is of 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.

We are taking great strides towards this vision, as this business plan sets out.

Our work to develop the region's first overarching Transport Strategy, through

hundreds of conversations, has resulted in a set of priorities unique to the East of England.

- Energising our coastal and rural communities
- Connecting our towns and cities
- Creating a greener, healthier future
- Supporting our global gateways

Bringing forward alternative fuels, improving access to our ports and airports, increasing walking and cycling, and rethinking the way passenger transport operates to make it easier and more attractive for users are all high on our agenda. Now we need to make sure we identify the right solutions for our diverse communities.

At a national level, we are now firmly established as one of seven Sub-national Transport Bodies (STBs) that cover all of England, with support from the Department for Transport on the approach we are taking.

I look forward to working together to accelerate the delivery of a greener, more prosperous and better-connected East; strengthening our voice to make the case for increased investment.

# FOREWORD



Andrew Summers, Strategic Director

This plan for 2021-22 is our first formal business plan and its very existence demonstrates the advances Transport East has made, particularly over the last 18 months.

Last year saw a number of firsts - appointing our first full-time staff members, securing our first grant funding from the Department for Transport, publishing our first Investment and Delivery Plan and making substantial progress on developing the first regional Transport Strategy. This built on the fantastic work already done by all the partner authorities and officers who support our day-to-day work.

2021-22 is shaping up to be a busy one too. We are expanding our activity in line with increased funding. Our priority is drawing together all our evidence and thinking into a draft transport strategy and set of investment priorities, then consulting widely on it.

This will put us in a strong position to robustly make the case for greater and faster transport investment to support economic growth, maximise the role of our international ports and airports, reduce carbon emissions and support our urban, rural and coastal communities.

We will also update our Investment and Delivery plan, making our joint priorities clear to government. We will embed these by strengthening our collaborative relationships with the Department of Transport, infrastructure delivery bodies like National Rail and Highways England, and regional operators.

Finally, I would like to thank everyone for their continued support for our work. The future success of Transport East depends on the region jointly communicating our priorities with a Single Voice. I look forward to collaborating with all our partners this year, to help deliver better a transport system for people in the East of England.

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## What is this document?

This is our first Business Plan, covering 2021/22, endorsed by the Transport East Forum. The purpose of this document is to:

- ✓ Provide a clear plan for the operation of Transport East as a Sub-National Transport Body
- ✓ Provide greater transparency of Transport East's functions, governance, core activities and work programme
- ✓ Provide clarity, assurance and accountability to Transport East's local funding partners and the Department for Transport (DfT) with proposed outputs and outcomes for 2021/22.



# 1. CONTEXT

## What is Transport East?

Transport East is one of the seven Sub-national Transport Bodies (STB) that together cover all of England outside London. STBs were established through the Cities and Local Government Devolution Act (2016) to provide a single voice for transport for their sub-national areas.

Across England, STBs are growing in influence, through the leadership they bring on strategic transport, recognising that local partners working together are best placed to identify regional priorities.

Transport East is an independent partnership, comprising local authorities, Local Enterprise Partnerships, Chambers of Commerce and other partners across Essex, Norfolk, Southend, Suffolk and Thurrock.

Our partnership is the single voice for transport investment in the East of England. Working together with Government, Network Rail, Highways England and our neighbouring regions, we are delivering an ambitious transport strategy to 2050, setting investment priorities, and accelerating delivery of our most important projects to deliver better outcomes for our communities and businesses, whilst supporting wider recovery and sustainable growth across the United Kingdom.



# 1. CONTEXT

## The national picture

Our partners – both public and private sector – are collectively tasked with delivering a connected, affordable, efficient and sustainable transport network in the East of England. They do this in the context of significant global uncertainty. The COVID-19 pandemic has transformed the lives and transport needs of our communities. Our ports, airports and other businesses are also adjusting to the post-Brexit landscape, navigating both challenges and opportunities.

We are also operating in a rapidly evolving national policy context. The National Infrastructure Strategy (NIS) was launched in November 2020 alongside the Spending Review, setting a national direction for investment. This reaffirmed the Government's commitment to several of our priorities, including East West Rail and investment in important towns on our nationally significant energy coast. However, most of the funding allocated was for one-year only, with few announcements on new long-term investment.

The outcome of the review of the Treasury's Green Book was also published. This puts greater focus on projects being able to articulate levelling-up benefits and the strategic challenges identified by 'places' to access funding.

