

Rt Hon Grant Shapps  
Secretary of State for Transport  
*By email*

Cllr Kevin Bentley  
Chair, Transport East  
E: [transporteast@suffolk.gov.uk](mailto:transporteast@suffolk.gov.uk)  
W: [transporteast.org.uk](http://transporteast.org.uk)

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Dear Secretary of State,

### **Transport East: Spending Review**

As the Sub-national Transport Body (STB) for **Norfolk, Suffolk, Essex, Southend and Thurrock**, we bring together transport and planning authorities, Local Enterprise Partnerships and business leaders from the East of England, alongside Network Rail and National Highways to make it easier for people to travel across the East easily, sustainably and safely. We collaborate closely with the six other STBs across England to tackle cross-boundary transport challenges together.

### **Delivering value for government**

Our Forum, comprising political and business leaders and established in 2018, is supported by a small, agile team and committed partner officials, has quickly established itself as a valued partner regionally and nationally. Our emerging **Transport Strategy and specialist reports on Decarbonisation, Active Travel and Passenger Transport** are already informing the plans of bodies across the East.

We brought together diverse interests to effectively prioritise activity in our **Investment and Delivery Plan**. We are increasingly looked to by the Department for Transport, National Highways and Network Rail to inform policies, plans and delivery - drawing on our local knowledge, effective networks and expert insight.

We are now in a strong position to start achieving our strategy objectives over the next three years, accelerating the delivery of national goals through regional leadership and coordination, in partnership with government.

**Our Business Plan** sets out our ambitions with our short-term priorities focusing on building our own capacity and capability to mature into an increasingly impactful regional resource to:

- Enhance regional and cross-boundary coordination including with neighbouring STBs and Transport for London
- Clearly prioritise investment through a managed pipeline, strengthening the case for investment in the East through early business case development across 6 core movement corridors
- Establish a National Centre of Excellence on Rural Mobility – sharing best practice and building evidence for interventions benefitting rural communities
- Become a data-driven region – creating a regional evidence, analysis and modelling function to transform planning, delivery, integration and customer behaviour, creating successful interventions that deliver long-term sustainable change

### **East delivering for Global Britain**

The East is brimming with energy, enterprise and exports. It is a model of rapid regional growth: with an economy worth over £71bn to UK Plc, and 320,000 new homes and 165,000 new jobs planned in the next 15 years. We are a crucial gateway between businesses in the Midlands, London and the North, and our international trading partners.

Our diverse and productive economy has proved resilient through recent challenges. We are future-focused, hosting world class life-sciences, clean energy and agri-tech sectors, with further strength in ports, logistics and transport, digital and creative industries, financial services and tourism. Our established partnerships between public bodies, private industry and academia are powering innovation across multiple sectors.

The region has huge potential, and with the right support, is perfectly positioned to lead the UK's green recovery, levelling-up our own communities and supporting those across the UK through sustained growth. Our forecasts indicate with the right investment, regional Gross Value Added could increase by over 90% by 2050 from 2020 levels, and productivity could increase by over 50%. Transport links are a core constraint and through Transport East, the region has joined together to set the priorities for infrastructure investment with a single voice.

### **One vision, one voice for transport in the East**

Our partnership's vision is a thriving economy with modern, low-carbon, fast, safe, reliable, and resilient transport networks, transforming how people travel and how goods are transported to drive forward a future of inclusive and sustainable growth for decades to come. We want transport in the East to work for everyone.

Government has set clear direction but needs empowered regional leaders to deliver this radical change. We are focused on:

- **Decarbonisation** – transport creates 41% of carbon emissions in the East, the largest contributor and a much greater percentage than the national average of 27%. Achieving net zero transport emissions will have the single greatest impact on both climate change goals and air quality, improving people’s health and our environment. We are leading the way to decarbonise our networks as quickly as possible, in line with Government ambitions.
- **Connecting our growing towns and cities** - enabling the area to function as a coherent economy and boosting productivity. With 76 towns and cities, and strong links beyond our boundaries to London and Cambridge, the East’s diverse economy relies on a web of connections – physical, digital and social. Our road, rail, cycle, footpath, maritime and data networks are all essential to recovery and long-term sustainable growth, increasing people’s prosperity and quality of life.
- **Unlocking our international gateways** - the East has more international gateways than any other region; 13 ports (including 2 Freeports) and 3 airports. Over 50% of the UK’s containerised goods are moved through our region, to and from businesses across the Union. As we build stronger international trade links, the East’s global and national connections are more important than ever. Quick, reliable journeys add value throughout the supply chain.
- **Energising coastal and rural communities** – with 500 miles of coastline and 15% of the UK’s farmland, our coastal and rural areas are national assets. Our expanding offshore wind farms power 1.8m homes with commitments to 40GW by 2030, and our tourism economy is worth £8.8bn pa. Improved connections to education, training, high-skilled jobs and new markets would unleash further productivity. We are creating a reinvented, sustainable coast for the 21st century, powering the UK and ‘levelling up’ our more isolated communities.

These core priorities underpin our emerging **Transport Strategy**, aligning with Department for Transport objectives and wider government. Well-designed transport interventions achieve multiple objectives, so to secure best value for taxpayer’s money, we must plan and deliver regional transport investment in a truly integrated way. **Two fundamental principles underpin our approach to regional transport investment:**

- **Funding:** The current approach of specific multi-pot funding with complex bidding processes for local transport authorities creates siloed thinking and competing priorities. It increases risks to local authorities, especially for large infrastructure schemes and creates an imbalance between constructing new infrastructure and maintaining existing assets. An **increased multi-year local government finance settlement and larger, more flexible funding pots would deliver better value for the same money**, increasing the impact of investment through better planned, better maintained, longer-term interventions.
- **Appraisal:** Wide societal benefits of transport investment need to be captured through project assessments in a balanced way, offsetting bias towards metropolitan centres. Reflecting the full value from areas such as of the movement of goods, non-commuting journeys, carbon reduction, environmental gain, improvements to people's health and increased access to isolated communities.

**Offer 1: We will push forward the East's live investment programme, speeding delivery and deriving better value, in partnership and with government support**

Our **Investment and Delivery Plan** sets out our partners' immediate strategic priorities across six core corridors and pan-regional themes.

We are the ideal body to lead and programme manage a strategic transport Investment Pipeline for the East, in partnership with DfT, to focus investment, accelerate delivery and maximise benefits. Extended government support will allow us to up the pace of this work and speed delivery against our core priorities. See Appendices A and B for summaries of all initiatives against our strategic priorities.

#### **Decarbonisation:**

Our local transport authorities are rapidly progressing the **detailed interventions required to decarbonise local networks** with almost 600 public EV charge points installed, zero-emission bus roll-out and fast delivery of active travel schemes. They are rightly focused on local delivery, leaving a gap in setting strategic direction, identifying regional priorities, monitoring progress and coordinating with other regional infrastructure providers and other regions. Additional funding is required at both regional and local levels to meet ambitious government targets for net zero transport and to future-proof the existing network.

#### **Connecting our growing towns and cities:**

Our region is very reliant on road networks to connect our dispersed economic centres, so commitment to schemes in National Highway's **Road Investment Strategy** is essential, especially those supporting high-growth locations. The case is similar for schemes in Network Rail's **Rail Network Enhancement Pipeline** for Control Period 6 and 7, particularly along the West Anglia mainline and Great Eastern mainline, building on the investment from our train operating companies in stations and trains.

Within towns and cities, bus and active travel improvements are crucial to thriving local economies, reducing the economic and health impacts of congestion and meeting net zero. Committed funding for our councils' emerging visionary **Bus Service Improvement Plans** would deliver a vast improvement to the reliability, frequency and convenience of buses across the region. Enhancing the funding available to local authorities through the **Walking and Cycling grant programme** would help deliver ambitious local programmes, fast-tracking progress to achieving 50% of all journeys within our urban centres being made actively by 2030. **Maintenance of our local street and passenger infrastructure** including surfaces, lighting and security are essential to safe, reliable, attractive journeys and encouraging people to choose more sustainable options.

