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Transport for the South East – Future Organisation Report

Final Report

1 November 2021

Executive Summary

There is a clear, continued future need for Transport for the South East (TfSE). Until now, TfSE has grown organically, initially as a response to the Cities and Local Government Devolution Act (2016) and subsequently providing support to the Department for Transport (DfT) and constituent Local Transport Authorities (LTAs). TfSE has evolved organically, responding to ad-hoc requests from DfT but this current setup does not accommodate for TfSE's permanence and status in the long term.

This report articulates how TfSE, as an organisation, should respond to the role that it fulfils in the South East and evolve into an influential body, focused on strategic objectives and achieving them through facilitating the delivery of regionally important transport interventions.

Arup has identified TfSE's future importance in the region and the benefits that it should aim to deliver to the region's residents, visitors and businesses.

The report is split into three sections:

1. State of play – here we review the history of TfSE, how it has operated to date and the approach to this project.
2. Objective setting – in this section we describe the themes and findings from our stakeholder engagement exercises including a SWOT analysis, proposed objectives for the organisation, key benefits TfSE should seek to deliver and the focus for future activities.
3. TfSE 2.0 – Arup's interpretation of the objectives and how that translates into actions for TfSE now. This includes the assessment of TfSE's existing capabilities and ongoing ability to fulfil the needs of its stakeholders, Arup's recommended areas of focus, and the assessment of the important governance and organisation aspects of TfSE that support its operation including the need for statutory status. The report ends with a proposed road map for the implementation of the recommended focus areas and the appendices with supporting and more detailed information.

Arup's recommended areas of focus for TfSE:

- Continue to act as a regional lead for all strategic transport concerns, acting as a conduit for discourse between DfT, LTAs and other transport stakeholders;
- Develop its position as a regional resource that tackles emerging transport challenges and develops the capabilities to overcome and capitalise on them;
- Grow and develop as an organisation and build the capabilities to convert packages and interventions identified in the Strategic Investment Plan (SIP) into investment-ready projects.

Contents

1. **State of play**
   i. Story of Transport for the South East
   ii. Project approach
2. **Objective Setting**
   i. SWOT analysis
   ii. Organisational objectives
   iii. Value chain analysis
3. **TfSE 2.0**
   i. Areas of focus
   ii. Organisational setup
   iii. Roadmap
4. **Appendices**

1. State of play

1

Story of Transport for the South East

2

Project approach

Story of Transport for the South East

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Transport for the South East was established in 2017, set-up by regional leaders and local transport authorities to work with the DfT to understand the transport infrastructure required to boost the region's economy

Since forming, TfSE has gone above and beyond the DfT's core requirement to produce a Regional Transport Strategy. With continued support and financial backing from Local Transport Authorities and DfT, TfSE has evolved to form a missing link in regional transport governance and supported stakeholders in all directions regarding emerging transport challenges.

TfSE has brought together the region's transport bodies in new ways that has resulted in improved communication across local authority boundaries and a single voice in communication with the DfT.

As well as the 30-year strategy, created with regional transport stakeholders and to which the DfT will pay due regard in future decision-making, TfSE has authored several other well-regarded documents using a robust evidence base to inform the regional transport landscape, including the Economic Connectivity Review, Future Mobility Strategy and the soon to be published Freight Strategy.

TfSE's success to date and continued effectiveness is reflected in the positive feedback received throughout stakeholder engagement in this project. It is this success to date that has brought TfSE to its current position, preparing to create a Strategic Investment Plan, the delivery-focused successor to the strategy, ongoing area studies and thematic strategies, that will identify the transport interventions to achieve the vision articulated in the strategy.

Positive stakeholder feedback story

TfSE is valued as a regional layer of transport governance

"It has allowed us to coalesce our business around the agreed TfSE priorities and also allows us to share TfSE learning with wider stakeholders. By having one voice, it is easier to cascade key objectives to residents and businesses in our area."

There is clear support for TfSE's role developing and delivering the regional transport strategy

"TfSE has provided another layer for regional plan and strategy below national government transport policy which can be clearly translated into local priorities in the LTP"

TfSE's role as the interface between central government and local transport authorities is valued

"I believe TfSE has a realistic vision and by bringing all the elements to enable this together around a single unit the joined up writing can begin."

Project Approach

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Data collection and analysis

Option development → Selection Criteria → Recommendation

TfSE Organisation Workshop

Senior Officer Focus Groups

Board Chair & Vice Chair Interview

TfSE Lead Interview

Delivery Partner Interviews

Local Enterprise Partnership Focus Group

Transport Forum Survey

Stakeholder engagement

Desktop Research

Comparison and Benchmarking

TfSE Organisation Workshop

TfSE Board Workshop

Final Report & Board Presentation

*See Appendix for details of stakeholder engagement activity

2. Objective setting

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1

SWOT analysis

2

Organisational objectives

3

Value chain analysis

SWOT Analysis

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The Strengths Weaknesses Opportunities Threats (SWOT) mapping interprets intelligence gained during the stakeholder engagement process, clearly stating what TfSE should stop, start and continue to do in its future role. It shows that TfSE's delivery of the strategy is a clear strength, such that it should continue to deliver this strategic function. The highly valued stakeholder engagement in all directions provides an opportunity for continued engagement with key stakeholders. Some of TfSE's potential weaknesses are evidence that TfSE needs to evolve into a body with improved capacity and capability to meet the future needs of the region's stakeholders and that long-term certainty for the organisation is a real threat to its's ability to deliver in future.