Tackling carbon emissions has become even more important, with the goal for Net Zero. The role of transport is front and centre of the Government's 10-point plan for decarbonisation.

For our region to gain from these national shifts, we need a considered approach. Completing an evidence-led Transport Strategy in 2021/22 is vital. It forms the foundation of our future work, setting out the region's needs and driving forward our work programme this year to accelerate and increase transport investment and delivery across the East.

This Business Plan sets out a comprehensive programme, working closely with our local partners, businesses and communities, as well as government, to deliver our vision for the East. We must clearly communicate the East's strategic priorities to government, with one voice.

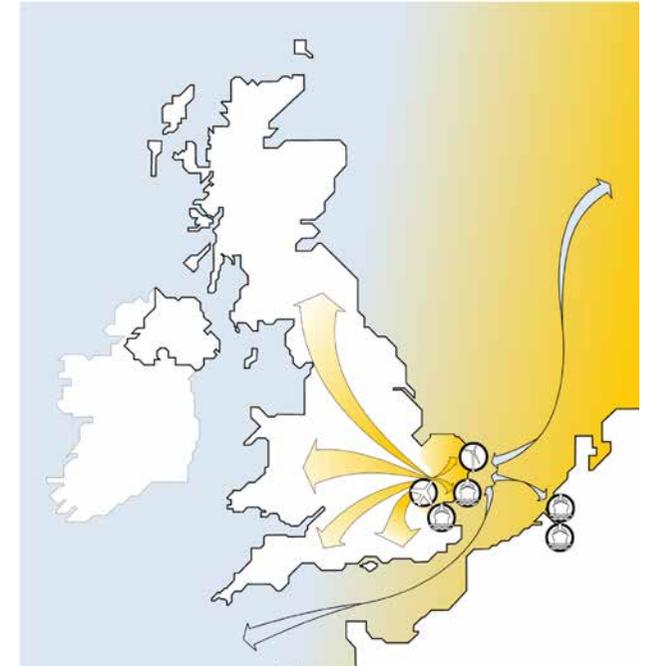


Figure 1: A region with national and international significance and outcomes



## 2. OUR VISION AND PURPOSE

Our vision is of 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.

### ► **Connected towns and cities:**

Enhanced links between our fastest growing places and business clusters. Improving access for people to jobs, suppliers, services and learning; enabling the area to function as a coherent economy and improving productivity.



### ► **Energised coastal 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.



The East is brimming with energy, enterprise and exports. It is a model of rapid regional growth: with an economy worth £71bn. It plays an important role in the overall success of UK and is one of the fastest growing regions outside of London.



### ► **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.

We have four priority themes supporting our vision:



### ► **Decarbonisation:**

Working to achieve net zero carbon emissions from transport, building on our status as the UK's premier renewable energy region.

## What is our role?

### The Transport East partnership:

- ✓ **Communicates a single transport strategy and strategic investment programme:** Making sure our priorities are embedded in the delivery plans of government, Network Rail, Highways England, private sector and other transport providers.
- ✓ **Provides a strong, loud and collective regional voice:** Influencing national planning, prioritisation and delivery of strategic transport improvements; demonstrating investment decisions are locally supported, evidence-led, joined-up and take a strategic long-term approach.

- ✓ **Elevates the work of local partners:** Ensuring funding and strategy decisions about the sub-national transport system are informed by local knowledge, outcomes and requirements.
- ✓ **Provides leadership and strategic oversight:** Particularly on transport priorities which cross local authority or regional boundaries.
- ✓ **Shares technical expertise and resources:** Assisting with the development of a coherent and integrated transport network which is better able to respond to the demands of growth and changing technology.

## Engaging our partners

We have embarked on an intensive engagement programme so our transport strategy fully reflects the region's ambitions, building our 'Single Voice'. Highlights from 2020/21 included:

**Transport East Summit** - our annual summit in March 2021, held virtually for the first time, was attended by 150 partners from across the East and beyond. We were very pleased to welcome our keynote speaker, DfT Minister, Baroness Vere of Norbiton.

**Districts** – workshops with lead politicians and officers from our 24 planning authorities to embed their goals in our strategy and investment priorities.

**Ports Roundtable** – Senior representatives of our 13 ports discussed how transport investment can better support our Global Gateways.

