

Annual Report 2019-20

April 2020



Introduction by our chair

Cllr Keith Glazier

This has been a transformational year for Transport for the South East, during which we have cemented our partnership's status as a powerful and effective champion for our region.

At the heart of that transformation has been a clear and genuine commitment to working with a growing community of stakeholders, all of whom share our commitment to a better, more prosperous and more sustainable future for people and businesses in the South East.

The South East is already a powerful motor for national prosperity, adding more than £200 billion to the UK economy – more than any region outside the capital. Our transport network is nationally and internationally significant, taking in Gatwick and Heathrow airports as well as Dover, Southampton and Portsmouth ports. Our rail connections – including the UK's only existing high-speed railway – link the region with the capital, the rest of the country and continental Europe. We are the home of many national and international companies alongside a large number of thriving, innovative SMEs.

It now seems inevitable that these formidable foundations will be severely tested by the impact of the Coronavirus pandemic, which continues to touch all areas of life here in the UK and across the world. The extent of this won't become clear for some time – but I take comfort that the work Transport for the South East has delivered over the last twelve months means our region will be well placed to play its part in the national recovery.

There are two key reasons for this. The first is our thirty-year transport strategy, which provides the framework for future investment in our region. It was published in draft for public consultation in autumn 2019 with a final version due in summer 2020. It was developed in close partnership with a wide range of stakeholders including transport user groups, bus and train operators, local authorities, business groups, environmental groups and more – and more than 3,000 people had their say through the consultation process. It is, truly, a strategy that the whole region can get behind.

The second reason is the fundamental focus Transport for the South East continues to put on working in partnership. The consensus that now exists in our region on the direction that future strategic investment should take is testament to the work of Transport for the South East. This is reflected not just in the support stakeholders have shown for statutory status, but also in the ministerial engagement and ongoing funding from the Department for Transport, which recognises a valued and trusted partner.

I would like to thank my fellow board members, a number of whom have been with us from the start, for their continued support for and dedication to our cause. It has been a pleasure to work with you and to see first-hand how transport can bring people together from across the political spectrum to get behind a positive vision for the future.

I look forward to continuing to work with our partners across the South East over the next 12 months to build on this year's successes, helping secure our region's economic future and improving prosperity, opportunity and quality of life for everyone who lives and works here.

Cllr Keith Glazier
Chair

A handwritten signature in black ink, appearing to be 'K Glazier', written over a vertical line.



A message from our lead officer

Rupert Clubb

This has been a year of successes for Transport for the South East.

We have recruited a lean and efficient team to deliver an ambitious work programme, published a draft thirty-year transport strategy, carried out two major consultations, submitted regional investment priorities totalling hundreds of millions of pounds for our major road network and worked with the rail industry to plan a better, more sustainable future.

Looking back, perhaps the one thing that stands out most during the last twelve months has been the truly phenomenal shift in public opinion around climate change and sustainability which are now, rightly, fundamental pillars of any credible economic strategy.

This shift is not without its trials, but I'm pleased to say it has not presented a challenge for Transport for the South East. Our partnership has been clear from the very start that while our focus is on growing the economy, it cannot be growth at any cost. To that end, our transport strategy sets out a shared vision for a sustainable future for the South East and a framework to ensure that the decisions we take about where, when and how to invest in our transport network over the next thirty years help bring that vision into being.

We are confident we are on the right track. The responses to our draft transport strategy, which was subject to a three-month consultation from October 2019 to January 2020, were hugely positive though it is clear that many people want to see things move further and faster on the journey to net-zero carbon. We also received positive support from the many hundreds of people who attended our 'Connecting the South East' event at Farnborough in October, or one of the series of regional events the team put on to drive engagement with our strategy. These provided a unique opportunity for us to hear directly from local people, community groups, businesses and many more, and I'm grateful for the support of our local authority and LEP partners for helping us make these happen. I'm also thankful for the continued support of officials at the Department for Transport for their confidence in us.

As we look to the next twelve months, it's clear we are in uncharted waters. The economic and social impacts of the current public health crisis won't be known for some time yet, though it is certain that there are challenging times ahead for many. For our part, Transport for the South East will continue to focus on what we do best – using the strength of our partnership to speak with one voice and be a trusted partner at a regional and national level.

We will continue to broaden and deepen relationships, for example working with universities to identify areas where research expertise can drive forward new thinking, with the innovators and disruptors bringing new technologies to market and funders and financiers who can help us turn our vision into reality while limiting the burden on the taxpayer.

I'm incredibly proud of the Transport for the South East team for the work they have delivered this year. We couldn't have achieved what we have without the support and hard work of so many of our partners, in particular the members of the Senior Officer Group and Transport Forum, many of whom support our work in addition to the demands of their day jobs.

So, thank you to everyone who has played a part, big or small, in where we have got to at this juncture. There is much to do but we find ourselves in a strong position to make a real difference.

Rupert Clubb
Lead officer



About Transport for the South East



Who we are

Transport for the South East is a unique partnership for our region, bringing together local authorities, local enterprise partnerships and transport providers to speak with one voice on the South East's strategic transport needs.



Our region – covering Berkshire, Kent, Hampshire, the Isle of Wight, Surrey, East Sussex and West Sussex – is the second most productive in the country behind London. It is home to 7.5 million residents and more than 300,000 businesses and is our nation's key international gateway for people and goods. It boasts world-leading universities and research institutes, diverse towns and cities and stunning coasts and countryside. It is a great place to live, work, study, visit and do business.