	Helpful	Harmful
Internal	• Network and coordination • Evidence base • 360° influence • TfSE Team • Single voice for SE • Regional appreciation • Multi-modal perspective • Communications and promotion • Access to DfT • Value-add activities *Strengths*	• Lack of long-term funding • Unplanned organisational development • Risk of duplicating effort with delivery partners / LTAs • Cross-functional engagement (LEPs, other STBs) • Heavy use of supply chain / consultants • Operating constraints *Weaknesses*
External	*Opportunities* • Regional transport leadership voids • Multi-modal integration • Robust, objective framework for prioritisation • Regional policy response • Delivering differently, agile, less LA • Define the value of TfSE	*Threats* • Risk of disconnection from stakeholders • Conflicting local and modal agendas • 'Informal' ability to influence • Disparate DfT organisation • Shifting policy landscape • Waning stakeholder support • Wide geographic spread

See a more detailed SWOT in the appendix.

Organisational objectives

TfSE has identified clear objectives for transport in the South East but does not have a set of objectives for the organisation to pursue. The following proposed organisational objectives have been identified through analysis of organisational drivers and desirable benefits. Meeting these objectives will ensure that TfSE adds value in its role as an influential regional transport body.

Transport Strategy was issued

Drivers for change

Original DfT Drivers

1. Central government **policy priorities not implemented** consistently across the country
2. Effort / **challenge of prioritisation** for transport investment high across the country
3. **Difficult to effectively disseminate information** and consult with local authorities on transport issues
4. DfT **struggles to reach all local transport authorities**
5. Transport network needs to be **decarbonised**

Evolved DfT Drivers

1. Huge value **in regional coordination** of LTAs using TfSE network for communication and consultation
2. **Investment priorities** identified in regional transport strategy support more informed decision making
3. **Emerging policy priorities** need to be effectively implemented which TfSE can support in achieving

Local Authority Drivers

1. Not always **easy to action / implement** Government policy
2. Access to DfT **funding can be difficult**
3. Emerging **transport challenges and themes can be difficult** to overcome alone and resource sufficiently
4. Increased need for **regional perspective** to address local needs
5. **Limited ability to influence central government and national delivery partners** (NH, NR) individually, more influence as a collective

Organisational Objectives

- Identify and support interventions that deliver the transport vision and strategy
- Secure higher levels of transport investment in the South East's strategic transport network
- Support TfSE's key stakeholders in responding to and overcoming emerging transport challenges

Benefit mapping

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If TfSE succeeds in meeting the proposed organisational objectives, each of the stakeholder groups identified will stand to benefit in different ways from the outcomes of TfSE's work. By keeping the benefits for different stakeholder groups in mind and providing a clear line of sight to the objectives, TfSE can make sure the decisions it makes as an organisation will add value to the region and ultimately help to achieve the vision for transport in the South East.

Organisational Objectives

- Identify and support interventions that deliver the transport vision and strategy
- Secure higher levels of transport investment in the South East's strategic transport network
- Support TfSE's key stakeholders in responding to and overcoming emerging transport challenges

Benefits for local authorities

e.g. higher business / investment case success rate, improved and streamlined access to DfT funding

Benefits for residents, visitors and businesses

e.g. increased public transport ridership, reduced transport pollution, reduced transport CO_2 emissions, increased investment in the South East

Benefits for central government

e.g. decarbonisation, levelling-up, health & wellbeing, quality of life, better places

Benefits for delivery and operating partners

e.g. improved transport user satisfaction, increased use of public transport system, improved network efficiency

Transport value chain

The process explored priority future activities that TfSE should focus on through the use of a transport value chain. The value chain is a model that describes the range of activities to deliver proposed services - a more detailed description of the full transport value chain used can be found in the appendices.

Findings from the stakeholder engagement indicate the primary role for TfSE should be in the middle parts of the value chain covering strategy, policy, prioritisation, and planning and delivery. Through our analysis we identified where in the value chain TfSE is currently operating (below) and where TfSE should focus its attention in the future (following pages).

- **National Government Decision Making –** The continued success of TfSE and recent requests from DfT clearly show how TfSE has influenced government on the utility and effectiveness of TfSE and STBs more generally. From a different perspective, TfSE has provided a powerful regional voice for transport in the south east influencing decision making.
- **Strategy, Policy and Prioritisation –** TfSE has developed a clear strategy, stated clear regional approaches to emerging transport themes (future mobility and freight) and is in the process of developing a plan articulating regional intervention priorities.
- **Planning & Delivery** – TfSE doesn't deliver transport interventions currently but it conducts significant stakeholder engagement activities, putting it in good stead for doing this more in the future. TfSE also currently has good experience of making use of the supply chain and delivering work through contractors.
- **Operate & Maintain** – This area of the value chain is far removed from TfSE's current role and it doesn't yet undertake any activities in this area.

The highest levels of the value chain identify the national need for transport and the transport priorities to achieve wider government policy.

Strategy, policy and prioritisation covers the regional and local approaches to identifying transport interventions to achieve the strategic objectives.