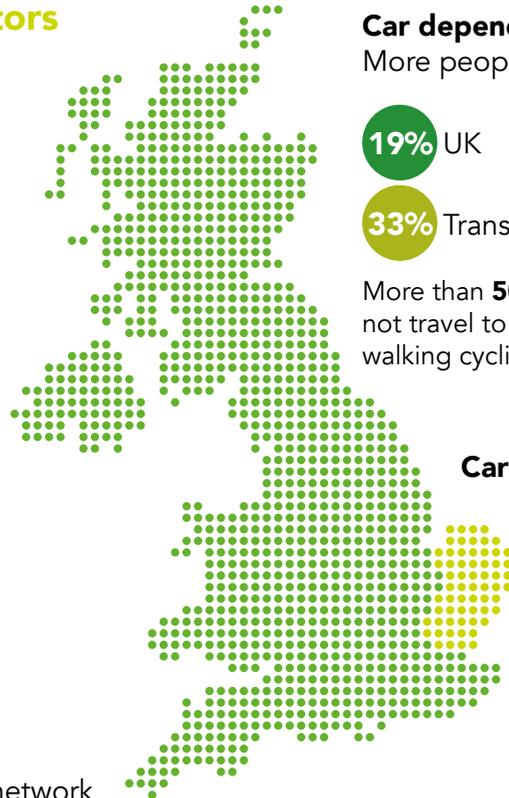
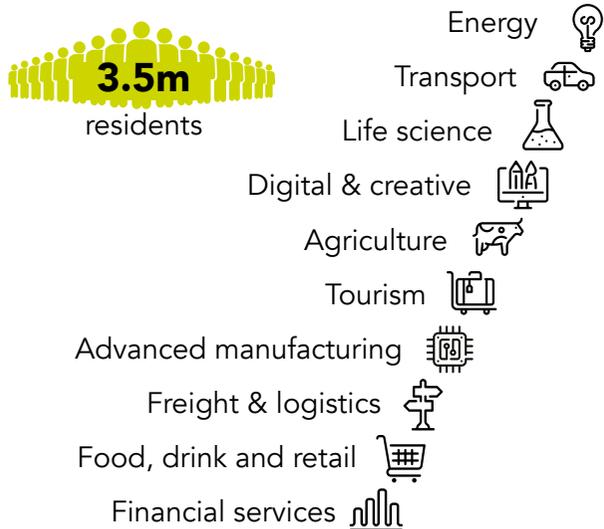
**Public Survey** – Our travel trends survey attracted over 600 responses, helping us understand potential changes to journeys following Covid-19.



# 3. THE REGION AT A GLANCE



## Key employment sectors



## Car dependency

More people in the region live in rural areas

**19%** UK

**33%** Transport East region

More than **50%** of our rural population can not travel to a town centre in 30 mins by walking cycling or public transport

## Carbon emissions from transport

**28%** UK

**41%** East of England



**13** ports and **3** airports

**71** billion pounds contribution to UK economy

**500** miles of coastline

**76** towns and **2** cities



**670km** of major roads



**130** rail stations



**1,600km** of national cycle network

**50%**



of UK container volume comes through Felixstowe, Tilbury & London Gateway ports

# 4. HOW WE WORK

## The Transport Forum

We are governed by the Transport East Forum, our principle decision-making board. It agrees our core plans and strategies. It comprises transport portfolio holders from the five transport authorities and three elected members representing the three county groups of district authorities. Business interests are represented by the Local Enterprise Partnerships and Chambers of Commerce.

The Forum also includes observer partners who provide advice and support for our work, including the Department for Transport, Network Rail, Highways England, the UK Innovation Corridor, neighbouring local authorities and STBs.

All meeting dates, papers, agendas and minutes are available at [www.transporteast.org.uk](http://www.transporteast.org.uk)

## The Senior Officers Group

The work programme is overseen by the Transport East Senior Officers Group (TESOG). The TESOG comprises officers from all transport authorities, district representatives, local enterprise partnerships, Highways England, Network Rail, East of England Local Government Association, UK Innovation Corridor and the Department for Transport.

## The Business Unit

The strategic direction, work programme, and day-to-day management of Transport East is led by the Business Unit. Suffolk County Council hosts the Business Unit and is the accountable body for all grant funding from the DfT.

## Our Wider Partnership

Our wider partnership panel includes a wide range of operators, businesses, interest groups and neighbouring regions. The wider partnership come together at our Transport Summit, however 2020/21 saw more regular involvement of the wider partnership.