#### **Unlocking our international gateways:**

The region's role in the UK freight network is unparalleled. With forecasted growth in goods movement and the return of international passenger travel following the pandemic, it is crucial we **maintain investment in our surface access to ports and airports**. Particularly, A13, A14, A120 and A47 corridors and schemes benefiting rail freight including at Haughley Junction and Ripple Lane. We also back schemes outside our boundary which would see a substantial uplift in freight paths onward to distribution hubs in the West Midlands, including Ely Area Capacity Enhancements.

Private investment is being pumped into our two Freeports – **Thames Freeport and Freeport East**. We ask government to support their emerging Business Cases, facilitating green growth, innovation and high-skilled job creation.

#### **Energising coastal and rural communities:**

Connecting isolated communities with sustainable solutions has been a perennial problem. Spades are already in the ground on new coastal connections such as the Gull Wing Bridge and Great Yarmouth Third crossing. Alongside progressing schemes that link us more closely with the rest of the Union, we want to establish a **national centre of excellence on Rural Mobility**, sharing best practice between STBs and the wider transport sector. Building on

innovations like Katch – the electric demand responsive bus service connecting market towns in Suffolk with their local rail station.

Taking the Gear Change active travel revolution beyond urban areas we are bringing forward plans for **Mini-Hollands** and working with Visit East to develop our region's green tourism ambitions.

**Offer 2: Speed the East's progress to a net zero, connected, safe and inclusive transport network by accelerating a new generation of projects, in partnership with government and neighbouring STBs**

Our emerging Transport East Strategy and updated Investment and Delivery Plan identify a **long-term programme of transport investment to 2050**. As we move to implementation, we will accelerate these projects in support of government's goals.

We can drive value by improving regional **data-driven decision-making**, working with other STBs to maximise efficiencies in regional analysis, modelling and evaluation. Focussing on thematic priorities (e.g. decarbonisation, freight, active travel), we can lead sub-national multi-modal strategic co-ordination and expertise for DfT and partners. We can progress key schemes through early business case development prior to delivery body adoption. Improving regional awareness, understanding and support for specific interventions will provide greater confidence in investment and reduce delay from challenge.

There are several programmes which require particular attention over the next three years. Transport East is the ideal body to progress this work but will need to expand our capability and capacity. These include:

**Decarbonisation:**

Taking a direct role in identifying and planning the **regional strategic infrastructure needed to support the transition to net zero transport**, leading collaboration with the energy and digital sectors to align delivery and reduce the cumulative impact of poor provision on isolated communities.

**Connecting our growing towns and cities:**

Integrate strategic transport and land-use planning across the region to support homes and jobs growth, though a **full analysis of our movement corridors**. The **East-West Rail eastern section** has demonstrated strong potential in early work and we support the East West Main Line Partnership's request for revenue funding to progress the business case. Expanding

Active Travel interventions beyond town centres to support economically and socially healthy places.

### **Unlocking our global gateways:**

Support our region's growing international gateways to facilitate businesses across the Union. A detailed **Future of Freight Plan** would set out a step-change in the regional infrastructure supporting the logistics sector, driving decarbonisation and improving surface access, aligning with work completed by other STBs to support national freight movement. This would also identify how to **maximise the impact of private investment in our Freeports**.

### **Energising our rural and coastal communities:**

Lead innovation in improving rural and coastal connectivity across all transport modes, supporting other STB's through our role as **Lead STB for Rural Mobility**, particularly in strengthening the evidence base for rural transport improvements. Establish an **Eastern Active Travel Taskforce** and expand demand responsive services across the region.

Additionally, there are **several programmes that cut across all the priorities** including:

- Improving the customer experience across the region, through service standards, fares, and information integration.
- Assessing alternative funding sources and mechanisms to relieve pressure on the public purse.
- Regional leadership on public behaviour change towards sustainable travel choices.
- Taking a strategic approach to reducing danger and the perception of danger across all modes.
- Fostering a testbed for innovation. Potential opportunities include alternative fuel, rural transport solutions and alternative delivery models - building on our regional experience with e-scooter trials and demand responsive services.