Our focus is on ensuring that this success story continues. We do this by working with partners at a local, regional and national level to drive economic growth, improve quality of life and protect and enhance the environment through investment in a better, more sustainable transport network.

Our partners

16 Local Transport Authorities



5 Local Enterprise Partnerships

**Coast to
Capital**

enterprise**m3**



Strategic delivery partners



46 District and Borough Authorities

Protected landscapes

What we do

By operating strategically across the South East on transport infrastructure – a role that no other organisation has undertaken until now – we will directly influence how and where money is invested and drive improvements for the travelling public and for businesses in a region which is the UK's major international gateway.

By speaking with one voice we are better able to influence how, where and when investment takes place in the South East's transport infrastructure.

Our aim is to become a statutory sub-national transport body (STB) with the powers and responsibilities needed to deliver our transport strategy and achieve our vision for a better, more productive and more sustainable South East.



How we are structured

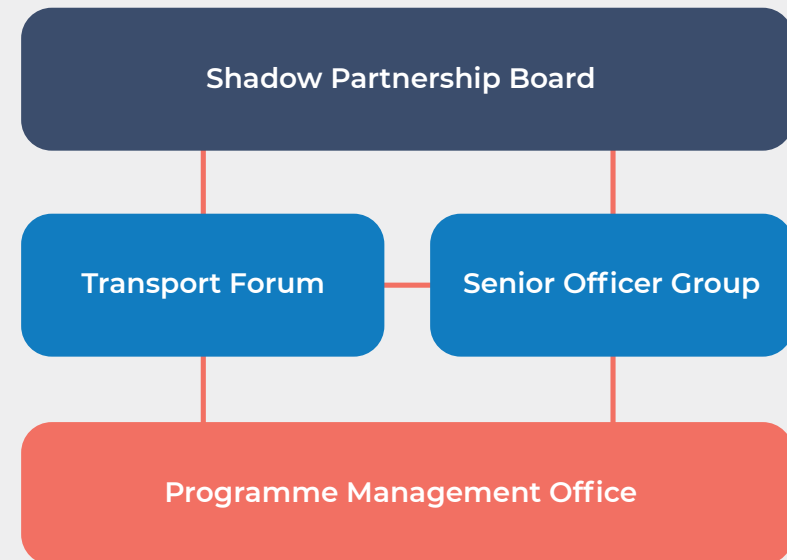
Transport for the South East has a robust governance structure which provides leadership, accountability, expertise and oversight of the Transport for the South East programme.

The **Shadow Partnership Board** is our principal decision-making forum. It brings together elected members from our constituent authorities alongside representatives of local enterprise partnerships (LEPs), district and borough authorities, protected landscapes and the interim chair of the Transport Forum (see below). Network Rail, Highways England and Transport for London attend the board as non-voting members, providing valuable additional insight and expertise.

The board receives input and advice from two key forums: the **Senior Officer Group**, comprising local authority transport officers and other partner representatives; and the **Transport Forum**, which brings together a wider group of stakeholders including passenger groups, environmental groups, train operators, ports and airports.

Transport for the South East's technical work programme, stakeholder engagement and communications activities are carried out by the **Programme Management Office**.

A number of member and officer sub-groups provide additional advice, focus and insight on key issues. These include working groups on our transport strategy, governance reform and communications and stakeholder engagement.



How we are funded

Transport for the South East operates a mixed funding model. Operational and staff costs are funded by contributions from Local Transport Authorities, while our technical programme relies on grant funding from the Department for Transport.

Find out more about our funding and finances on p23



Our achievements in 2019-20

Our Business Plan 2019-21 set out a high-level work programme focused on two key objectives:

- Publishing a transport strategy for the Transport for the South East area; and
- Becoming a statutory body with the powers and responsibilities to deliver the strategy

During the last twelve months we've taken significant steps towards achieving these, completing a major public consultation exercise on our draft transport strategy and agreeing with our partners a proposal to government for statutory status.

We have also continued to deliver real value to our partners and to people and businesses across the South East – making the case for government investment in our roads, working with Network Rail on plans to improve the region's railways and strengthening relationships and forging new ones with organisations who can help us achieve our vision for the region.

Developing a transport strategy for the South East

Our partnership has developed a thirty-year transport strategy for our region which, with the right investment, will boost economic growth, improve quality of life and protect and enhance the environment. Better for people, better for business and better for the planet.

- Draft transport strategy published for consultation
- More than 3,500 responses from across the South East and beyond
- Final transport strategy ready for board and partner approval
- Area and thematic studies launched to feed into a strategic investment plan

Developed in partnership with our constituent authorities and stakeholders, the strategy sets out a thirty-year framework to guide decisions about where, when and how money is invested in the South East's transport network.

The strategy is clear that 'business as usual' is not a sustainable way forward here in the South East. For this reason, the strategy adopts a different

approach to traditional transport strategies – setting out a vision for the future we want and how transport investment can help us achieve it, rather than endlessly chasing forecast growth in demand for transport (particularly on our roads).

