



TRANSPORT **EAST**

DRAFT BUSINESS PLAN 2022-23

JUNE 2022



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1.0 Foreword



Cllr Kevin Bentley
Chair Transport East

I have been proud to lead the work of Transport East over the last twelve months. It is clear our relatively young partnership is beginning to bear fruit. We've set an ambitious direction for future investment in the region through our draft Transport Strategy and Investment and Delivery Programme. We've also leveraged an extra £1.3m in government funding, to strengthen the evidence and case for transport in the region.

Our vision is of a thriving economy for the East, with fast, safe, reliable and resilient transport infrastructure driving forward a future of inclusive and sustainable growth for decades to come.

Our work to develop the region's first overarching Transport Strategy has resulted in a set of priorities unique to the East:

Net-zero transport by 2040 for a greener, healthier future

Connecting our growing towns and cities

Energising our coastal and rural communities

Unlocking our global gateways

This Business Plan sets out how we are going to start delivering against those strategic priorities. As a region we need the right evidence to make the case for future projects and schemes. Transport East's work this year will help the East identify the journeys people want to make, not just the ones they can already. It will look closely at key movement corridors to develop new sustainable plans transport for both people and goods. It will help accelerate the roll-out of alternative fuel charging infrastructure. It will champion the needs of neglected communities with government and make sure our region's needs are in the long-term plans for the major road and rail networks.

I look forward to working together create a greener, more prosperous and better-connected East.

A handwritten signature in black ink that reads "Kevin Bentley". The signature is written in a cursive style with a long horizontal line extending from the bottom of the name.



Andrew Summers

Strategic Director

Transport East has made substantial progress over the last year. We've grown in both size and impact, with a growing team and increasing influence regionally and nationally.

The draft Transport Strategy and Investment and Delivery Programme set out a robust and evidenced blueprint for transport investment across the region for the next 30 years, and the public consultation showed notable support for our vision and direction. We published detailed reports into Active Travel, Passenger Transport and Decarbonising Transport, which are already strengthening the case for investment in the East.

Our task for this year is to finalise the Strategy, taking on board the views and ideas from across the region gathered in the public consultation, and then start delivering against those four strategic priorities.

This Business Plan sets out exactly how we will do that. We have four main areas of focus:

- Becoming a leading English STB – strengthening our resources, capability and governance to make sure we can champion the East effectively
- Plan the next generation of transport investment – Develop the evidence and new solutions that will decarbonise transport, connect our growing towns, energise our rural and coastal communities and unlock our global gateways
- Accelerate the delivery of our transport priorities – Make it quicker and easier to develop, fund and secure approval for our transport schemes
- A Single Voice - Put the East's transport priorities on the national map – Make sure our priorities are reflected in national policy making and funding decisions.

We cannot achieve any of this without the support of our partner authorities and officers involved in our day-to-day work, or the wider expertise of organisations across the region who are all vital to improving transport. The future success of Transport East depends on the region continuing to jointly communicate 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.



2.0 Vision and Purpose

1. 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 bring leadership 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, National Highways 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, levelling up and sustainable growth across the UK.

2. Vision

Our Vision

A thriving economy for the East, with fast, safe, reliable, and resilient transport infrastructure driving forward a future of inclusive and sustainable growth for decades to come.

3. Priorities

Our four strategic priorities have been set out in our draft Transport Strategy:

Decarbonisation to Net Zero

Connecting our growing towns and cities

Energising our coastal and rural communities

Unlocking our global gateways

4. Our role

Our over-arching role is to accelerate the delivery of better transport outcomes across the East by setting a clear direction through our Transport Strategy and future plans, identifying investment priorities, and accelerating their delivery.

