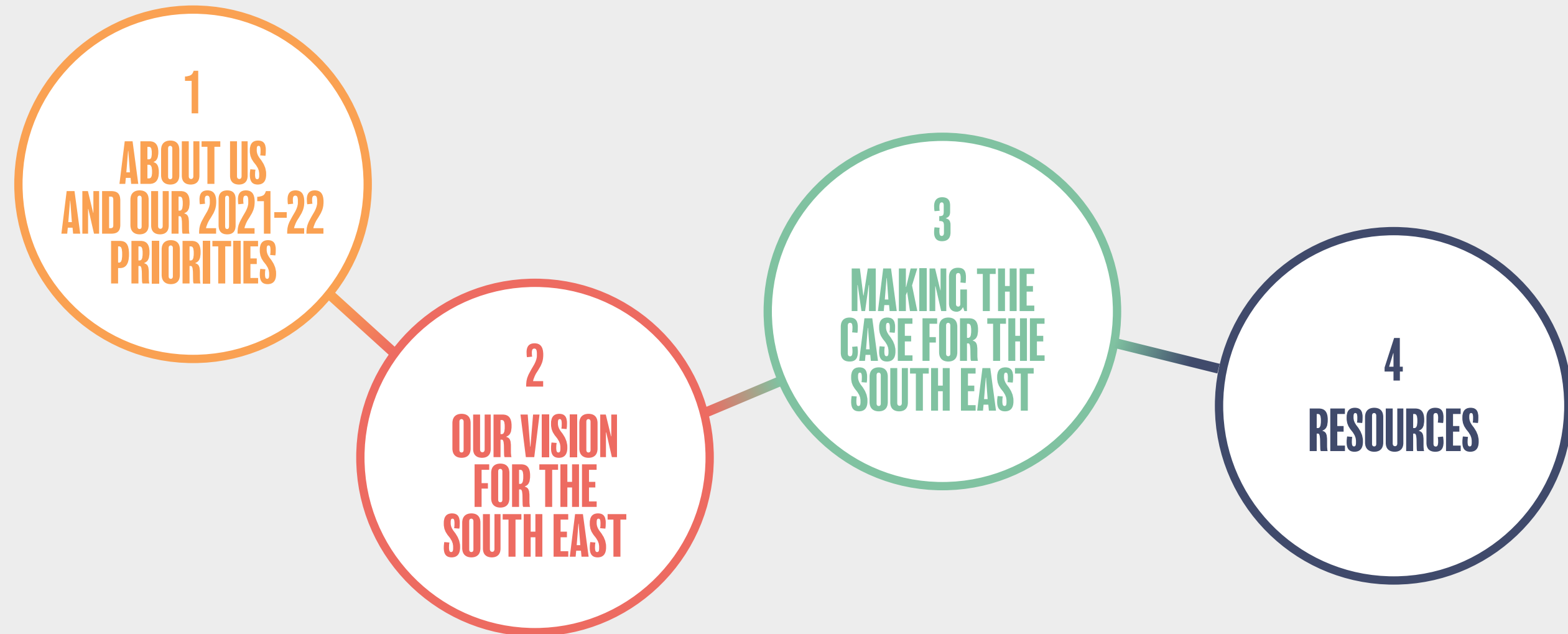


# THE PATH AHEAD

BUSINESS  
PLAN 2021-22



# CONTENTS



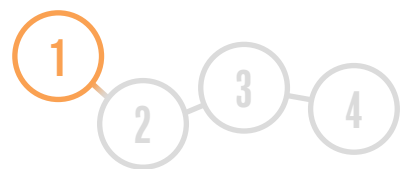


1

# ABOUT US AND OUR 2021-22 PRIORITIES







# ABOUT US



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



Our area – covering Berkshire, Kent, Hampshire, the Isle of Wight, Surrey, East Sussex and West Sussex – is the second most economically 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.

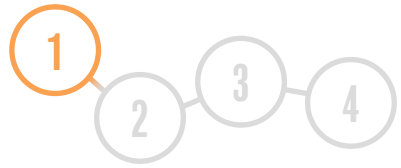
Our focus is on ensuring that the South East is best placed to recover from the effects of Covid-19 so this success story can continue. In the longer term, we want to achieve our shared vision of a better, more prosperous, net-zero carbon South East with a sustainable transport network at its heart.

We don't replicate the work of local transport authorities – we work with them to ensure that the plans we put forward reflect the needs and priorities of the communities they represent.