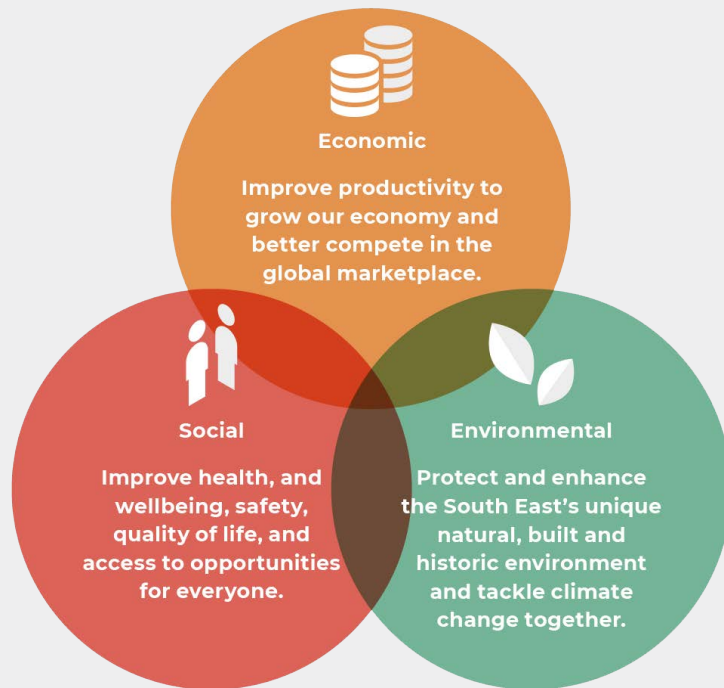
The strategy was published in draft in October 2019 and was subject to a three-month public consultation. In total, more than 3,000 people took the chance to have their say on our strategy, with high levels of support for our vision and strategic goals and priorities. The consultation also highlighted strong views on the need for greater investment in active travel and that we should aim to reach net-zero carbon sooner than the 2050 strategy horizon.

The final strategy is due to be published in the summer of 2020. It will be supported by a strategic investment plan which sets out the specific schemes, policies and other initiatives needed to deliver the strategy and achieve our shared vision.

Our vision for the South East

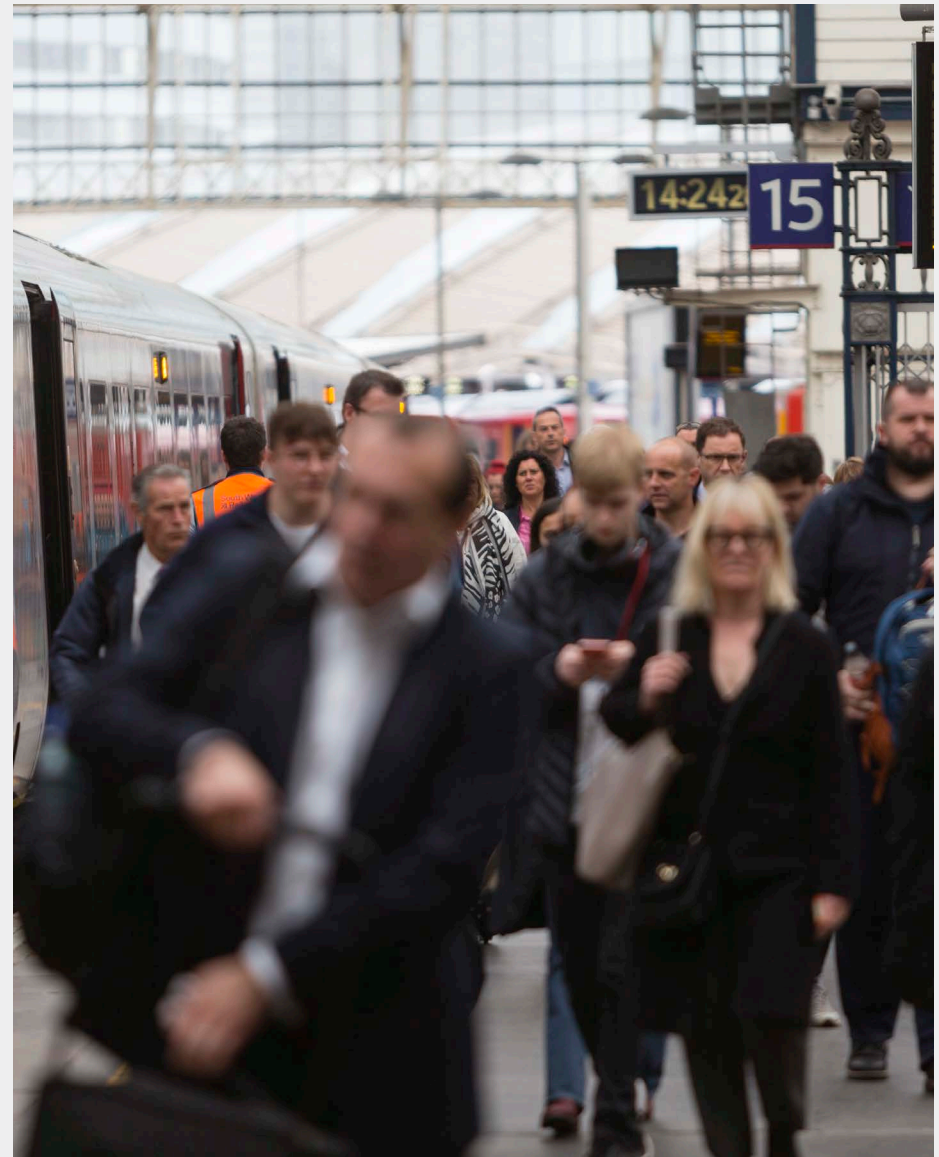
"By 2050, the South East of England will be a leading global region for net-zero carbon, sustainable economic growth where integrated transport, digital and energy networks have delivered a step change in connectivity and environmental quality."