Figure 1 - breakdown of Transport East role

Lead Strategic Thinking	Strategic Co-Ordinator	Elevate work of partners	Influencer	Intelligence
<p>Strategic direction and thought leadership for the East</p> <p>Lead regionally wide studies and strategies</p> <p>People centric approach:</p> <ul style="list-style-type: none"> • Integrated • Multi Modal • Accessible <p>Lead national and regional STB thinking on specific topics</p>	<p>Coordinate strategic investment pipeline</p> <ul style="list-style-type: none"> • Assessing and prioritising schemes/ projects • Monitoring scheme/ projects delivery • Challenging outcomes where necessary to deliver strategic outcomes • Lead business case development for sub-national scale projects <p>Coordinate partners on regional and national priority issues</p>	<p>Enable local partners to deliver at the local level</p> <p>Enable strategic bodies to deliver better strategic projects</p> <p>Accelerate outcomes by unblocking / speeding progress</p> <p>Adding capacity and capability to partners</p>	<p>Champion the East and Transport East Partnership</p> <p>Listening and understanding across local, sub-national and national partners</p> <p>Make the case for investment in the East</p> <p>Influence delivery bodies (Government, NH, NR)</p> <p>Single regional voice at a national level</p> <p>Collaborate to shift behavior across the region</p>	<p>Strategic transport expertise and capacity / capability</p> <p>Monitoring industry trends and innovation</p> <p>Lead a robust regional data, analysis, and monitoring function</p> <p>Sets standard and outcomes</p>



3.0 How we work

3.1 Our Structure

We are governed by the Transport East Forum, our principal 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 (DfT), Network Rail, National Highways, the UK Innovation Corridor, neighbouring local authorities and STBs.

All meeting dates, papers, agendas and minutes are available at www.transporteast.org.uk

3.2 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, National Highways, Network Rail, East of England Local Government Association, UK Innovation Corridor and the DfT.

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.

3.3 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 2021/22 saw more regular involvement of the wider partnership through the development of the Transport Strategy and public consultation. We will continue these conversations through 2022/23, including through the wider partnership panel.