Planning and delivering the physical interventions that are required to meet transport policy and strategy requirements

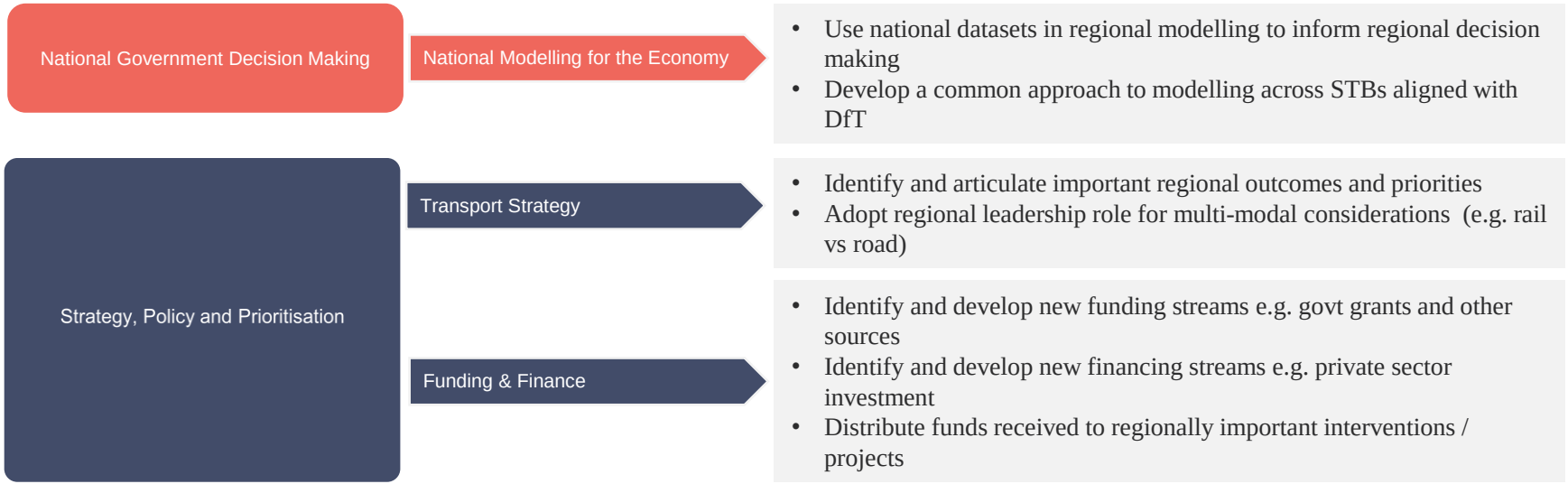
Operation and maintenance of infrastructure and services covers the most tactical elements of making transport infrastructure work to achieve the desired outcomes.

Future activity focus

The objectives and benefits identified clearly show where TfSE should be developing capability to deliver specific activities to support the region following delivery of the SIP in supporting role to stakeholders, converting a prioritised list of interventions that support the objectives in the strategy into investment ready projects backed up by evidence and data.

This represents a natural continuation of the SIP work with some notable added elements such as funding and financing and consultation. Regarding the emerging transport challenges (e.g. future mobility), TfSE is well placed to lead on the delivery of their implementation. This might entail the preparation and delivery of contracts for services that support future mobility interventions across the region (e.g. regional travel information tool).

The following pages include explanations of the proposed activities TfSE should undertake in the future.



Future activity focus (cont.)

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Strategy, Policy and Prioritisation	Regional Transport Policy	• Support constituent LTAs in achieving new policy goals
	Data & Modelling	• Get LTA input into data repository to improve it
	Investment Strategy and Plan	• Identify priority investments to achieve regional outcomes • Identify hierarchy of interventions to support funding constrained decision making • Identify sequence of investment aligned to external factors (e.g. delivery body funding cycles) • Create communication strategy to influence behaviour to promote desired outcomes
	Business Case Making	• Develop analytical framework to support business case development • Develop business cases for identified interventions • Support constituent authorities in developing business cases for interventions • Secure funding / financing through the use of strong business cases
Planning & Delivery	Options Development & Selection	• Undertake scheme feasibility work to identify preferred option • Develop and prioritise options that meet required outcomes • Identify assessment criteria to support options selection
	Engagement & Consultation	• Develop consistent consultation approach to be used in regionally significant infrastructure projects

3. TfSE 2.0

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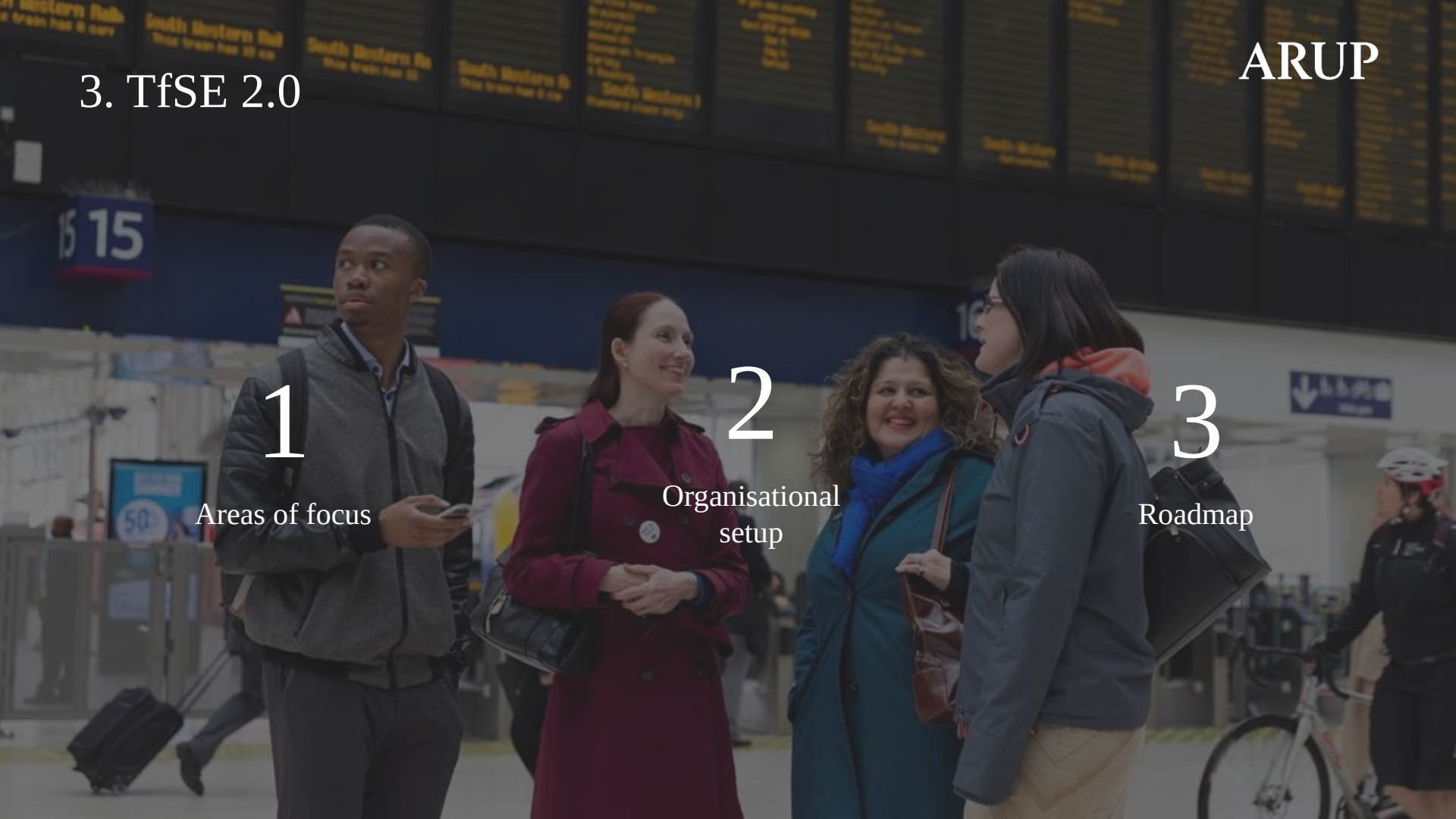