"A high-quality, reliable, safe and accessible transport network will offer seamless door-to-door journeys enabling our businesses to compete and trade more effectively in the global marketplace and giving our residents and visitors the highest quality of life."



Next steps: A strategic investment plan for the South East

To support the development of the strategic investment plan, we will commission five geographic area studies and two thematic studies – one for future mobility and one looking at freight, logistics and gateways. These will use the framework provided by the strategy to develop a prioritised investment programme for the South East.





Making the case for statutory status

We want to formalise our role as the region's voice for strategic transport. Working with our partners, we have developed a proposal for statutory status which would give us direct influence over government decisions on transport issues and the tools to deliver our transport strategy.

- Consultation completed on draft proposal to government
- Responses showed overwhelming support for statutory status
- Revised proposal to government approved for submission

In early 2019 we worked with our member authorities to produce a draft proposal to government. This set out the strategic and economic case for a statutory STB for the South East and included the specific powers and responsibilities we want to help us deliver economic growth, improve quality of life and protect and enhance the environment.

Between 3 May and 31 July 2019, we asked a range of stakeholders to give us their views on our draft proposal. Around 100 responses were received with the overwhelming majority supportive of our ambition to become a statutory body.

The proposal was amended to reflect the consultation responses and was approved by our Partnership Board in September 2019. We intend to submit the proposal to the Department for Transport alongside our final transport strategy.

The benefits of statutory status

Statutory status will give us the ability to directly influence the development of national investment programmes and become a trusted partner for government, Highways England and Network Rail.

It will give us the powers and responsibilities we need to deliver tangible benefits for people and businesses, developing joined-up solutions to issues, like integrated smart ticketing, which are best tackled at a regional scale.

And it will mean we can accelerate the delivery of schemes and initiatives which cross local authority boundaries, making sure the benefits of investment are realised as soon as possible.

Planning a better railway

Encouraging people and businesses to switch from private vehicles to public transport is a critical part of our transport strategy. We've been working with partners in the rail industry to plan a rail network that meets the needs of everyone in the South East.

- Network Rail joined Partnership Board
- Memorandum of Understanding developed with Network Rail setting out collaborative work programme built around TfSE's vision for the region
- Responded to the Williams Rail Review call for evidence on behalf of our partnership
- Responded to consultations including on light rail and rapid transit, pay-as-you-go ticketing and fares reform.

A better railway in the South East will play a huge part in achieving the vision at the heart of our transport strategy.

This year we have worked closely with Network Rail to understand the challenges and opportunities for rail in our region. Network Rail now have a seat on our Partnership Board and this relationship – and the spirit of partnership that underpins it – has been formalised further

through a Memorandum of Understanding (MOU) setting out collaboration in five key areas:

1. Facilitating modal shift to rail
2. Achieving carbon 2050 targets
3. Efficiently aligning taxpayer-funded resources
4. Working openly and in good faith
5. Seeking to improve land use planning

Network Rail worked closely with us on the development of our transport strategy and is now using the data behind our future demand scenarios to inform cost/benefit analysis of potential improvements on the West Coastway between Brighton and Southampton. This will enable the wider economic benefits of improved and more sustainable transport to be captured as part of Network Rail's planning process.

We are also working with Network Rail and local authority partners to support the development of a strategic outline business case for improvements in coastal Kent and East Sussex, which could make use of capacity on High Speed 1 to provide journey time and connectivity improvements to boost economic growth in some of our area's most deprived communities.

Our work on rail extends beyond our relationship with Network Rail. The industry is represented on our Transport Forum by a range of partners including the Rail Delivery Group, train operators and freight groups with passengers represented by Transport Focus and a number of rail user groups.

Transport for the South East responded to a number of consultations related to rail including on light rail and rapid transit, pay-as-you-go ticketing and fares reform. We also submitted a joint letter of support with our neighbouring STB England's Economic Heartland for Network Rail 'Western Rail Access to Heathrow' proposal.

We also submitted evidence to the Williams Rail Review which looks at the structure of the whole rail industry and the way passenger rail services are delivered. Our submission was supportive of the review's objectives, which focus on reform that prioritises passengers' and taxpayers' interests. We also made a strong case for sub-national transport bodies to play a stronger role in the future structure of the railway.

Investment in the South East's road network

Transport for the South East played a key role in the formation of the Major Road Network (MRN) in our area. This year, we have made the case for investment in priority schemes to cut congestion, support new housing and boost economic growth.

- Regional investment priorities for the Major Road Network and Large Local Major schemes submitted to government
- Three priority schemes approved by government to progress to next stage of development
- Regional evidence base developed to support future investment pipeline
- Highways England joined Shadow Partnership Board

The Major Road Network (MRN) was established by government to support a dedicated national investment programme for the country's busiest and most economically important local authority 'A' roads.

With £3.5bn available nationally for the 2020-25 period, our focus in 2019-20 was on ensuring that investment in the South East's major roads goes where it is needed most.

To do this, we worked with our partners to shortlist, assess and prioritise the region's top ten MRN schemes, plus six priority Large Local Major (LLM) schemes. The schemes had to demonstrate how they would meet a range of criteria including encouraging people to walk, cycle and use public transport.

The priority schemes were submitted to government in July and September 2019 respectively, backed up by a regional evidence base to support the case for investment and enable development of a pipeline of schemes for future funding periods.

One of our priority Major Road Network schemes has so far been approved for progression to the next stage of development:

A28 Birchington, Acol and Westgate-on-Sea relief road (Kent County Council) will provide an alternative route to the already congested A28 corridor towards Margate, supporting more than 4,500 new homes and incorporating cycleway and public transport improvements.