**Offer 3: Maximise the value of transport investment long-term by expanding and deploying our expert knowledge of the East, informing decision-making and delivery across government**

Transport East brings together local and national government to deliver effectively. Our partnership approach has resulted in a **single voice** for transport investment across the East. External demands, including from government, are now outstripping our capacity. We need to grow sustainably over the next three years, to deliver the best outcomes for our region and the nation, in line with our neighbouring STBs.

We need **funding certainty**. In line with parallel requests from the other STBs, we ask government to commit to a **three-year Transport East settlement for financial years 2022/23 to 2024/25** to provide the framework for our partnership to accelerate delivery.

We have set out a **manageable growth trajectory**, based on robust analysis of our needs. This sees us mature into an increasingly impactful resource with enhanced regional and cross-boundary coordination, clear prioritisation, increased expertise, accelerated decisions, coordinated delivery, better data and monitoring, and growing support for changes to travel behaviour. See Appendix C for the detailed capability plan.

Conscious of the challenging fiscal environment as we emerge from the COVID-19 pandemic, we are committed to **analysing the regional opportunities for non-governmental funding** for transport investment, reducing the impact on the public purse.

Outside of the UK's metropolitan cities, the traditional approach to transport planning and funding does not achieve the outcomes we need for our economy, businesses and communities. Emissions from transport are not falling rapidly enough, many rural communities are cut-off from local centres, businesses have unnecessary costs, the public transport funding model is broken, and our active travel potential is not realised.

We are already changing this situation. Our Strategy is setting an ambitious vision for transport in the East to 2050. Through hundreds of conversations, we are aligned with capable and committed partners. COVID-19 has shown what can be achieved with effective collaboration. With funding certainty and greater flexibility, we can do more. We can help the local, regional and national economy build back better and greener.

We ask Government to commit to working with us through the three-year SR21 period, to develop and implement a better national approach to transport planning and funding to truly achieve the East's potential.

Yours Sincerely

A handwritten signature in blue ink that reads "Kevin Bentley". The signature is written in a cursive style and is positioned below the "Yours Sincerely" text.

CLlr Kevin Bentley, Chair Transport East



Offer	Decarbonisation	Connecting growing towns and cities	Energising rural and coastal communities	Unlocking global gateways
<p><b>Offer 1:</b> We will push forward the East's live investment programme, speeding delivery and deriving better value, in partnership and with government support</p>	<ul style="list-style-type: none"> <li>• <b>Supporting LTAs prepare for, scale up and deliver decarbonisation</b> ambitions, including support for alternative fuels, transport innovation and future-proofing the transport network.</li> <li>• Expanding our <b>regional role in setting strategic direction on transport decarbonisation</b> – coordinating partners, focussing effort, influencing local plans and tracking delivery.</li> <li>• <b>Supporting acceleration of investment in digital infrastructure</b> to rapidly deliver 100% gigabit and 5G/4G coverage bolstering the economy while reducing demand for travel.</li> <li>• <b>Maintaining budgets for transport asset maintenance and resilience planning</b> to future-proof the network.</li> </ul>	<ul style="list-style-type: none"> <li>• Protect and enhance the <b>Road Investment Strategy</b> funding to deliver committed and new projects, from those delayed from RIS1 (2015-2020) to new projects in RIS2 and RIS3. High priority growth projects include <b>A120</b> dualling and the <b>A12 corridor</b>.</li> <li>• Protecting and enhancing the <b>Rail Network Enhancement Pipeline</b> for CP6 and CP7, to drive forward our rail improvements enabling mode shift of passengers focussing on those projects with high journey time, frequency and connection benefits especially improvements to <b>WAML &amp; GEML</b></li> <li>• Endorsing and funding our authorities' emerging <b>Bus Service Improvement Plans</b> to improve reliability, frequency and convenience of buses.</li> <li>• Fast-track progress to our target of 50% of all journeys in our urban centres by active travel by 2030 by protecting, enhancing and broadening the funding available to councils through the <b>Walking and Cycling grant programme</b>.</li> </ul>	<ul style="list-style-type: none"> <li>• Improve connections from isolated coastal areas to employment centres and the rest of the UK through continued investment in <b>A47 corridor and A127</b> and <b>Thameside rail</b> corridors.</li> <li>• Establish a <b>national centre of excellence on Rural Mobility</b></li> <li>• Bring forward plans for at least three <b>Mini-Hollands</b>, including a market town, to demonstrate how rural areas can achieve Gear Change ambitions.</li> <li>• Develop our <b>green tourism offer</b> in line with Visit East's ambitions, increasing public and active travel choices by visitors.</li> <li>• Support authorities through BSIPs and funding structures to deliver a <b>step-change in rural passenger transport</b> connections.</li> </ul>	<ul style="list-style-type: none"> <li>• Investing in surface access to ports and airports to support our international gateway and economic recovery role. Particularly <b>A13 and A14 corridors</b> and schemes benefiting rail freight including <b>Ely Area Upgrade, Haughley Junction and Ripple Lane</b>.</li> <li>• Supporting our <b>two Freeports</b> to progress interventions articulated in their emerging Strategic Outline Business Cases, facilitating green growth, innovation and skill development across logistics and distribution.</li> <li>• Support the <b>post-COVID Recovery of our international gateways</b> by breaking-down barriers to sustainable travel choices by travellers and employees.</li> </ul>