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Areas of focus

2

Organisational setup

3

Roadmap

Recommended areas of focus

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Below are a set of recommended areas of focus that came through strongly in the stakeholder engagement and value chain analysis that can help realise the benefits expected of TfSE for each stakeholder group. These themes will require significant capability development within TfSE to strengthen the organisation's position as a strategic body with influence. There are subsequent actions that can contribute to the implementation of these as detailed in the Roadmap.

Area	*Outcome*	Organisational Objectives
1 **Develop regional data, modelling, and analytics capability**	*TfSE has strong evidence-base to support decision making*	Identify and support interventions that deliver the transport vision and strategy
2 **Evolve to deliver the Strategic Investment Plan**	*Priority interventions are delivered efficiently to contribute to the economic activity of the South East*	Secure higher levels of transport investment in the South East's transport network
3 **Implement future mobility and freight strategies**	*The South East grows its low carbon transport network and connects to the rest of the UK and to international gateways*	Support TfSE's stakeholders in responding to and overcoming emerging transport challenges

Develop regional data, modelling & analytics capability

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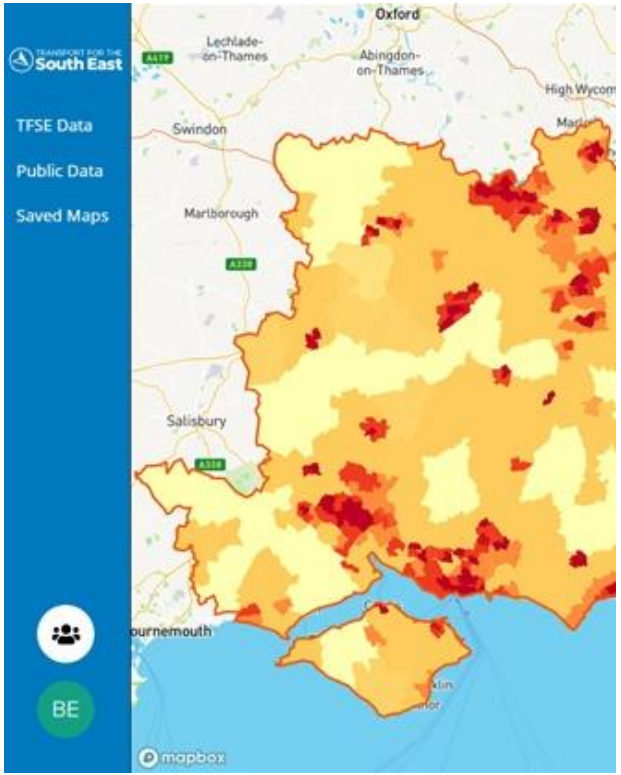
We recommend that TfSE develops capability in data, modelling, and analytics to fill a gap and become a regional leader and resource for it in the region. TfSE should commence this as soon as possible.

TfSE has built up a significant transport evidence base from previous work on the economic connectivity, transport strategy, and area/thematic studies. It should capitalise on this by bringing this capability in-house and becoming the source of transport data and evidence for the region. With significant changes in travel patterns post-pandemic it is important to keep this data up-to-date and to employ the latest modelling techniques to analyse trends and test future scenarios.

By undertaking this role, TfSE will be continuing its already strong work in supporting evidence-based decision making but broadening the potential use case to all constituent LTAs. Creating the infrastructure and documentation behind such capability takes time and we think that TfSE and its constituent LTAs will greatly benefit from having access to this resource when implementing future mobility at a regional scale and when progressing the outputs of the SIP, for example for business case preparation.