Two of our priority Large Local Major schemes have also been approved to move forwards:

Southampton West Quay road realignment (Southampton City Council) will support the sustainable growth of the city, removing significant congestion and enabling masterplans for the Port of Southampton and the city centre (5,000 homes and 210,000m² of retail) to be realised.

A326 Waterside Improvements (Hampshire County Council) will provide a series of capacity improvements connecting the Waterside area of the New Forest with the M27 alongside improvements to walking and cycling infrastructure. The scheme is part of the Waterside Transport Strategy to support new housing and economic growth.



Highways England and the Strategic Road Network

We have continued to work collaboratively with Highways England – which is now represented on our Shadow Partnership Board – to ensure that improvements to the Strategic Road Network and Major Road Network are planned in a way which delivers maximum benefit to our region. This joint working is reflected in the next Roads Investment Strategy (RIS2) which was published in March 2020 and includes a strong role for sub-national transport bodies.

Of the 16 priority schemes submitted for consideration as part of RIS2, which covers the 2020-25 funding period, three have been approved to move to construction. A further eight were identified as ‘pipeline’ schemes to be developed for consideration as part of the 2025-30 funding window.

As we look ahead, we will continue to build a closer and more collaborative relationship with Highways England. This will enable us to influence their thinking for future funding periods, utilise their expertise to best effect locally and share regional information to help them build a better national picture. The geographic alignment of our area studies with some of Highways England’s area studies provides the opportunity to work with them to develop consistent methodology and data collection, which will be beneficial to both organisations.

Priority SRN schemes approved for construction in 2020-25:

Lower Thames Crossing: A new crossing of the River Thames between Kent and Essex, together with supporting roads linking to the M25, A13 and M2.

A27 East of Lewes: Improvements to the A27 between Lewes and Eastbourne, including improvements to junctions around Eastbourne, dualling south of the Polegate roundabout and new facilities for cycling and walking.

A27 Worthing & Lancing: A package of enhancements between Worthing and Lancing to improve the capacity and flow of traffic.

Stakeholder engagement

Partnership working is at the heart of everything we do. This year, we have broadened and deepened relationships with a wide and growing range of stakeholders, building awareness of and advocacy for our work.

- Recommendations of Transport Forum review implemented, including broader membership and better communications
- Strengthened and built new relationships with key partners including the private sector, universities and local planning authorities
- Significant growth in social media engagement and positive media coverage



Key areas of focus have been improving links with district and borough authorities, which have responsibility for planning new housing, and building relationships with the private sector to better understand the role it could play in delivering our transport strategy. We have also put in place a programme of activity with our area's universities to identify potential joint working opportunities, taking advantage of the innovation and insight which exists in our region.

Our Transport Forum, which brings together wider stakeholders to provide insight and guidance to the Senior Officer Group and Partnership Board, has been broadened to include greater representation from a range of sectors including passenger and user groups, environmental groups and the energy sector.

We have put in place a regular programme of stakeholder communications, including our monthly 'Connections' newsletter, and increased activity on our website and social media channels. Likewise, we have increased our proactive media engagement, with a marked increase in positive press coverage for our work.

Getting insight and input from young people has been incredibly important in the development of our transport strategy. We met with a range of groups including local authority Youth Cabinets to understand young people's views and priorities and were delighted to have young people speak about their transport priorities at our 'Connecting the South East' conference in October 2019.

That event was one of a series Transport for the South East hosted during the autumn of 2019, with combined attendance of more than 600 people at a range of locations across our area. We also hosted a Parliamentary reception as part of our ongoing efforts to engage with MPs from the South East, whom we also continue to meet on a one-to-one basis.

As we look ahead, we will continue to put stakeholder engagement at the heart of our approach to developing the strategic investment plan. To that end, we will establish two new forums – a Freight Forum and a Future Mobility Forum – to provide additional insight and expertise.

Consultations

Ensuring the South East's collective voice is heard on key issues is one of the many ways we add value to our partners and the people and businesses they represent. We do this by responding to consultations on a range of issues, schemes and policy proposals.

This year we have provided responses to the following consultations and calls for evidence:

- Williams Rail Review (DfT)
- Aviation 2050 – The Future of UK Aviation (DfT)
- Light Rail Review and Other Rapid Transit Solutions (DfT)
- Pay-As-You-Go on Rail (DfT)
- Berkshire Local Industrial Strategy (Berkshire Thames Valley LEP)
- Coast to Capital Local Industrial Strategy (Coast to Capital LEP)
- Western Rail Access to Heathrow (Network Rail)
- Outline Transport Strategy (England's Economic Heartland)
- Heathrow Airport Expansion (Heathrow Airport Ltd)
- Lower Thames Crossing (Highways England)



Our priorities for 2020-21

Our work programme for the coming year focuses on five key areas. More information on these can be found in our Business Plan 2020-21.

1. Transport strategy & strategic investment plan

Our top priority for the year ahead is the publication of our transport strategy in the summer. This enables us to begin work on a series of geographic area studies which will identify the interventions needed to deliver our strategy in the form of a strategic investment plan.

The five area studies broadly reflect the economic geography of our region, with three radial studies and two orbital studies. Two thematic studies will also be carried out to enable the development of a freight, logistics and gateways strategy and a future mobility strategy.

Procurement for these five studies is under way; the rate and extent to which we can carry these out concurrently will be determined by our agreed budget for 2020-21.