Over the last year over **200 regional leaders, politicians, experts and representatives** have participated in at least one of our engagement events or meetings. This intensive programme was designed to fully understand our partners' needs and make sure we have a representative single voice for investment. We will continue these conversations through 2021/22.



# 4. HOW WE WORK

## Transport East Partnership Structure

### Transport East Forum

#### Members

- **Five** transport authorities
- **Three** district representatives (one for each county group)
- Highways England

- LEPs (New Anglia, SELEP)
- **Three** Chambers of Commerce
- Network Rail

#### Observer bodies

- DfT
- Neighbouring authorities, STBs and LEPs, UK Innovation Corridor

#### Wider Partnership Panel

- All districts
- Ports
- Airports
- Freight bodies
- TOCs / FOCs
- TfL
- 'Growth partnerships'
- Sustrans
- Environmental organisations
- Others

#### Business Unit (from April 2020)

- Dedicated staff team for Transport East
- Strategic Director
  - Project Manager (EELGA – contracted)
  - Executive Assistant
  - Communications Manager
  - Additional contracted resource via DfT funding programme

#### Senior Officers Group:

Officers from partners support and advise the Forum and Executive Team

# 4. HOW WE WORK

## Transport East on the national stage

We are one of seven sub-national transport bodies (STBs) across England who meet regularly to co-ordinate work and collaborate on areas of common interest. The national group has identified four key areas of focus: decarbonisation, rural mobility, freight movement and alternative fuels.

We are the nominated national lead on rural mobility and led the national STB response to the Government’s Call for Evidence on Rural Mobility in February 2021. We propose to continue this national leadership role in 2021/22.



## Our resourcing and value for money

The core running costs of Transport East, including staffing, communications, programme management and advocacy are funded by subscription fees from our five transport authorities and 24 district authorities. The East of England Local Government Association is responsible for collecting and administering the core budget, in partnership with the Business Unit and TESOG.

In 2020/21, we secured grant funding from the Department for Transport (DfT) to resource our technical work programme. This is underpinned by a grant funding agreement published on our website and monitored through quarterly reporting to the DfT. This Business Plan includes a central planning assumption that a DfT grant of £520,000 would be provided in 2021/22.

Source	Local contributions	DfT Grant
<b>Funding 2021/22</b>	<b>£242,000</b>	<b>£520,000</b>
<b>Outputs</b>	<b>Transport East operational costs</b> <i>(see work package 1)</i>  <b>Communications, Engagement and Partnerships</b> <i>(see work package 4)</i>	<b>Transport Strategy and Integrated Sustainability Appraisal</b> <i>(see work package 2)</i>  <b>Investment and Delivery Planning</b> <i>(see work package 3)</i>

# 5. OUR WORK PROGRAMME 2021/22

We have identified four priority work packages for 2021/22:

## Transport East as an effective Sub-national Transport Body

To be a successful, effective and well-run Sub-national Transport Body, championing the aspirations of our partners, working in close partnership with the Department for Transport and the rest of the UK.

## Investment and delivery planning

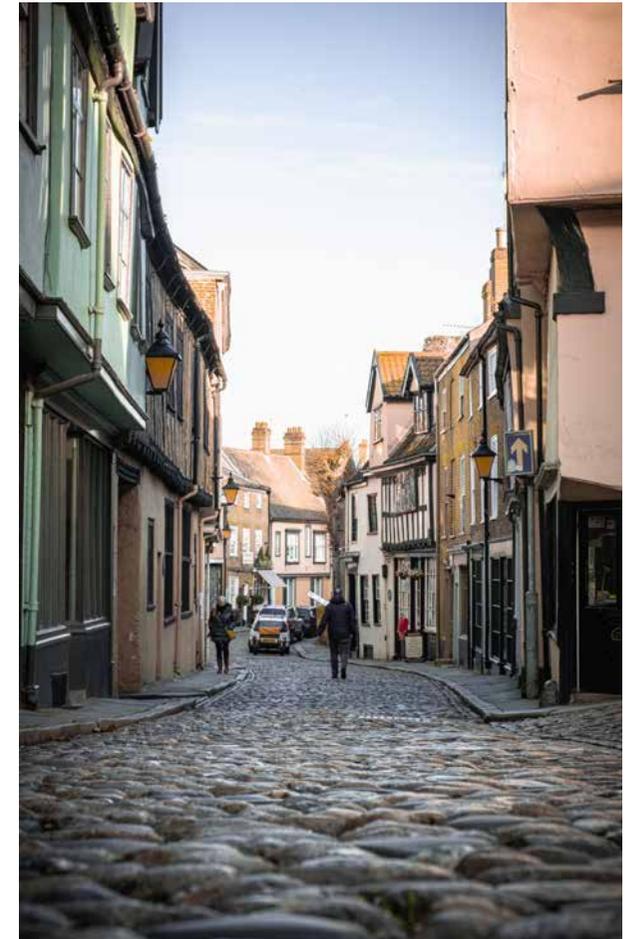
A pipeline and delivery plan for investment priorities, aligned to the Transport Strategy, supporting local authorities and infrastructure providers to develop, fund, accelerate and deliver priority projects.