Data and the associated activities, modelling, analysis etc., are complex and are known to work better with scale in mind. By pooling the needs and resources for the entire region, each stakeholder agency will benefit from both a cost and quality perspective and TfSE's regional role makes it well placed to fulfil this need at scale, supporting the regional data and modelling needs with consistency. Such consistency will facilitate both effective cross-boundary and multi-modal analysis.



Evolve to deliver the Strategic Investment Plan

We recommend that TfSE starts to develop the organisation and its capabilities to progress the delivery of interventions that will be identified by the SIP.

There is a risk identified in the SWOT analysis that if TfSE does not evolve then it will struggle to deliver the improvements set out in the Strategic Investment Plan and the objectives of the strategy. The stakeholder engagement indicated that TfSE needs to extend its range of activities beyond creating strategy. It should develop capability to deliver on the strategies it creates too. The second focus area therefore proposes that TfSE undertakes more activities than it does at present to develop that delivery capability. Activities it doesn't currently have the capabilities to do, as identified in our value chain analysis. TfSE needs to make important decisions about how to fill the capability gaps and how the activities are delivered and by who.

Effectively TfSE needs to put in place the resources and tools to progress the intervention packages into investment-ready propositions which clearly articulate how regional objectives and local needs will be met.

Such growth in capability will require the TfSE organisation to develop and understand the best approach to meeting the expected capability needs of the future. However, this needs to be done in a planned way to ensure that the growth and changes to the shape of the organisation are sustainable and best meet the objectives identified. The sense from stakeholder engagement was that organic growth to build capacity and capability is the preferred approach, rather than radical change, and we would support this approach.

Implement future mobility and freight strategies

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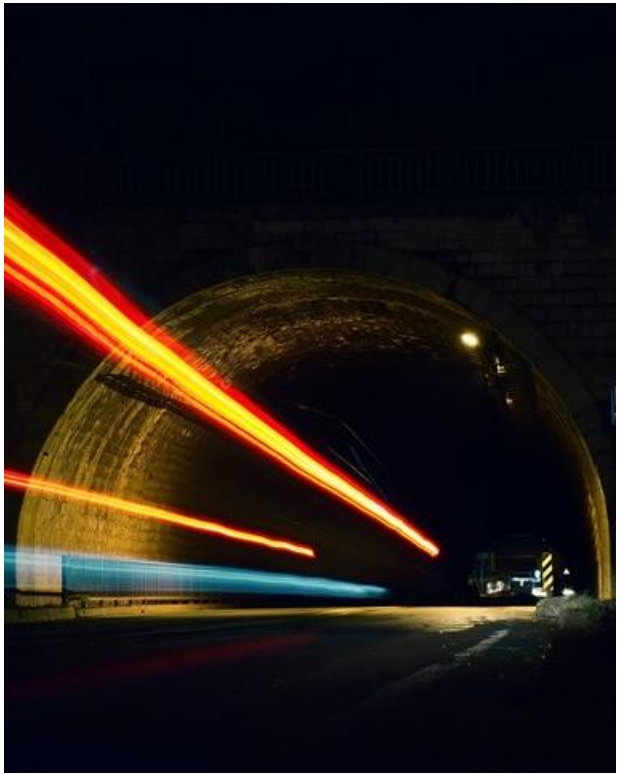
We recommend that TfSE develops internal capabilities to actively progress Future Mobility and Freight interventions across the region, with support from local transport authorities to make a tangible difference on the ground. Delivering projects and outcomes will demonstrate clearly the value that TfSE offers and the benefits it can provide to transport users.

TfSE has developed a comprehensive response to emerging transport themes and the need to decarbonise transport through its future mobility strategy. It has also presented a robust approach to implementing the interventions the strategy identifies. However, it is still difficult for potential users of the strategy , i.e. local transport authorities, to make the most of it. The interventions proposed in the strategy can exist at a very local level but many require or would benefit from a level of regional coordination.

Several aspects of the interventions identified in the Future Mobility Strategy will benefit from region-wide or cross-boundary coordination (e.g. oversight and implementation of regional Mobility as a Service). TfSE is the ideal organisation to take a regional leadership role in these areas.

To support this focus area, TfSE should develop its ability to progress projects from identification to business case development to identifying funding and financing opportunities to procuring services that meet regional transport needs from a future mobility perspective. This will require TfSE setting up a service that LTAs would be able to tap into ensuring consistency of quality and user experience across the region (e.g. bike / scooter share schemes).