Offer	Decarbonisation	Connecting growing towns and cities	Energising rural and coastal communities	Unlocking global gateways
<p><b>Offer 2: Speed the East's progress to a net zero, connected, safe and inclusive transport network</b> by accelerating a new generation of projects, in partnership with government and neighbouring STBs</p>	<ul style="list-style-type: none"> <li>Support the regional strategic infrastructure planning to support the transition to clean fuel, <b>leading collaboration with strategic energy and digital infrastructure bodies.</b></li> <li>Making sure <b>alternative fuel provision is aligned with digital and sustainable transport</b> options to reduce the cumulative impact of transport, EV and digital deserts on isolated communities.</li> <li><b>Supporting our partners leading on regional land-use planning</b> to maximise sustainable travel behaviour.</li> </ul>	<ul style="list-style-type: none"> <li><b>East-West Rail</b> eastern section has demonstrated strong potential through Pre-SOBC. We can help keep the pace up on scheme development.</li> <li><b>Joint working with National Highways, Network Rail and the emerging Great British Railways</b> to closely coordinate planning, development and prioritisation of schemes.</li> <li>Full analysis of our <b>six core movement corridors</b> integrating land-use and transport planning, supporting planned homes and jobs growth.</li> <li>Working with <b>Enhanced Bus Partnerships</b> to improve cross-boundary services, integration with other modes, customer information and service standards.</li> <li><b>Expand Active Travel interventions</b>, laying the groundwork to meeting our target of half of all journeys around towns and cities, including suburban areas, to be walked or cycled by 2040.</li> </ul>	<ul style="list-style-type: none"> <li>Expand models of <b>Demand Responsive and Community Transport</b> schemes, integrating them into extended public transport networks.</li> <li>Establish an <b>Eastern Active Travel Taskforce</b> to ensure all communities benefit from improved walking and cycling investment.</li> </ul>	<ul style="list-style-type: none"> <li>Develop a <b>Freight Plan</b> for the region which sets out a step-change in the logistics sector within the region, driving decarbonisation, integrating transport and land-use planning for distribution, improving surface access for all our ports and airports.</li> <li>Maximising the impact of <b>Freeports</b> through adding value to private investment through surface access improvements on key corridors.</li> <li>Expansion of <b>sustainable transport options to our major passenger terminals</b> for travellers and employees.</li> </ul>