2. Making the case for roads investment

We will continue working with our partners to make the strongest possible case for sustainable investment in our road network. That means schemes which support new housing and employment opportunities, provide improved walking, cycling and public transport infrastructure, help reduce congestion and improve air quality and make our streets safer for everyone.

Working with the Department for Transport and Highways England, we will support the development and delivery of the RIS2 programme for 2020-25 and begin the process of shaping the next five-year funding to ensure that it supports the vision for the South East set out in our transport strategy. We will also continue to support the progress of regional priority Major Road Network and Large Local Major schemes.

3. A stronger regional voice in our railway's futures

We will further strengthen and formalise our relationship with Network Rail, agreeing a joint programme to drive forward strategic network planning in our region. This will be supported by a Memorandum of Understanding which will set out specific areas of focus and a set of key principles underpinning our relationship.

It remains unclear when the Williams Review will be published. However, we remain committed to working with partners across the industry and to play our part in ensuring our region's railway delivers for local people and businesses and encourages modal shift of passengers and freight onto the network.

Our priorities for 2020-21

4. Strengthening our relationships

Partnership is at the heart of what we do and we will, as ever, continue to nurture and build relationships with a wide and growing group of stakeholders. Three particular areas of focus this year are:

Local government

We will continue to increase awareness and engagement within the 46 local planning authorities in our region. Better integrated land-use planning will support and enable more sustainable development in our communities. Good progress has been made in this area, with two district and borough authority representatives on our Partnership Board and five representatives on our Transport Forum.

Universities

Our area is home to world-class teaching and research institutes with specialisms in a number of areas with potential to aid the delivery of our transport strategy. Initial engagement with university leaders has shown there is a strong appetite for collaboration, and we will focus on turning that enthusiasm into a clear programme to deliver tangible results.

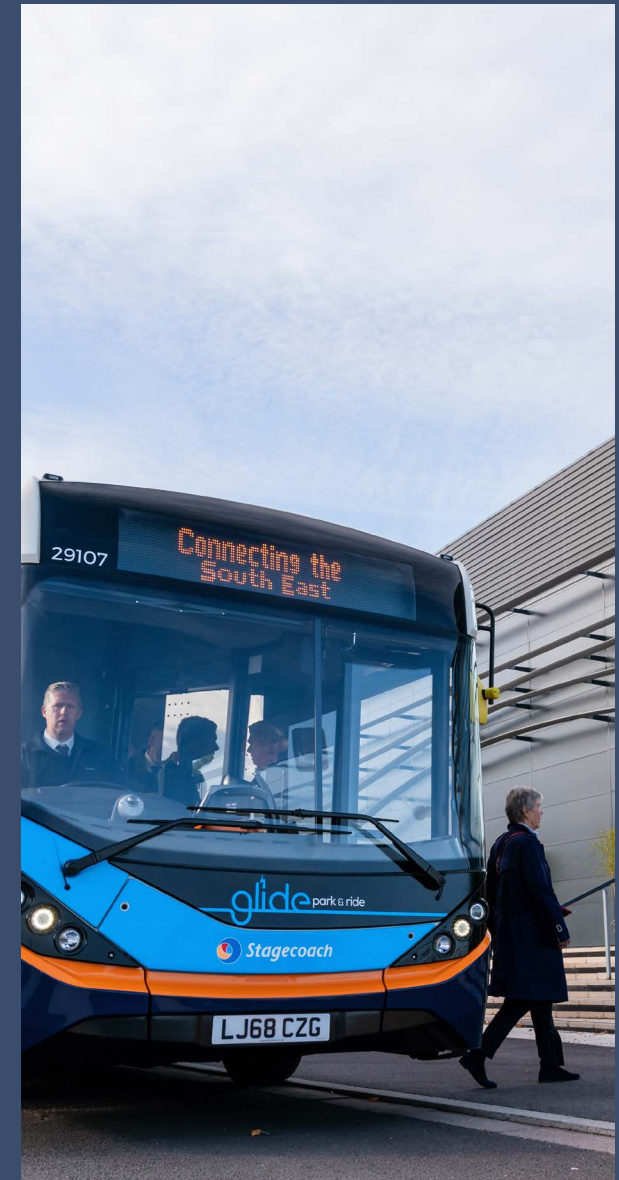
Funders and financiers

In order to limit the cost to the taxpayer and increase the deliverability of our future strategic investment plan, it is vital that we explore options and opportunities to leverage third-party funding and financing.

5. Enhancing our governance

Our partners are clear that Transport for the South East can best meet the challenge of delivering its transport strategy as a statutory body.

This year we will begin to establish more formal governance arrangements in preparation for the wider constitutional changes needed should we gain statutory status. This includes a new Governance and Audit Committee and a new Scrutiny Committee. We also plan to commission a substantive piece of work looking at our potential future operating model as a statutory organisation.



Financial report

Transport for the South East is funded by contributions from our constituent authorities and grant funding from the Department for Transport. We believe that this mixed approach to funding underlines our commitment to delivering best value for our partners and taxpayers.

Where our income comes from

Local Transport Authority funding, which for 2019-20 amounted to just under £500,000, is used to support our operational and staff costs. The approach for calculating contributions has been developed in a pragmatic manner with members and reflects the relative sizes of different member authorities. This formula remains unchanged for 2020-21.

For 2019-20, we secured funding of £500,000 from the Department for Transport to enable the delivery of our technical work programme. This was focused on development work to support the evidence base for the five areas studies and to deliver the first area study.