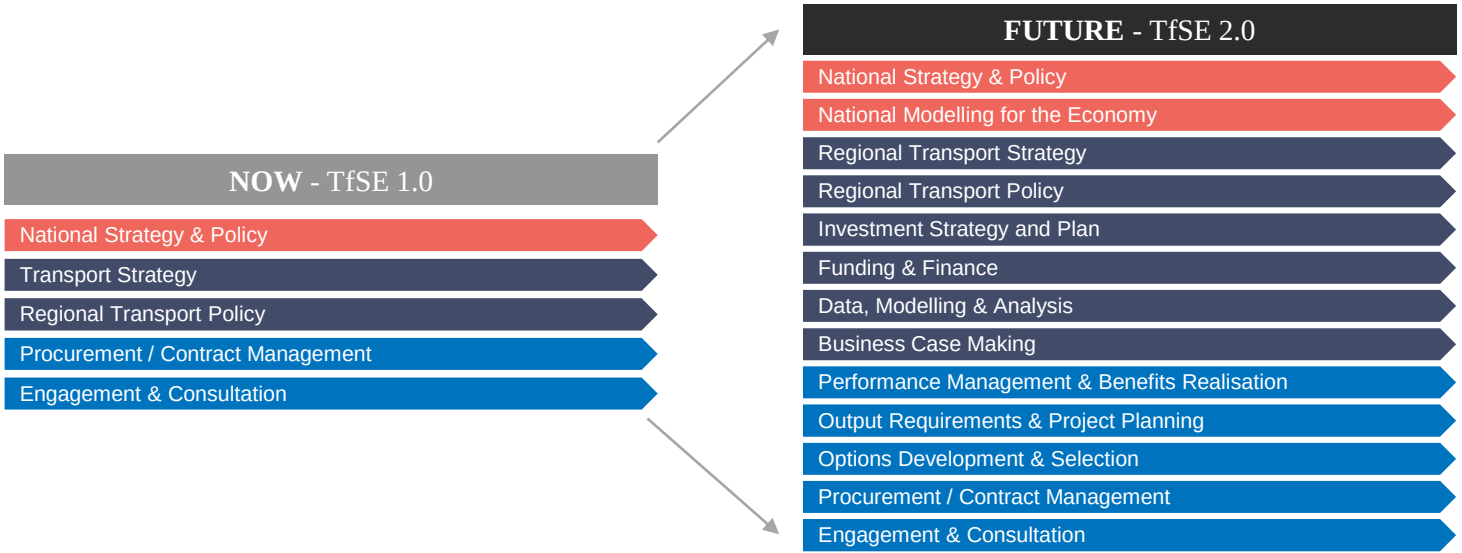
Future capability requirements

As already identified there is a clear need for TfSE to undertake a greater range of activities in the future. Both in the short and long term. From a short term perspective, TfSE needs to undertake these activities to support implementation of the Future Mobility and Freight strategies across the region. In the long-term, TfSE needs to develop these capabilities in readiness for SIP completion and take the identified packages into investment-ready projects.

TfSE needs more resources and capabilities to bring its data, modelling and analytics capabilities in-house to increase access to those for LTAs, progress the intervention packages identified in the SIP into investment-ready propositions, and effectively deliver the identified interventions in their published strategies from identification of project opportunities, identification of funding and financing opportunities to business case development.

Future capability requirements (cont.)

To do these, over the coming year, TfSE needs to make some important organisational decisions regarding how it deals with the expected capability gap and develops its organisation. We would propose a dedicated organisation development project that assesses in detail, the existing and required capabilities, identifies how TfSE should close that gap and defines the TfSE Operating Model to bring it all together. This exercise should be undertaken when there is a bit more certainty over long term funding.



Governance and organisation structure

Analysis of the data collected through our stakeholder engagement activities, especially through the interviews, focus groups, workshops and survey responses, has identified some high level themes regarding the governance and organisation structures behind TfSE.

As articulated through the SWOT analysis findings, the main concern is the extra layer of governance and potential bureaucracy that exists because of TfSE's presence. To date this has not been a barrier and has been a positive influence, resulting in a preference to reach consensus in decision making. This is supported by the associated transparency afforded through the make-up of the board and the governance behind TfSE.

Future decision making

In the future, if TfSE were to undertake and evolved role as proposed, delivering more activities across the supply chain with shorter timeframes for delivery, TfSE's outputs and decision making might become constrained by the current structure. In a future that requires more dynamic decision making with higher frequency of outputs TfSE would benefit from an expanded scheme of delegations as part of the constitution.

This is especially the case where TfSE has a role in delivering projects that are more intervention focussed. Equally, as TfSE's outputs become more technical, it may be inappropriate for the board to have as much influence in TfSE's outputs, especially where the outputs are based on robust data and evidence. In this case, the current make-up of the board and representation would continue to be suitable.

Organisational structure

Regarding the organisation structure, the size and shape of TfSE currently does not present any challenges to effective operations. If TfSE follows the recommendations proposed however there is an expectation that TfSE would need to grow. This would warrant a need to revise the structure of the organisation – this would be a feature of an organisational development exercise proposed on the following page.

Organisation Development

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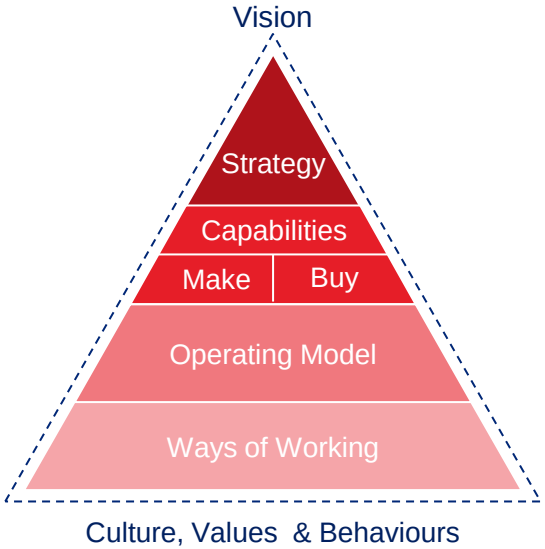
For TfSE to fully implement the focus areas proposed there is a significant capability gap that needs to be filled. Currently TfSE makes good use of the supply chain to deliver outputs, a symptom of short-term funding and planning. Given the ongoing efforts to reach a long-term funding settlement, TfSE should undertake a focussed organisational development review to identify how it fulfils the identified capability gaps and how it wants to function as an organisation.



Renewed focus on strategic objectives and roles/responsibilities to drive the implementation of the transport strategy and SIP

Expanded capacity and capability that aligns with the key components of the value chain and future functions

Expanded governance and organisation providing strategic leadership and technical capability, drawing on supply chain for specialist support and additional capacity

Continued successful collaborative working with stakeholders delivering on shared objectives with a focus on technical excellence to provide data and evidence to secure investment

The need for statutory status

TfSE applied for statutory status in July 2020, a response to the climate at the time, the expected government white paper on devolution and perceived need to do so. At the time the Secretary of State for Transport deemed the existing arrangements to be sufficient and confirmed that the DfT pays regard to the TfSE's transport strategy in future decision making. The government is expected to issue a Levelling Up white paper in late 2021 which will include its position on devolution. Considering this context, the key points from stakeholder engagement are set out below (left) and our recommendations now how to proceed (right).