## Appendix B: Initiatives against all core Strategic Priorities they meet

Initiative	Theme			
	Decarbonisation	Connecting growing towns and cities	Energising rural and coastal communities	Unlocking global gateways
Increase resources available to LTAs and STBs to prepare for, scale up and deliver decarbonisation ambitions	✓	✓	✓	✓
Expand our regional role in setting strategic direction on transport decarbonisation	✓	✓	✓	✓
Accelerate investment in digital infrastructure to deliver full broadband connectivity by 2025	✓	✓	✓	✓
Maintain budgets for transport asset maintenance and resilience planning to future-proof the network.	✓	✓	✓	✓
Enhance RIS funding to deliver committed and new projects in our sub-national area, from those delayed from RIS1 (2015-2020) to new projects in RIS2 and RIS3.		✓	✓	✓
Enhance the Rail Network Enhancement Pipeline for CP6 and CP7, to drive forward our rail improvements enabling mode shift especially improvements to WAML & GEML	✓	✓		✓
Endorse and fund our authorities' emerging Bus Service Improvement Plans to improve reliability, frequency and convenience of buses.	✓	✓	✓	
Fast-track progress to our target of 50% of all journeys in our urban centres by active travel by 2030 by enhancing the funding available to councils through the Walking and Cycling grant programme.	✓	✓		
Establish a national centre of excellence on Rural Mobility	✓		✓	
Improve connections from isolated coastal areas to employment centres and the rest of the UK through continued investment in A47 corridor and A127 and Thameside rail corridors.		✓	✓	✓
Bring forward plans for at least three Mini-Holland's including a market town, to demonstrate how rural areas can effectively achieve Gear Change ambitions.	✓		✓	
Develop our green tourism offer in line with Visit East's ambitions, increasing public and active travel choices by visitors.	✓	✓	✓	

Invest in surface access to ports and airports to support our international gateways and the strategic movement of increasing amount of goods.		✓	✓	✓
Support our two Freeports to progress their emerging Business Cases		✓	✓	✓
Support the post-COVID Recovery of our international gateways by breaking-down barriers to sustainable travel choices by travellers and employees.	✓	✓		✓
Take a direct role in planning the regional strategic infrastructure needed to support the transition to clean fuel, leading collaboration with energy and digital infrastructure bodies.	✓	✓	✓	✓
Make sure alternative fuel provision is aligned with digital and sustainable transport options to reduce the cumulative impact on isolated communities.	✓	✓	✓	✓
Support our partners leading on regional land-use planning to maximise sustainable travel behaviour.	✓	✓	✓	✓
East-West Rail eastern section has demonstrated strong potential through Pre-SOBC. We can keep the pace up on scheme development.	✓	✓		✓
Joint working with HE, NR and the emerging GBR to closely coordinate planning, development and prioritisation of schemes.	✓	✓	✓	✓
Full analysis of our six core movement corridors integrating land-use and transport planning across all modes, supporting planned homes and jobs growth.	✓	✓		
Work with Enhanced Bus Partnerships to improve cross-boundary services, integrate more effectively with other modes, improve customer information and service standards.	✓	✓	✓	
Expand Active Travel interventions, laying the groundwork achieving half of all journeys around towns and cities, including suburban areas being walked or cycled by 2040.	✓	✓		
Expand models of Demand Responsive and Community Transport schemes, integrating them into extended public transport networks.	✓		✓	
Establish an Eastern Active Travel Taskforce to ensure all communities benefit from improved walking and cycling investment.	✓	✓	✓	
Develop a Freight Plan for the region which sets out a step-change in the logistics sector within the region	✓	✓	✓	✓

## Appendix C: Transport East Three-Year Plan Proposal

### Summary

This Appendix sets out a high-level plan to increase the capability of Transport East over the next three years to 2024/25, to deliver **offer three** within our CSR submission:

#### **Offer 3: Maximise the value of transport investment long-term by expanding and deploying our expert knowledge of the East, informing decision-making and delivery across government**

This plan has been developed through two regional workshops:

- **Transport East Senior Officers Group, 7 July 2021** (County, district and unitary reps, LEPs, EELGA, Network Rail, National Highways, UK Innovation Corridor, DfT)
- **Transport East Forum Members, 21<sup>st</sup> July 2021** (political leaders from local authorities, LEPs, Chambers of Commerce, National Highways, UK Innovation Corridor, Network Rail and the East of England Local Government Association), and attended by the Department for Transport.

The plan has also been calibrated with our neighbouring STBs, and subject to refinement with our DfT regional engagement team.

The plan builds on the four priority work areas set out in the Transport East Business Plan (column a) as endorsed by the Transport Forum and DfT Ministers in Spring 2021.

The plan identifies the challenges facing national government and local partners in delivering our strategic outcomes for transport (column b), and subsequently sets out the role of Transport East (column c) and the offer for central government (column d).