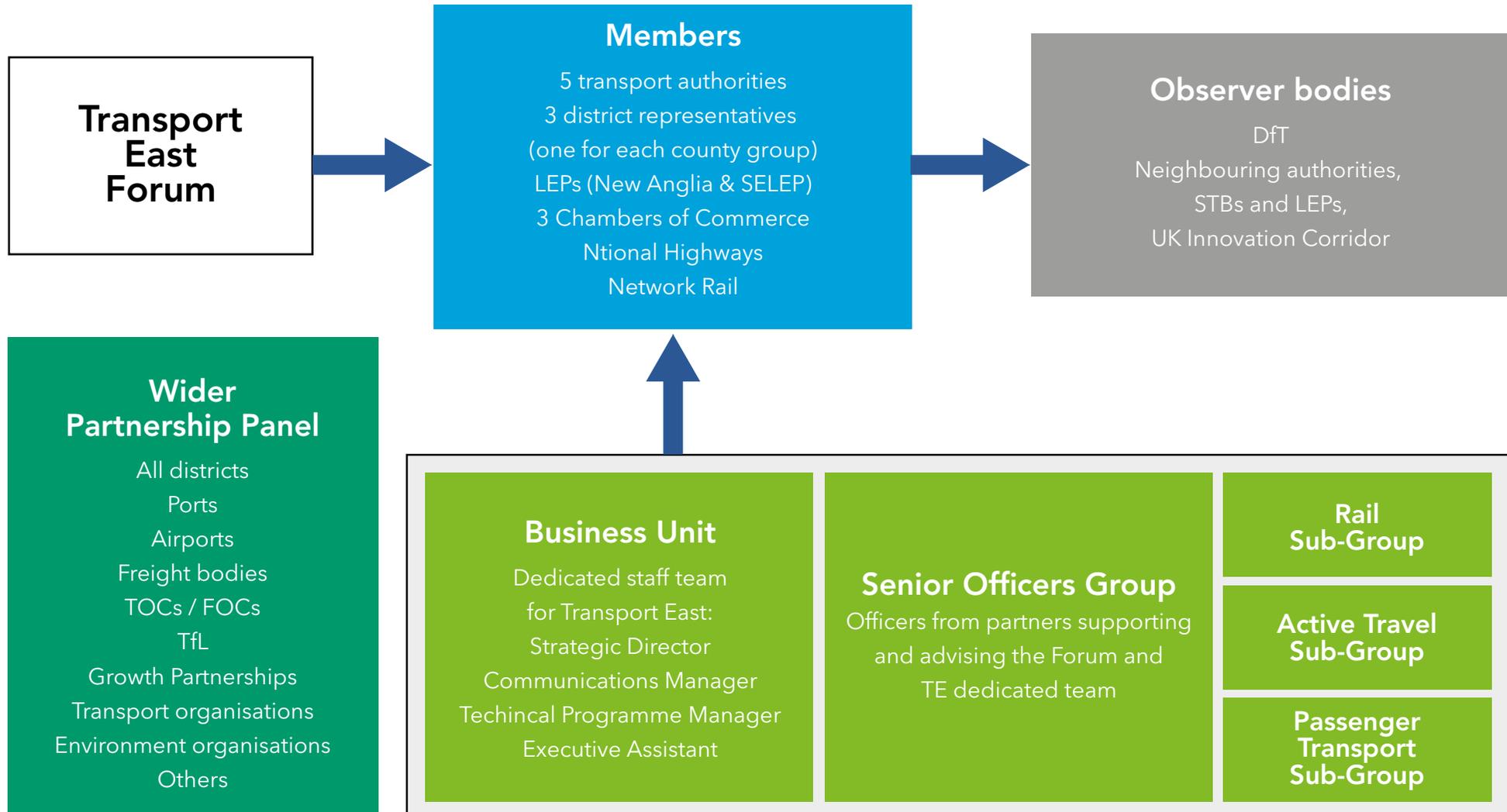
3.4 Our funding and value for money

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.

In 2021/22, we secured grant funding from the Department for Transport (DfT) of £1.3m to resource our technical work programme, £794,000 of this funding was allocated in-year and while committed, will be carried over into FY 2022/23. This is underpinned by a grant funding agreement published on our website and monitored through quarterly reporting to the DfT.

DfT has confirmed a grant of at least £762,000 for 2022/23. See section 7 for more detail.

5. TE Partnership Structure





4.0 Annual Report 2021-22

The key achievements in 2020/21 include:

1. Transport East as a Functional Body:

£520,000 agreed with the Department for Transport for 2021/22 and work programme to delivered on time and on budget.

£794,000 additional in-year funding from DfT agreed in January 2021

Transport East 'Three-year plan' submitted to HM Treasury / DfT in September 2022 for future investment

Memorandum of Understanding signed with Network Rail, and establishment of Transport East Rail Working Group

Joint Engagement Action Plan developed and signed with National Highways

2. Transport Strategy:

Development and publication of the draft Transport Strategy

Publication of an Integrated Sustainability Appraisal on the draft strategy

Completion of 8-week public consultation, securing circa 600 responses from partners, stakeholders and the public

Publication of the Transport East Active Travel Strategy, including 11 recommendations for step-change in Active Travel

Publication of our Passenger Transport report, identifying two-thirds of our rural areas as transport deserts

Transport East decarbonisation baseline report published

3. Investment and Delivery Planning:

Development and publication of our draft Investment and Delivery Programme for public consultation, including creation of regional pipeline with 77 projects across the region

Established Transport East as lead STB in England on rural mobility, leading and delivering work programme across the country

Transport East led regional engagement with National Highways on Route Studies for RIS3

Extensive promotion and support for regional priorities, through supporting task forces, ministerial representations and other.

4. Speaking with a Single Voice:

Regional transport priorities presented to HM Treasury and DfT through our 2021 Spending Review campaign

Extensive engagement programme, expanding our contacts network to 2,500 regional partners stakeholders

Five major national transport consultations responded to on behalf of the region

Transport East MP programme established, including recruitment of Parliamentary Ambassador, and led transport input into East of England All Party Parliamentary Group

5.0 Strategic Plan: Looking to the next 3 years

5.1 Overview

Our three-year corporate plan has been developed through engagement with our partners, the Transport East Forum, and the Department for Transport, and informed by the Transport East submission to HM Treasury for the 2021 Comprehensive Spending Review.

It sets a direction to guide the annual Transport East Business Plan, and our annual reporting will track our progress against the three-year corporate plan. The following section explains the four work areas of the three-year corporate plan in more detail. By 2025, we will have:





5.2 Become a leading English Sub-national Transport Body (STB)

What does this mean?

Transport East to be a highly effective STB partnership for the East, respected nationally, with the required capability, capacity, co-ordination and influence to deliver the Transport Strategy.

What does it look like?

- A Transport East team with capacity, capability and unique skillsets to deliver and manage a scaled-up work programme for the East, closely integrated with our partners.
- A mature partnership governance and work programme that directly supports the strategic transport needs of all our Local Transport Authorities, districts and other partners, transport operators, businesses and the public, working closely with neighbouring regions.
- A new ten-year plan for the evolution of Transport East agreed by the region to support transport delivery over the next decade.
- Creation of regional 'centres of excellence' for transport, showcasing and driving forward innovation and new delivery models (starting with a Rural Transport centre of excellence in 2022/23).
- Transport East established as the National lead for STBs on Rural Mobility programme.