A number of stakeholders advocated the need for TfSE to have statutory status

Others were of the view that this is not required at this time to achieve strategic objectives

Experience from other STBs indicates that statutory status does not *guarantee* additional recognition or funding…

…But it can increase influence (e.g. becoming statutory consultee) and would be needed in longer term for later functions of value chain (e.g. delivery, operate, maintain)

There may be (interim) alternatives that could be effective

- Hold off another application for statutory status right now but keep reviewing the need to do so
- Review Levelling Up White Paper and further developments
- Maintain engagement with DfT and consider interim agreements
- Focus on longer term funding certainty
- If appropriate, consider application to align with publication of SIP

Roadmap – *from strategy to delivery*

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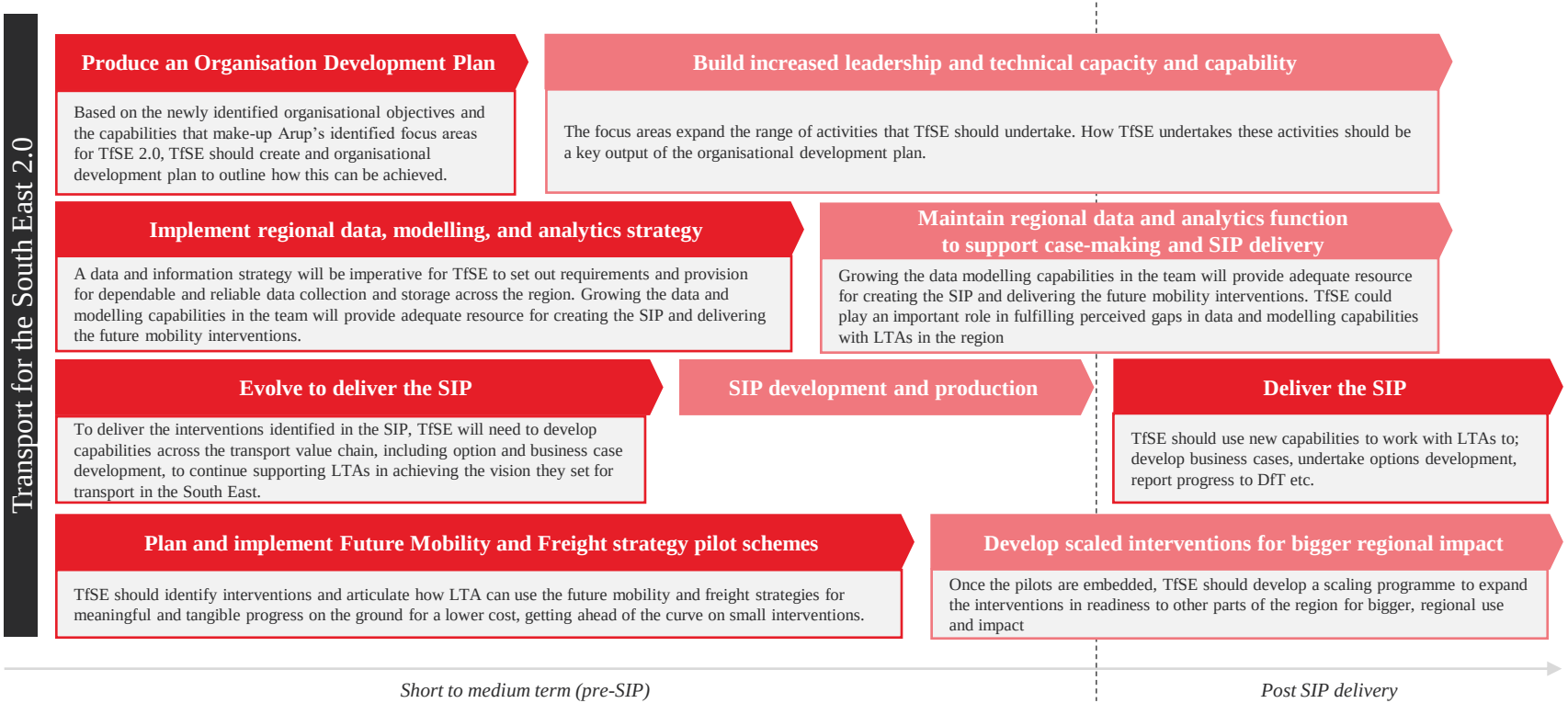
Our proposed roadmap – indicating key strands of work required to evolve the TfSE organisation from strategy to delivery is set out below.