We have finally identified the outputs that we can offer to government (column e)

### Costings

A detailed cost breakdown spreadsheet has been shared with the Department for Transport separately. In summary the plan proposes an increase in government investment in Transport East (for the items in column E) over the period to 2024/25 to deliver the outcomes as follows:

2021/22 (confirmed)	2022/23	2023/24	2024/25
£0.52m	£1.35m	£1.47m	£1.64m

The plan also assumes a local contribution continues to be forthcoming from regional partners to demonstrate local commitment to the partnership.

(a) Transport East core business activities (as in 2021/22 Business Plan)	(b) Agreed next set of strategic challenges for our partners over the next five years	(c) Recommended roles for Transport East to 2024/5	(d) Our offer to partners and government	(e) Outputs
<p><b>1. Transport East as an effective STB:</b></p> <p>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</p>	<p><b>Greater capacity and capability in East of England strategic transport planning:</b></p> <ul style="list-style-type: none"> <li>- More resource at strategic level</li> <li>- Better co-ordinate local resources</li> <li>- Minimise duplication / fill strategic capacity gaps</li> </ul> <p><b>Greater local accountability/influence for strategic decision making:</b></p> <ul style="list-style-type: none"> <li>- Better transparency of regional decision-making</li> <li>- Greater accountability for local elected members</li> </ul>	<ul style="list-style-type: none"> <li>✓ Co-ordinator</li> <li>✓ Enabler (capacity and capability)</li> <li>✓ Governor / Administrator</li> </ul>	<p>Strengthen Transport East's governance and accountability to speak and take action as the single voice for strategic transport investment, bringing together DfT, public and private sector partners, and existing sub-regional groups.</p> <p>Provide strategic regional transport planning expertise, capacity and capability.</p>	<ul style="list-style-type: none"> <li>• Continue development and enhancement of the core <b>Transport East Business Unit to manage strategic direction</b> and day-to-day management of Transport East, with accountable body governance in place (<i>note - already funded by local partners</i>)</li> <li>• Enhanced <b>capability and capacity to increase our technical programme</b> to drive forward national and local transport objectives in the East, partnering with other STBs to maximise value</li> </ul>
<p><b>2. Strategy and priorities:</b></p> <p>Develop and maintain an ambitious, focused and coherent Transport Strategy and set of investment priorities, based on robust</p>	<p><b>Better strategic integration and removal of silo-thinking:</b></p> <ul style="list-style-type: none"> <li>- Aligning different organisation and agencies</li> <li>- Delivering multiple outcomes simultaneously</li> </ul>	<ul style="list-style-type: none"> <li>✓ Strategic (multi-modal) Transport Expert</li> <li>✓ Strategic 'guiding mind'</li> </ul>	<p>Lead and co-ordinate sub-national transport planning data and intelligence analysis, modelling, and monitoring of our transport goals.</p>	<ul style="list-style-type: none"> <li>• A significantly enhanced <b>sub-national level data, intelligence and analytical capability</b> to: drive identification of future investment priorities in the East; monitor and evaluate achievement; provide economies of scale and reduce duplication of funds.</li> <li>• Specific <b>technical and engagement programmes</b> to accelerate delivery of the</li> </ul>