It is proposed that a core team of four staff would be funded by local contributions, and further technical capacity and capability funded by the Department for Transport annual grant.

5.3 Plan the next generation of transport projects

What does this mean?

Complete plans for the next generation of strategic policies and projects to deliver our priorities set out in our Transport Strategy across the East and beyond, underpinned by an enhanced regional evidence base and a compelling case for investment.

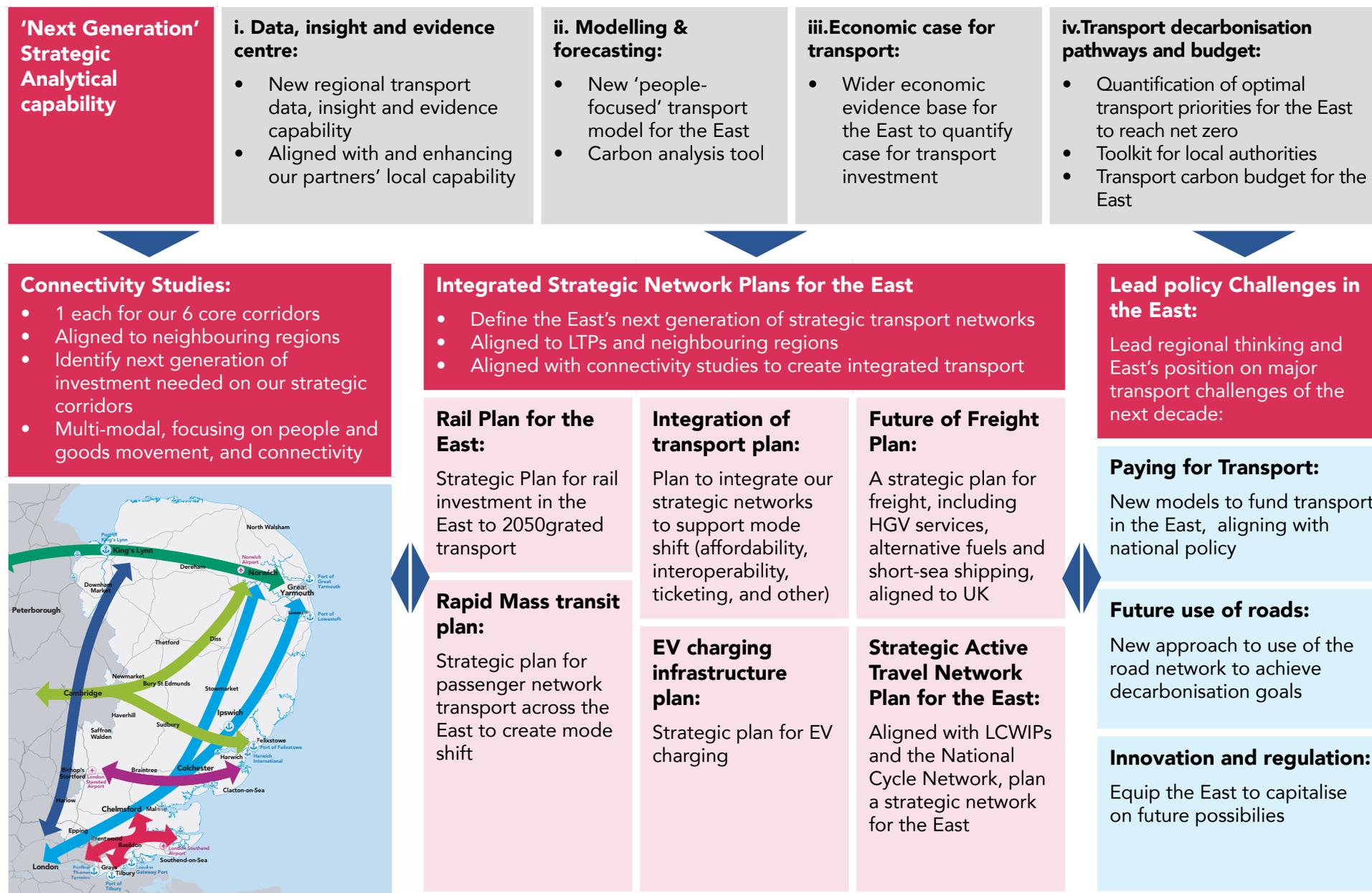
What does it look like?