At the heart of Transport for the South East's work programme is our landmark thirty-year transport strategy, published in 2020. It sets out how, with the right investment, we can grow the South East's economy, boost jobs and opportunity, improve quality of life and hit net-zero carbon emissions by 2050 at the latest.

To make that vision a reality, we're now working with partners and stakeholders to develop our strategic investment plan – a blueprint for transformational investment which we want to deliver with partners like Network Rail and Highways England.

Our focus this year is on developing that plan ready for public consultation in summer 2022, and to put in place the financial, legal and political framework to enable us to deliver that investment and transform our region.



**By speaking with one voice,  
our partnership can  
influence how, where and  
when investment takes  
place in the South East's  
transport network.**



# OUR 2021-22 PRIORITIES

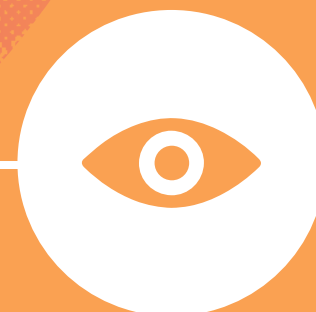
Our work in 2021-22 is focused around four key priorities. Together, we will...



**Complete our programme of area and thematic studies** which form the principal building blocks of our strategic investment plan.



**Develop our strategic investment plan** ready for public consultation in summer 2022.



**Agree a clear and compelling vision for the future role of Transport for the South East** including the tools we need to deliver our investment plan.



**Secure a multi-year financial settlement from government**, enabling us to work more efficiently and effectively and deliver best value for our partners and taxpayers.

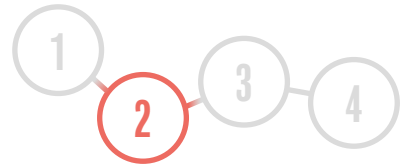
Alongside these key priorities, we'll continue to work closely with government and partners in the road and rail sectors to support investment in our region and ensure the South East's voice is heard.

2

# OUR VISION FOR THE SOUTH EAST







# AREA AND THEMATIC STUDIES

**To make our vision for the South East a reality, we're working with partners across the region to determine what the South East's priority transport schemes, initiatives and policies should be.**



We are doing this through a series of area and thematic studies, led by our team of transport strategy managers. Each study is investigating the issues, challenges and opportunities identified in our transport strategy in more detail and will identify packages of interventions to make life better for people, for businesses and for the environment.

Our five area studies are based around the most important economic corridors in our region. These corridors connect our biggest towns and cities and international gateways and are where the greatest opportunities for sustainable economic growth exist.

We will also this year publish strategies on future mobility and freight, logistics and international gateways.

Together, the outcomes of these pieces of work will form the basis of our strategic investment plan – a blueprint for investment which we want to deliver with government and national bodies like Network Rail and Highways England.



## **Area studies**

Partnership working is central to our approach to these studies, with stakeholder forums for each study bringing together a diverse range of views and voices including from local government, transport operators, environmental groups, active travel campaigners and many more.

The grant funding we received from Department for Transport for 2021-22 will enable us to carry out our final two area studies, looking at radial mobility – i.e. movements along the key transport corridors between the coast and the capital (and beyond) – in the south east and south west quadrants of our geography.



## **Future mobility strategy**

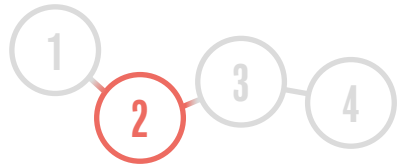
Through an innovative, place-based approach, this work will help local authorities and others in our region make evidence-based decisions about how best to prioritise investment in new and emerging transport technology.



## **Freight, logistics and international gateways strategy**

The South East is the UK's principal international gateway for people and goods. This work will be critical in identifying how we can support the freight sector, deliver local, regional and national economic recovery and drive sustainable growth.





# DEVELOPING OUR STRATEGIC INVESTMENT PLAN

**Our strategic investment plan is Transport for the South East's blueprint for investment in a better, more sustainable transport network. It's being developed in partnership with stakeholders – and we'll be giving people across the region the opportunity to have their say on the plan.**

This year, we will develop our draft strategic investment plan for public consultation. It will set out, for the first time, a comprehensive picture of the investment needed in our region to unlock sustainable economic growth, improve quality of life and deliver our net zero carbon commitment.

The plan won't just set out what needs to happen and why – but also where, when and how the investment will be delivered, and the funding levels needed to make it happen.