<p>evidence, reflecting the unique ambitions of local partners and aligned to national goals.</p>	<ul style="list-style-type: none"> <li>- Integrating different modes for customers and transport users</li> </ul> <p><b>Decarbonisation:</b></p> <ul style="list-style-type: none"> <li>- How to understand and then achieve the shift required in thinking, planning and new priorities to get to Net Zero emissions by 2040</li> </ul>	<ul style="list-style-type: none"> <li>✓ Strategic problem solver</li> <li>✓ Integrator</li> <li>✓ Analyst</li> <li>✓ Monitor</li> </ul>	<p>Be an expert guiding mind on transport strategy in the East, co-ordinating government's different themes and priorities into one integrated plan</p> <p>National centre of excellence on rural mobility</p>	<p>East's strategic transport priorities, including <b>connectivity, decarbonisation, passenger transport, active travel, freight, buses, gateways, rural and other themes</b></p> <ul style="list-style-type: none"> <li>• <b>National lead for STBs Rural Mobility</b> programme and establishment of a <b>Rural Transport centre of excellence in the East</b> leading innovation, practical action with partners to deliver better transport outcomes for rural areas.</li> <li>• <b>Shared resource for local authorities and partners for strategic transport problem solving</b></li> </ul>
<p><b>3. Investment and Delivery Planning:</b></p> <p>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.</p>	<p><b>Better funding:</b></p> <ul style="list-style-type: none"> <li>- Better business cases / delivering more outcomes and better value for money</li> <li>- Securing greater levels of investment in the East</li> <li>- Having more certainty of long-term funding</li> <li>- Having more local flexibility over funding</li> <li>- Reducing risk and wasted efforts on bidding</li> </ul> <p><b>Better delivery:</b></p>	<ul style="list-style-type: none"> <li>✓ Outcome 'accelerator'</li> <li>✓ Case-maker</li> <li>✓ Strategic programme manager (East of England Investment Pipeline)</li> <li>✓ Deliverer?</li> </ul>	<p>Lead and programme manage a strategic transport Investment Pipeline for the East, in partnership with DfT and local bodies</p> <p>Lead and accelerate pan-regional strategic business cases, and support local authorities to develop and enhance theirs.</p> <p>Develop the partnership capability to jointly deliver transport initiatives</p>	<ul style="list-style-type: none"> <li>• Establish <b>an Investment Pipeline for the East</b>, working closely with DfT, National Highways and Network Rail to co-ordinate investment maximising opportunities and outcomes.</li> <li>• Capability and capacity for regional partners to identify, initiate and <b>accelerate transport Business Cases</b>, bringing future priorities into reality at an earlier stage through <b>higher quality submissions, consistent with DfT appraisal.</b></li> <li>• Shared capability for local authorities and partners to <b>accelerate delivery of national priorities, for example Buses, Active Travel and Electric Vehicles</b></li> </ul>

	<ul style="list-style-type: none"> <li>- Acceleration of business cases and delivery</li> <li>- Alignment and integration across modes and with other sectors (e.g. utilities, broadband)</li> </ul>		<p>where 'economies of scale' exist a sub-national approach</p>	
<p><b>4. Communications, Partnership and Engagement:</b></p> <p>Speaking as a single voice for our partners, communicating priorities loudly, credibly and effectively by working closely with the government and other STBs</p>	<p><b>Understanding and co-ordinating the range of challenges and ambitions across our diverse partners and geography</b></p> <p><b>Influencing public opinion and attitudes on decarbonisation</b></p> <p><b>Communicating our priorities, in a challenging funding environment</b> - ensuring 'single voice' alignment amongst wide range of regional voices</p> <p><b>Partnership with delivery agencies – HE, NR, DfT and alignment with neighbouring regions</b></p> <p><b>Supporting DfT's work with other government departments to co-ordinate govt delivery in the East</b></p>	<ul style="list-style-type: none"> <li>✓ Listener</li> <li>✓ Communicator</li> <li>✓ Influencer</li> <li>✓ Champion</li> <li>✓ Broker</li> </ul>	<p>Expand our engagement capability to <u>comprehensively</u> listen to and distil range of views into an ongoing single voice.</p> <p>Expand our mechanism for co-ordinating communications between delivery bodies and partners in the East and beyond.</p> <p>Lead programme of events and activities to ensure all partners and leaders informed and aligned to single voice.</p> <p>Lead a Behaviour Change programme (with DfT) to increase public acceptance for our transport priorities</p>	<ul style="list-style-type: none"> <li>• Communications strategy and resource so the Transport East partnership <b>speaks as a Single Voice in its engagement with government</b> (<i>note - already funded by local partnership contributions</i>)</li> <li>• Enhanced <b>mechanisms to align our strategy more closely with DfT, National Highways, Network Rail, Great British Railways</b>, including formalisation of those partnerships and <b>programmes to better co-ordinate priorities and outcomes</b> with RIS, RNEP and other national investment programmes. This would include specific initiatives such as an <b>East of England Active Travel Task Force</b></li> </ul>



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