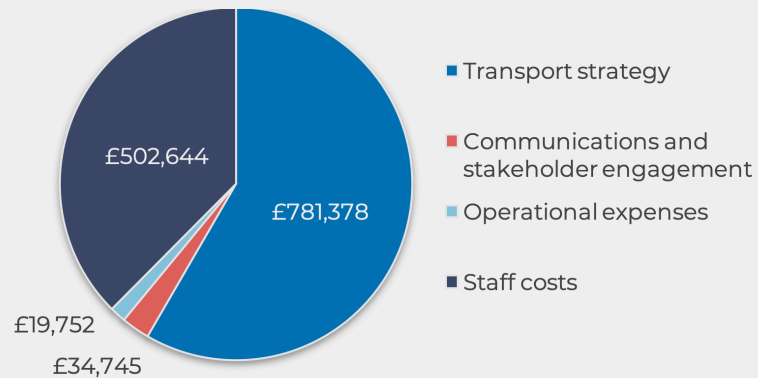
A substantial carry-forward of £1.4m from 2018-19 was also included in our income for 2019-20. This was approved by the Shadow Partnership Board; a full explanation of our position can be found in the budget paper of our June 2019 board meeting papers.

At the time of writing, funding from the Department for Transport for 2020-21 has not yet been confirmed, though we are clear on our priorities for the year as set out in the previous section.

Type of authority	Contribution per year	Total
County councils East Sussex, Hampshire, Kent, Surrey, West Sussex	£58,000	£290,000
Unitary authorities Brighton & Hove, Isle of Wight, Medway, Portsmouth, Southampton	£30,000	£150,000
Other partner authorities Berkshire Local Transport Body	£58,000 (shared between member authorities)	£58,000
Total		£498,000

Financial report

High-level expenditure categories 2019-20



Accountable body

As part of Transport for the South East's establishment in June 2017 it was agreed that East Sussex County Council would act as the organisation's accountable body during its shadow operation.

During the last three years, Transport for the South East's processes and procedures have followed those of the accountable body. In addition, the Section 151 Officer at East Sussex County Council has financial oversight of Transport for the South East's budget, ensuring effective review of governance over financial decisions.





Governance review

As we look towards our future as a statutory body, it is likely that Transport for the South East will need to establish more formal governance arrangements.

A sub-group of the board has carried out a review of governance functions and agreed the future-proofed arrangements.

The key outcomes of this review were:

- A revised draft constitution for statutory status
- Proposals for a new Audit and Governance Committee
- Scrutiny proposals including a new Scrutiny Committee
- Agreement for the sub-group to consider Transport for the South East's future operating model

Governance review

Revised constitution for statutory status

The revised draft constitution, to be implemented once Transport for the South East becomes a statutory body, covers its statutory functions, governance structures and operational model. This includes:

- The policies and procedures that Transport for the South East will adopt, including code of conduct and register of interests
- The powers and responsibilities requested in the proposal (these will require updating once the proposal has been submitted and government has confirmed which powers will be granted)
- Proposals for a scrutiny function and a governance and audit committee
- Proposals for the statutory officer functions

Audit and Governance Committee

The Audit and Governance Committee will be a key component of corporate governance providing an independent, high-level focus on the audit, assurance and reporting framework underpinning financial management and governance arrangements.

Its purpose is to provide independent review and assurance to the board on governance, risk management and control frameworks. It oversees financial reporting, the Annual Governance Statement process and internal and external audit to ensure efficient and effective assurance arrangements are in place.

The new committee will comprise four members of Transport for the South East (not the chair or vice chair) and an independent member to be recruited on the basis of relevant skills and experience.

Scrutiny Committee

These arrangements will be established to act as a focus for the scrutiny and challenge of Transport for the South East and for investigating matters of strategic importance to residents, those travelling within the combined administrative area covered by the constituent authorities and other stakeholders.

The role of these arrangements will include:

- Reviewing the decisions of Transport for the South East
- Reviewing the decisions of Transport for the South East which are taken in accordance with the delegations set out in the constitution
- Making reports or recommendations to Transport for the South East with respect to the discharge of its functions
- Making reports and recommendations to Transport for the South East on matters relating to transport to, from or within its area
- Making recommendations to Transport for the South East in advance of any decisions that it proposes to take

Membership of the committee will be five members of Transport for the South East drawn on a rotational basis, with three of the places rotating annually to ensure a level of continuity of membership.

Future operating model

Transport for the South East will need to consider the operational model it will adopt once it has statutory status. The remit of the member sub-group has been expanded to lead this work, considering the opportunities and challenges associated with different models such as a company limited by guarantee or an accountable body model.

Managing risk

Transport for the South East has a robust risk management process in place which enables us to identify, analyse and develop mitigation measures for the strategic risks that could impact on the delivery of our work programme.

A summary of the high-level risks is provided in the table to the right.

The intention is that oversight of the risk management process will pass from the Shadow Partnership Board to the new Governance and Audit Committee when it is established.