## Transport strategy and prioritisation

An ambitious, focused and coherent Transport Strategy and priorities, based on robust evidence, reflecting the unique ambitions of local partners and aligned to national goals.

## Communications, engagement and partnerships

Speaking as a single voice for our partners, communicating priorities loudly, credibly and effectively by working closely with the government and other STBs.



These work packages are described in detail in the following pages.

# 5. OUR WORK PROGRAMME 2021/22

## Work Package 1 - Transport East as an effective Sub-national Transport Body

### Outcome:

To ensure Transport East is a successful, effective, accountable and well-run Sub-National Transport Body, fully championing the aspirations of our partners, working in close partnership with the DfT and the rest of the UK.

### Background:

Transport East already has a well-developed governance, with a Terms of Reference and core governance mechanisms in place, including a Board (the Forum), Officer Steering Group, committed local budget, secretariat, an accountable body, dedicated staff and this business plan.

At a national level, Transport East is working with the government to develop its ongoing arrangements and resources. The DfT contributed £425,000 to support the Transport East strategy evidence base development in 2020/21, demonstrating the increased maturity of the local-national partnership.

2021/22 priorities	2021/22 deliverables (subject to securing external funding contribution)
Ensure the Transport East partnership is equipped to be a successful and effective Sub-national Transport Body, with a multi-year plan that looks ahead to the long term.	Work with Transport East partners to create <b>a three to five-year Transport East Partnership Plan.</b>
To strengthen and formalise relationships with delivery agencies to embed the East of England's Transport Strategy and investment priorities within the strategic and operational plans for road, rail and other modes.	Work in partnership with DfT, Network Rail, Highways England and other delivery agencies to <b>develop, agree and implement a framework</b> to strengthen and formalise our 'ways of working' and embedding our Transport East Strategy and priorities within national investment plans.

# 5. OUR WORK PROGRAMME 2021/22

## Work Package 2 - Transport strategy and prioritisation:

### Outcome:

An ambitious, focused and coherent Transport Strategy and priorities, based on robust evidence, reflecting the unique ambitions of local partners and aligned to national goals.

### Background:

All Sub-National Transport Bodies are required to develop a Transport Strategy as the framework for transport investment in their region. The strategy should set outcomes and a strategic approach, clarifying the investment priorities.

In 2020/21 we undertook the technical and engagement work required to inform the draft Strategy. Our focus for 2021/22 will be the adoption of a final strategy, following public consultation.

2021/22 priorities	2021/22 deliverables
Complete a meaningful public consultation on our draft Transport Strategy seeking a wide range of views and strengthening our single voice for investment.	<ul style="list-style-type: none"> <li>• Produce draft Transport Strategy for consultation from autumn 2021</li> <li>• Complete a meaningful public consultation on draft Transport Strategy and produce consultation report</li> </ul>
Complete an Integrated Sustainability Appraisal embedding the principles of environmental and social sustainability into the Transport Strategy. Creating legally compliant and future-proofed sub-regional investment decisions for the long term.	<ul style="list-style-type: none"> <li>• Full Integrated Sustainability Appraisal, comprising Strategic Environmental Assessment and Habitats Regulation Assessment</li> <li>• Completion of scoping and statutory consultees engagement by summer 2021 and then subsequent completion of ISA post-consultation</li> </ul>
Publish the final Transport Strategy and updated Investment and Delivery Plan setting out our priorities and providing a framework for future investment.	<ul style="list-style-type: none"> <li>• Approve and publish final Transport Strategy and Investment and Delivery Plan</li> </ul>

# 5. OUR WORK PROGRAMME 2021/22

## Work Package 3 - Investment and delivery planning:

### Outcome:

A pipeline and delivery plan for investment priorities, aligned to the Transport Strategy, supporting local authorities and infrastructure providers to develop, fund, accelerate and deliver priority projects.