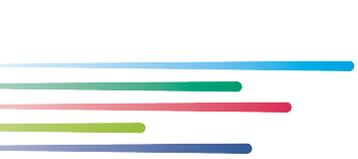
Figure 2 sets out the proposed work programme, with four areas of focus:

- Next generation' strategic analytical capability (at a regional scale)
- Connectivity Studies for our six core corridors
- Integrated strategic network plans for the East
- Leading policy challenges in the East – by establishing a new think-tank

This work programme would primarily be funded by the annual grant from the Department for Transport, and scalable depending on resource.

Figure 2: A three-year programme to plan and develop next generation of projects to deliver our transport priorities to 2050:





transport projects in the East

What does this mean?

A transport investment pipeline for the East, prioritising investment for Government and delivery bodies, accelerating business cases for our priority projects.

What does it look like?

- Creation and management of a strategic investment pipeline for the East as proposed in the draft Investment and Delivery Programme directly informing priorities for DfT, National Highways and Network Rail, enabling better co-ordination of investment to maximising opportunities and outcomes
- Through a newly created Transport East 'strategy hub' and work programme, identify enhanced ways of funding our transport priorities
- Better Business Case Development, through more capability and capacity to support partners in the development of technical evidence base to identify, initiate and accelerate transport Business Cases, bringing future priorities into reality at an earlier stage through higher quality submissions, consistent with DfT appraisal

- Shared resource to tackle strategic challenges through increased shared capability for LTAs, districts and partners to tackle or troubleshoot strategic transport issues and challenges where there is benefit of joining together.

5.5 A Single Voice - put the East's transport priorities on the UK map

What does this mean?

A loud, sustained and credible Single Voice to government, bringing together our local authorities, LEPs, Chambers of Commerce, Businesses and MPs, with our strategic transport priorities embedded within the investment planning of government and transport delivery bodies.

What does it look like?

- Formalised partnerships with delivery bodies and strategic partners in the East and beyond to embed our strategic priorities, to ensure the East has directly influenced future investment including RIS3 (2025 to 2030), RNEP CP7 (2024 to 2029) and other major transport investment programmes managed by the Department for Transport, National Highways, Network Rail - and future bodies including Great British Railways.
- Strategic Task Forces to deliver strategic priorities – including Modal Shift, Active Travel, Passenger Transport, Electric Vehicles, Decarbonisation and Rail.
- Communications strategy and resource so the Transport East partnership speaks as a Single Voice in its engagement with government:
 - Comprehensive engagement capability and capacity to comprehensively listen to and distil range of views into an ongoing single voice.
 - Annual programme of influential events, including the Transport Summit, Transport East at national events
 - Engagement programme to understand and support our partners' needs (DfT, LTAs, Districts, Operators and others) and co-ordinate where there is benefit of a regional strategic approach (e.g. to increase public acceptance for our transport priorities)

6.0 Our work programme 2022-23

6.1 Defining our programme

This section sets out the 2022/23 Business Plan, detailing the work programme required for the first year of our three-year corporate plan.

The plan will be funded by local contributions and the Department for Transport annual grant. In addition, some activities will be funded through the additional 2021/22 funding allocated by the DfT in January 2022.

The programme is structured via our four work areas in the three-year plan:

Become a leading English Sub-national Transport Body (STB)

Plan the next generation of strategic transport priorities to 2050

Accelerate delivery of our transport projects in the East

Single Voice - Put the East's transport priorities firmly on the UK map'

For each action, we have identified how it will support our draft Transport Strategy priorities of:

Decarbonisation to Net Zero

Connecting our growing towns and cities

Energising our coastal and rural communities

Unlocking our global gateways

6.2 Become a leading English Sub-national Transport Body

Work Programme area	2022/23 Business Plan Task	2022/23 Business Plan Task	Connecting Towns and Cities	Rural and Coastal areas	Unlock Ports and Airports
Enhanced capacity & capability to deliver work programme	Recruitment of 1 x Senior Strategic Transport Planner	✓	✓	✓	✓
	Recruitment of 1 x Strategic rail / passenger transport lead	✓	✓	✓	✓
	Recruitment of 1 x Engagement / support officer	✓	✓	✓	✓
	Recruitment of 1 x Business Case Economist lead	✓	✓	✓	✓
	Agree DfT funding and agree Business Plan for 2023/24	✓	✓	✓	✓
	Conduct Independent Review (model for Transport East funding)				
Mature governance and operational functions in place	Broaden Transport East Forum meetings to include 2 in-person site visits per year	✓	✓	✓	✓
	Lead office management, including establish in-house finance function from April 2022 with accountable body (transfer from EELGA)	✓	✓	✓	✓
	Produce and publish annual report for 2021/22	✓	✓	✓	✓
A 10-year plan for evolution of Transport East	Finalise Transport East Strategy and submit to DfT for endorsement (including consultation report, and response to consultation)	✓	✓	✓	✓
	Produce report for evolution of Transport East (10 years)	✓	✓	✓	✓
New Transport Centres of Excellence (starting with Rural Mobility in 2022/23)	Recruitment of 1 x Rural Mobility Centre of Excellence Manager			✓	
	Scope and launch Rural Mobility Centre of Excellence	✓		✓	
	Produce 'Case for Rural Investment' (in partnership with Western Gateway STB)			✓	
	Lead National STB work programme on Rural Mobility	✓		✓	

6.3 Plan the next generation of transport projects

Work Programme area	2022/23 Business Plan Task	2022/23 Business Plan Task	Connecting Towns and Cities	Rural and Coastal areas	Unlock Ports and Airports
Establish 'Next generation' strategic analytical capability	Complete transport data audit of the Transport East region	✓	✓	✓	✓
	Complete survey of data and travel behaviour in the East	✓	✓	✓	✓
	Initiate development of new people-based transport model for the East	✓	✓	✓	✓
	Complete decarbonisation pathways (with EEH and TfSE)	✓			
	Establish region-wide transport analysis steering group	✓	✓	✓	✓
	Produce 'Transport in the East' analytical report 2022/23	✓	✓	✓	✓
Complete Connectivity Studies for our 6 core corridors	Initiate first connectivity study: London-Essex-Ipswich-Norwich/Suffolk Coast	✓	✓	✓	✓
	Identify and initiate second connectivity study	✓	✓	✓	✓
	Identify programme for remaining four connectivity studies in 2023/24	✓	✓	✓	✓
Strategic plans for next generation of transport investment	Start and Complete Electric Vehicle Strategy for the East (with EEH region)	✓	✓	✓	
	Start and Complete Alternative Fuels for HGVs strategy (with all 6 STBs)	✓			✓
	Start and Complete regional support for Bus Service Improvement Plans (with TfSE/EEH)	✓	✓	✓	
	Start plan to deliver 11 recommendations from Sustrans TE Active Travel report	✓	✓	✓	
	Start Rail Plan / Mass Rapid Transit Plan for the East (for completion in 2023/24)	✓	✓	✓	✓
	Start Future of Freight Plan (for completion in 2023/24)	✓	✓	✓	✓
Lead regional thinking and action on new policy and innovation	Through the new Transport East 'Strategy Hub' and work programme, initiate inquiries on priority topics, from shortlist including future roads in the East, paying for transport, rural solutions and social inclusion.	✓	✓	✓	✓

6.4 Accelerate delivery of the East's transport priorities

Work Programme area	2022/23 Business Plan Task	2022/23 Business Plan Task	Connecting Towns and Cities	Rural and Coastal areas	Unlock Ports and Airports
An investment pipeline for the East	Proactively manage the 'East Investment Pipeline' mechanism set out in IDP, in partnership with LTAs, NH and NR	✓	✓	✓	✓
	Produce KPIs for the investment pipeline and monitoring mechanism	✓	✓	✓	✓
	Formally advise government on funding priorities for the East (e.g. MRN review)	✓	✓	✓	✓
Review and enhance funding mechanisms	Partner with National Highways to provide East advice on next generation of Highways Route Strategies and RIS3	✓	✓	✓	✓
	Partner with Network Rail to provide East advice on next generation of strategic rail investment priorities in the region	✓	✓	✓	✓
	Lead work programme on the future of 'paying for transport' in the East Phase 1 - initial scoping and literature/evidence review	✓	✓	✓	✓
Regional Business Case development function	Initiate work programme to speed up delivery of priority packages and projects in pipeline through strategic business case development of projects to be agreed with the Forum and DfT	✓	✓	✓	✓
	Support development of the East-West Rail Eastern Section wider economic business case	✓	✓		✓
Support local partners to tackle strategic priorities and issues	Lead case-specific support for local partners to tackle strategic issues (for example support on Lower Thames Crossing, maximising Freeports opportunities and re-trunking studies)	✓	✓	✓	✓