It will be built around a series of investment packages focusing on distinct parts of our region. These investment packages will comprise a variety of complementary interventions which, when delivered as a whole, deliver benefits that are more than the sum of their parts.

We'll also set out the role Transport for the South and our partners will play in delivering this investment and the powers and responsibilities we will need to make it happen.

And we won't be relying solely on the taxpayer to deliver our plan. We will set out a range of funding and financing options, including new and innovative ways to harness third party investment.

## Have your say

Our plan is being developed in partnership, building on the unparalleled local insight and understanding of stakeholders across the region. But we're not stopping there.

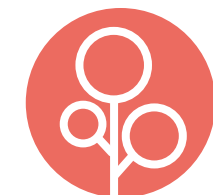
We'll be giving everyone in the South East the chance to have their say on our plan as part of a three-month public consultation in summer 2022, with the final strategic investment plan published in early 2023.



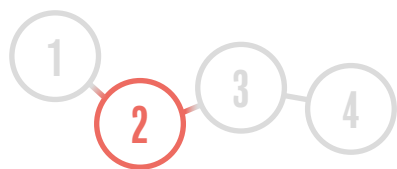
**1. Sustainable economic growth**



**2. Improve quality of life**



**3. Net zero carbon commitment**



# A PARTNERSHIP FIT FOR THE FUTURE

**Delivering our strategic investment plan and turning our collective vision for the South East into reality will require more than just partnership working. This year, we will agree proposals to ensure a stronger voice for the South East with the powers and capabilities we need to deliver for our region.**



In the summer of 2020, Transport for the South East submitted a proposal to become a statutory sub-national transport body (STB) to the Secretary of State for Transport, alongside the submission of our thirty-year transport strategy.

This proposal set out a clear strategic and economic case for a statutory STB for the South East, arguing that statutory status would put our partnership in a stronger position to deliver our transport strategy and realise our vision for a better, more productive and more sustainable South East.

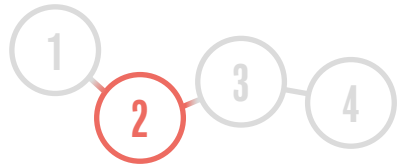
It set out the specific powers and responsibilities our partners wanted to see devolved from the national level, giving Transport for the South East the ability to directly inform and influence government investment decisions – and also to deliver that investment more efficiently and effectively on the ground.

The transport secretary decided not to progress with our request – however, our board and our partners remain clear that getting the right tools from Government will be critical to ensuring the South East receives the strategic transport investment it so desperately needs.

We are working with our partners and our board to develop proposals for the next stage of Transport for the South East's development, focused on supporting the delivery of our strategic investment plan. This will look at issues including, but not limited to:

- **Our organisational structure and governance**
- **Our operational model**
- **Our people and capabilities**
- **The case for statutory status**





# SECURING A MULTI-YEAR FUNDING SETTLEMENT

**For our partnership to succeed, we need long-term, secure funding. We will make the case to government for a multi-year funding settlement in the upcoming spending review, enabling us to plan and deliver our work more effectively and giving confidence to partners and suppliers.**

Transport for the South East operates a mixed funding model. Staff and operational costs are funded by contributions from local transport authorities, while our technical programme relies on grant funding from the Department for Transport.

This approach, coupled with our commitment to partnership working, has enabled our lean and efficient team to deliver against agreed priorities while providing best value to our partners, government and taxpayers.

As we move towards the publication of our strategic investment plan and a shift in focus from planning and strategy development to delivery, there is a strong case for a more formalised, multi-year financial commitment to the work of Transport for the South East from government.

The upcoming spending review planned for autumn 2021 provides the opportunity for us to make this case to ministers at DfT and HM Treasury.

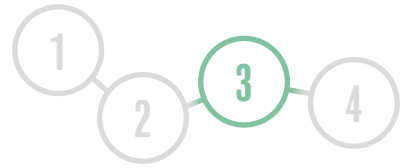


3

# MAKING THE CASE FOR THE SOUTH EAST







# DRIVING SUSTAINABLE INVESTMENT IN OUR ROADS

**We will continue working with our partners to make the strongest possible case for investment in our road network to support sustainable economic recovery and growth.**

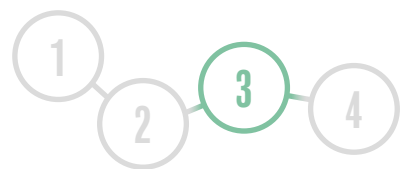
That means schemes which unlock new housing and employment opportunities, provide improved walking, cycling and public transport infrastructure, help reduce congestion and improve air quality and make our streets safer for everyone.