### Background:

The Transport Strategy and Investment and Delivery Plan will set out a range of transport priorities. Our partnership will move into delivery phase, to accelerate these priorities, working more closely with partners including the DfT, Highways England, Network Rail, the private sector and other organisations.

2021/22 priorities	2021/22 deliverables
<p>To initiate an 'East of England Investment Pipeline' mechanism, in partnership with the DfT, local authorities and delivery agencies:</p> <ul style="list-style-type: none"> <li>• Identify and co-ordinate transport investment priorities</li> <li>• Better align investment plans of partners and agencies with the priorities of the Transport East partnership's strategy</li> <li>• Accelerate business cases for priority projects</li> </ul>	<p>Implement an East of England investment 'pipeline':</p> <ul style="list-style-type: none"> <li>• Scope and design of the mechanism with partners</li> <li>• Partner with Highways England on the next generation of Route Strategies, and with Network Rail on an East of England Rail Plan</li> <li>• Bespoke work to accelerate priority projects in the pipeline</li> </ul>
<p>To initiate priority corridor or area strategic plans (to be identified in the draft strategy), bringing different agencies together across local boundaries to unblock barriers and coordinate outcomes.</p>	<p>Produce a Strategic Corridor Prioritisation Plan to accelerate delivery along our priority corridors set out in our updated Investment and Delivery plan.</p>
<p>To speed up delivery of priority packages proposed in our draft strategy and Investment and Delivery Plan. Our areas of interest include Decarbonisation, Alternative Fuels, Public Transport, Active Travel, Ports and Freight, Rural and Coastal transport.</p>	<p>Early work to accelerate new projects from the Transport Strategy from concept phase into business case development.</p>
<p>Lead the STB work on Rural Mobility for England. Aligning with the DfT's Rural Mobility Strategy in 2021/22, dedicated funding is proposed to initiate a pan-STB work programme identifying priority actions or projects, working in partnership with the DfT.</p>	<p>Directly support the DfT's implementation of the national Rural Mobility Strategy across the English regions through an agreed programme.</p>

# 5. OUR WORK PROGRAMME 2021/22

## Work Package 4 - Communications, engagement and partnerships

### Outcome:

Transport East speaks as a single voice for its partners, communicating our priorities loudly, credibly and effectively through a close working relationship with the government and other STBs.

### Background:

In 2020/21 we significantly enhanced our Communications capabilities, recruiting our first Communications Manager and executing our first Communications Plan, which included representations to HM Treasury for the Spending Review and our strategy engagement programme.

2021/22 priorities	2021/22 deliverables
Expand our Communications programme for 2021/22.	Set and deliver the partnership Communications Plan for 2021/22.
Strengthen our MP engagement programme led by Dr Dan Poulter MP to co-ordinate the region's MPs to support our Single Voice approach.	Produce and deliver our Parliamentary engagement programme with actions agreed by the partnership and MPs.
Focus on raising the profile of the East of England's transport role, so our partnership and investment priorities are clearly understood.	<ul style="list-style-type: none"> <li>• Co-host a national STB event in 2021/22</li> <li>• Lead the Transport East Transport Summit in early 2022</li> </ul>
Clearly articulate and galvanise support for the region's transport priorities in any future Comprehensive Spending Review and Budgets.	Deliver East of England Transport representation to CSR 2021 and Budget 2022.

# 6. MEASURING SUCCESS

We will monitor the effectiveness of the work programme, using both quantitative and qualitative data, including partner feedback. How we will track the success of our outputs and outcomes is set out in the table below.

We will publish an annual report at the end of the year to report on this Business Plan.

Theme	Measures
Outputs	<ul style="list-style-type: none"><li>✓ Completion of our agreed annual work programme, across all four work areas</li><li>✓ Delivery of contractual outputs and deliverables with the Department for Transport</li><li>✓ Delivery of tangible benefits for partners – for example economies of scale in co-ordinating and delivering joint technical / communications outputs</li></ul>
Outcomes	<ul style="list-style-type: none"><li>✓ The East of England’s transport priorities demonstrably becoming national level priorities (for example in national strategies, investment delivery plans and funding)</li><li>✓ Increased recognition of Transport East partnership and role</li><li>✓ Continued support from government and local partners arising from recognition of value added.</li></ul>



## Contact Details

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