Risk description	Mitigating action
Local financial contributions are not secured from constituent authorities for 2020 onwards	<ul style="list-style-type: none"> • Early agreement at Shadow Partnership Board • SOG members advised to work into operational budgets • Certainty from DfT re: ongoing grant
Government policy around STBs changes	<ul style="list-style-type: none"> • Continue to monitor developments
Unable to secure support for the requested powers and responsibilities for the draft proposal to government	<ul style="list-style-type: none"> • Workshop with Board members and officers from constituent authorities • Use Transport Forum to engage wider partners
Local MPs do not support the proposal to government	<ul style="list-style-type: none"> • Include approach to engaging MPs in the communications and engagement strategy • Members of Shadow Partnership Board to undertake engagement activities on regular basis
Maintaining the TfSE partnership	<ul style="list-style-type: none"> • Ongoing engagement with council leaders and LEP chairs • Officer engagement through working groups and SOG
Lack of funding delays delivery of the transport strategy	<ul style="list-style-type: none"> • Engagement with DfT to make the case for ongoing investment • Aim to secure additional grant for 2020/21
Transport Forum members become disengaged	<ul style="list-style-type: none"> • Transport Forum meetings to be engaging and demonstrate value that stakeholders can add to transport strategy and TfSE. Review of forum operations
Wider stakeholders do not recognise value of TfSE	<ul style="list-style-type: none"> • Transport Forum as a route to engage stakeholders • Communications and engagement strategy
Further delays to parliamentary timescales	<ul style="list-style-type: none"> • SoS confirmation that TfSE will be considered as STB • Engagement with other STBs to accelerate process
Unable to secure a provider for the area studies	<ul style="list-style-type: none"> • Aim to secure additional funding from DfT to enable streamlined procurement process • Work with market to understand what is possible within reduced grant amount

Our board

The Shadow Partnership Board is made up of a mix of representatives from the public and private sectors including local authorities, business groups, protected landscapes and national delivery partners.



CHAIR
Cllr Keith Glazier

Keith chairs our Shadow Partnership Board and has been leader of East Sussex County Council since 2013 and a councillor since 1997. Employment, business, regeneration and infrastructure have always been among his political priorities and he previously ran his own heating and plumbing business. He also represents East Sussex on the South East Local Enterprise Partnership.



DEPUTY CHAIR
Cllr Tony Page

Tony is deputy leader of Reading Borough Council, where he has been a councillor since 1973, and represents the Berkshire Local Transport Body on our Partnership Board. He chaired Reading Buses for almost 20 years and has worked on several government and Local Government Association transport policy bodies. He is vice chairman of South East England Councils.



Our board

Cllr Michael Payne

Cabinet member for highways and transport
Kent County Council

Cllr Ian Ward

Cabinet Member for Infrastructure and Transport
Isle of Wight Council

Martin Harris

Coast to Capital (LEP representative)

Cllr Rob Humby

Deputy leader
Hampshire County Council

Cllr Jacqui Rayment

Cabinet member for environment and transport and deputy leader
Southampton City Council

Cllr David Monk

Leader
Folkestone & Hythe District Council (District & borough authorities representative)

Cllr Alan Jarrett

Leader
Medway Council

Cllr Lynne Stagg

Cabinet member for traffic and transportation
Portsmouth City Council

Cllr Dan Humphreys

Leader
Worthing Borough Council (District & borough authorities representative)

Cllr Colin Kemp

Deputy leader
Surrey County Council

Geoff French

Independent chair
TfSE Transport Forum

John Halsall

Managing Director, Southern Region
Network Rail

Cllr Roger Elkins

Cabinet member for highways and infrastructure
West Sussex County Council

Cllr Margaret Paren

Chair
South Downs National Park Authority
(protected landscapes representative)

David Stones

Network Planning Director
Highways England

Cllr Anne Pissaridou

Chair of the environment, transport and sustainability committee
Brighton & Hove City Council

Ross McNally

Enterprise M3 (LEP representative)

Alex Williams

Director of City Planning
Transport for London

Our team

Transport for the South East has a small secretariat of 7.8 full-time equivalent employees.

This dedicated officer support enables us to deliver on the core functions of an STB set out by government – principally the delivery of our technical work programme and associated communications and stakeholder engagement activity.

The team works closely with, and draws additional support from, officers from our constituent authorities and LEPs via officer working groups. This approach to partnership working ensures Transport for the South East provides maximum value to our partners and taxpayers.

Rupert Clubb **Lead officer**

Rupert is the chief officer lead for TfSE. He chairs the Senior Officer Group leading the organisation's development and supports the Chair and Shadow Partnership Board. He is also the Director of Communities, Economy and Transport at East Sussex County Council.

Rob Dickin **Transport strategy manager**

Rob manages the development of the transport strategy and leads on future mobility and smart ticketing as well as our engagement with the rail industry and the relationship with Network Rail.

Russell Spink **Communications manager**

Russell is responsible for all aspects of external communications including media relations, brand and marketing, digital communications and social media.

Mark Valleley **Technical lead**

Mark manages our technical work programme, including the development and delivery of the transport strategy and a prioritised programme of investment schemes for the Major Road Network.

Sarah Valentine **Transport strategy manager**

Sarah manages the development of the freight, logistics and gateways elements of the transport strategy, as well as leading work on the Major Road Network and the relationship with Highways England.

Lucy Dixon-Thompson **Stakeholder & engagement manager**

Lucy is responsible for building and maintaining relationships with our wide range of stakeholders and supports our board members in their representative roles.

Rachel Ford **Programme manager**

Rachel is responsible for developing our proposal to government for statutory status. She is also responsible for the implementation of our work programme and overseeing communications and stakeholder engagement activities.

Benn White **Project officer**

Benn supports our work on the development of our transport strategy and other technical projects.

Jasmin Barnicoat **Executive officer**

Jasmin supports our work to develop the transport strategy and proposal to government as well as events, stakeholder engagement and budget management.

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