Working with the Department for Transport and Highways England, we will support the development and delivery of the RIS2 programme for 2020-25 and help shape the next five-year funding programme to ensure that investment in the Strategic Road Network supports our vision for the South East.

We will also continue to support the progress of regional priority Major Road Network (MRN) and Large Local Major (LLM) schemes, part of a £650m package submitted to government by Transport for the South East.







# PLANNING A BETTER RAILWAY

**People and businesses in the South East rely on rail more than in any other region outside London. Our focus this year is on working with partners to encourage passengers back onto the network and ensuring a strong voice for our region as part of a reformed industry structure.**

The publication of the Williams-Shapps Plan for Rail in May 2021 was the start of a period of significant transformation for the rail industry, moving us decisively away from the franchising system of old and towards a more integrated and passenger focused railway.

It promises to bring together track and train – something Transport for the South East called for in our submission to the Williams Review – and make it easier to integrate rail into a joined-up regional transport system.

This year, we will continue to work closely with Network Rail, train operators, passenger groups and other rail industry partners as we develop our strategic investment plan, ensuring that the needs of infrastructure owners, operators and – above all – passengers are considered as we develop our strategic investment plan.

**“The needs of passengers in Basingstoke and Brighton are very different from those in Bradford or Birmingham. It’s vital that the new rail industry structure includes a strong regional voice to shape the decisions that affect people and businesses here in the South East.”**

**Cllr Keith Glazier**  
Chair, Transport for the South East

We will continue to support the progression of proposed rail enhancement schemes, including significant capacity and performance improvement schemes centred on East Croydon and Woking and potential connectivity and journey time improvements in coastal Kent and East Sussex via High Speed 1.

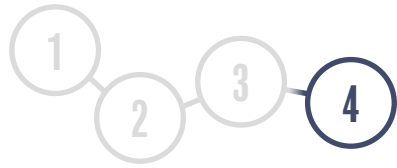
And we will work with government and rail industry partners to ensure that the new industry structure proposed for the South East is best placed to deliver for local people and businesses.



4

# RESOURCES





**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. This approach reflects our commitment to delivering best value for our partners and taxpayers.**

**Where our income comes from**

Funding from our 16 local transport authorities, which for 2021-22 amounts to just under £500,000, is used to support our operational and staff costs. The approach for calculating contributions was developed with members and reflects the relative sizes of different member authorities. The formula has remained unchanged for the last four years.

In addition, we have secured grant funding from the Department for Transport for 2021-22 totalling £1.225m to support the delivery of our technical programme. This will enable us to complete our area and thematic studies and develop our strategic investment plan ready for public consultation while continuing to deliver our programme of communications and stakeholder engagement activities.

Our total income for 2021-22 is £3,223,043. This includes committed funding and carry-forward from 2021 as well as reserves.

**Income**

Local contributions	£498,000
Department for Transport grant	£1,225,000
Reserves	£462,304
Carry forward	£63,385
Committed funding	£974,354
<b>Total income</b>	<b>£3,223,043</b>

**Expenditure**

Staffing	£675,000
Technical programme	£2,077,364
Future organisation and role	£30,000
Operational expenses	£35,000
Communications and engagement	£64,500
Reserves	£341,179
<b>Total expenditure</b>	<b>£3,223,043</b>

**Our team**

Transport for the South East has a small secretariat of 9.8 full-time equivalent employees.

This dedicated officer support enables us to deliver the core functions of a sub-national transport body 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 best value to our partners and taxpayers.



# LOOKING TO THE FUTURE



The last year has presented unprecedented challenges that nobody could have predicted. Across the South East, people and businesses have seen their lives and livelihoods affected by a global pandemic. The way we live, work and travel has changed – irreversibly for some, less so for others.

Our challenge over the next twelve months is to work out how transport investment can respond to these changes to support economic recovery and sustainable growth, not just next year but for the next thirty years.

The strategic investment plan we will publish for consultation next summer is our blueprint for a better connected, more productive, more sustainable, healthier and happier future for our region.

These are challenging times for everyone – for the South East's 7.5m people, for its 300,000 businesses, for our local partners and for government, which faces huge pressure on its ability to fund the investment that we know can make a real difference to people's lives.

That's why it's so important that Transport for the South East continues its journey as a strong and empowered champion for investment in our region, working in partnership locally, regionally and nationally to deliver our shared vision for a better future.

**Cllr Keith Glazier**

Chair, Transport for the South East