6.5 Single Voice - Put the East's transport priorities 'on the UK map'

Work Programme area	2022/23 Business Plan Task	2022/23 Business Plan Task	Connecting Towns and Cities	Rural and Coastal areas	Unlock Ports and Airports
Formal partnerships with national bodies to steer investment	Lead the national relationship with the six other STBs	✓	✓	✓	✓
	Initiate a DfT / Transport East Charter to formalise relationship between government and our partnership	✓	✓	✓	✓
	6-month review of Joint Engagement Action Plan with National Highways and deliver 2022/23 actions via joint NH/TE group	✓	✓	✓	✓
	Delivery of MoU Action Plan with Network Rail and establish East governance proposals within new Great British Railways structure	✓	✓	✓	✓
Regional Task Forces for our transport priorities	Lead regional task groups for Alternative Fuels, Strategic Rail (with NR), Active Travel, Buses	✓	✓	✓	✓
	Support and advise the region's existing task forces (including GEML, WAML, Ely, M11/A120, East-West Rail Eastern Section Board)	✓	✓	✓	✓
Communications strategy and programme for our single voice	Set and deliver communications programme for 2022/23	✓	✓	✓	✓
	Programme to promote the East at external meetings and events	✓	✓		✓
	Continue and widen Parliamentary engagement programme, including East of England APPG				
	Establish a new Strategy Hub using the Transport East wider partnership panel to advise and steer new policy development				
Engagement programme to support our partners	Establish and deliver district engagement programme	✓	✓	✓	✓
	Lead East's presence at the Sub-National Transport Body national conference in May 2022	✓	✓	✓	✓
	Transport East Summit in Summer 2022	✓	✓	✓	✓
	Championing the region within and across Government departments, and sectors and bodies across the UK	✓	✓	✓	✓



7.0 Funding and resources

7.1 Local contributions

The local contributions, established in 2019 and set out in the Terms of Reference, fund the core Transport East team, all non-technical work, operations and communications activities (for example the Transport East Summit).

It is important to maintain a locally funded core team to ensure the ongoing growth of Transport East, ensure independence from government, and as a base to continue to leverage increased grant funding from the DfT.

By the end of the three-year plan period (end of 2024/25), we propose that local contributions should cover a core team of four FTE (as in post of 1st February 2022) and the operational activities not covered by DfT funding.

The current local contributions total £242,000 and subscriptions have remained frozen for two years. This level will be unsustainable going forwards, given annual increases in staff costs, and the increasing ambition and regional scale of our activities. However, the partnership is also sensitive to the financial pressures facing local authorities, and the need for budget holders to plan well ahead for the next financial year.

The Business Plan proposes a two-stage approach to determining local contributions:

1. For 2022/23, to cover core costs, a modest increase in Transport East contribution for Local Transport Authorities for 2022/23 of 10%
2. Conduct a full independent review of the funding model between April and October 2022, including:
 - An early review of the individual district subscriptions and benefits, in partnership with the Transport East district reps, to ensure greater parity across all individual Transport East districts, to ensure districts are receiving value for money, and to agree contribution and outputs for 2022/23 and future years.
 - The potential to increase the scope and number of funding members of Transport East
 - Exploring further funding opportunities for our partnership
 - Alignment with other policy and funding initiatives across the region, including County Deals.

This review will take place in the first half of 2022/23 by an independent body, once we have full understanding of the DfT's three-year planning guidelines for Transport East, and report to the Forum in autumn 2022 to inform future local authority budget planning. Transport East will commission an external body to undertake the review.

7.2 DfT contributions

Since 2020/21, and in response to the demonstrable financial and political commitment from local partners, Transport East has also received funding from the DfT to support the delivery of our technical work programme.

The delivery of the 2022/23 business plan is reliant on the availability of DfT funding.

DfT Grant	Funding
2021/22 Additional Funding (roll-over to 2022/23) - awarded to TE	£560,000
2021/22 Additional Funding (roll-over) - awarded to TE to share with EEH for Electric Vehicle Strategy	£200,000
2021/22 Additional Funding (roll-over) - awarded to TE to share with EEH for Electric Vehicle Strategy	£214,000
2022/23 DfT Grant for Technical Work	£762,000



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