Appendices

1. Stakeholder engagement
2. SWOT
3. Modal analysis
4. Transport value chain
5. Case studies

Stakeholder engagement

Engagement group	Attendees	Engagement type
Senior Officers	Surrey, Kent, West Sussex, Hampshire, Portsmouth, Southampton, Isle of White, East Sussex, Berkshire Representative, Medway	Workshops
Delivery Partners	Network Rail, National Highways, Department for Transport	Interviews
TfSE Officers	All	Workshops
Local Enterprise Partnerships	Enterprise M3, Coast to Capital	Focus Groups
TfSE Chair and Vice-chair	n/a	Interview
TfSE Board	TBC	Workshop
Protected Landscapes	South Downs National Park	Survey
Transport Forum	All	Survey

Strengths, Weaknesses, Opportunities, Threats

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	Helpful	Harmful
Internal	• Communications • Promotion of SE • TfSE Team • Regional Understanding • Network creation / development • Technical ability • Single voice • Access to DfT • Influence on DfT • Use of evidence base *Strengths*	• Broad geographic scope • Duplication of effort with LTAs / LEPs • Unplanned organisational development • Bureaucratic / heavy governance • Disconnected from stakeholders • Insufficient power • Usability of evidence for LTAs • Coordination of transport and land-use • Cross functional engagement (LEPs) • Operating constraints • Perception of TfSE • Transparency • Organisational direction *Weaknesses*
External	• Policy response • Financial sustainability • Identifying and progressing regionally important interventions • Give back to LTAs • Draw more on stakeholder resources • Communities of practice • Skills networks *Opportunities* • Centres of excellence • Delivering differently – more agile, less like a LA • Define how TfSE operates • Define value of TfSE • Define the TfSE program • Give back to LTAs	*Threats* • Conflicting agendas • Consistent long-term funding • Misguided focus • Unclear central government policy roadmap • Waning stakeholder support

Strengths

Engagement across all stakeholders has identified the following aspects as strengths of TfSE.

Communication
TfSE's ability to communicate broadly and effectively representing the TfSE at a range of events

Promotion of the South East
TfSE's effectively promoting the South East to key partners (DfT, HE, NR)

TfSE Team
The people and resources that make up the team are seen as a strength including the technical capability of individuals and their open and approachable nature

Regional Appreciation
TfSE has developed a good, broad understanding of regional issues, constraints and has put a focus on the wide geography.

Network and coordination
TfSE has successfully created a network of individuals from across the South East who now communicate and collaborate in way that they didn't previously

Technical ability
TfSE provides good technical and political coverage and has the capacity to provide technical support and advice on which decisions can be based

Single voice for SE
TfSE is effectively communicating on behalf of the region as a single voice to the benefit of DfT/HE/NR etc. and limiting the effort required of each LTA in communicating.

Access to DfT
The relationship that TfSE holds with DfT gives LTAs a different kind of access to DfT and provides a different perspective on information / guidance that comes out of DfT.

Influence on DfT
Making use of the good relationship with DfT and the mutual appreciation of providing a single voice between LTAs and DfT, TfSE's ability to influence DfT is seen as a strength doing more than any single LTA would be able to do alone

Evidence base
The use of data and evidence to develop the strategy and other documentation.

Weaknesses

Engagement across all stakeholders has identified the following aspects as current weaknesses of TfSE.

Broad geographic scope
The regions covered is vast and not that clear or cohesive with huge diversity across it but all areas need to be included and represented

Duplication of efforts with LTAs / LEPs
The extent to which efforts are overlapping with LTAs is not clear and there could be a risk unnecessary work

Disconnected from stakeholders
TfSE has started to become slightly disconnected and not as well integrated with its stakeholders. Issuing outputs instead of creating them with LTAs

Unplanned organisational development
The organisation has developed in a tactical way due to funding and operational constraints and unclear future leading to further lack of direction for future organisation development

Bureaucratic / heavy governance
There is a very local government feeling about how TfSE conducts itself with significant governance and bureaucracy

Insufficient power (statutory status)
TfSE doesn't have the right power of ability to implement the strategies and plans that it is developing

Usability of evidence for LTAs
Although TfSE makes good use of evidence the evidence isn't easily available to be used by LTAs and other parties.

Coordination of transport and land-use
TfSE has no role or power in land-use planning and cannot support the integration of these two critical components of development.

Cross functional engagement (economic / social / environmental)
The success in engaging across other organisations e.g. LEPs has been mixed resulting in inconsistent input from them

Perception of TfSE
There has been some confused messaging about TfSE's priorities not reflecting the vision.

Transparency
TfSE's future and programme of work isn't always clear and the value that TfSE brings to the region isn't well articulated.

Opportunities

Engagement across all stakeholders has identified the following aspects as current opportunities for TfSE,

Policy response
TfSE is a great position to respond to emerging government policy on behalf of the region and shape the collective action to achieve policy goals

Financial sustainability
There is potential for a number of funding avenues to be available in the future (CSR 2021 and a multi-year settlement, private sector support etc.) which will allow TfSE to plan longer term and develop appropriately

Identifying and progressing regionally important interventions
Already a key priority for TfSE, with the forthcoming SIP TfSE have an opportunity to establish a list of prioritised schemes which respond to the needs of the South East

Give back to LTAs
There is an opportunity to keep up the good will with LTA and other stakeholders by providing more support back to them. E.g. through a hub for data and evidence or modelling capability.

Draw more on stakeholder resources
Make more use of existing skills and capabilities that exist within the LTAs to support TfSE work and outcomes

Communities of practice
Develop ‘communities’ of practice to facilitate consistency of activity and output for transport across the South East.

Centre of excellence
Develop TfSE as a centre of excellence identifying, creating and sharing best practice on emerging transport themes and new policy

Delivering differently – more agile, less like a LA
To shape TfSE’s organisation to be agile and respond quickly to new information and deliver work quicker leading to outcomes sooner

Define value of TfSE
Identify the value that TfSE brings to stakeholders and articulate what is different now than before.

Define the TfSE program
Make TfSE’s future program of work clear and include the limits of the existing funding / capability envelope

Threats

Engagement across all stakeholders has identified the following aspects as current threats for TfSE,

Conflicting agendas
As TfSE gets closer to identifying priority schemes the variations in local agendas that exist across the region may have an impact on region wide engagement and the ability for TfSE to speak with one voice for the region

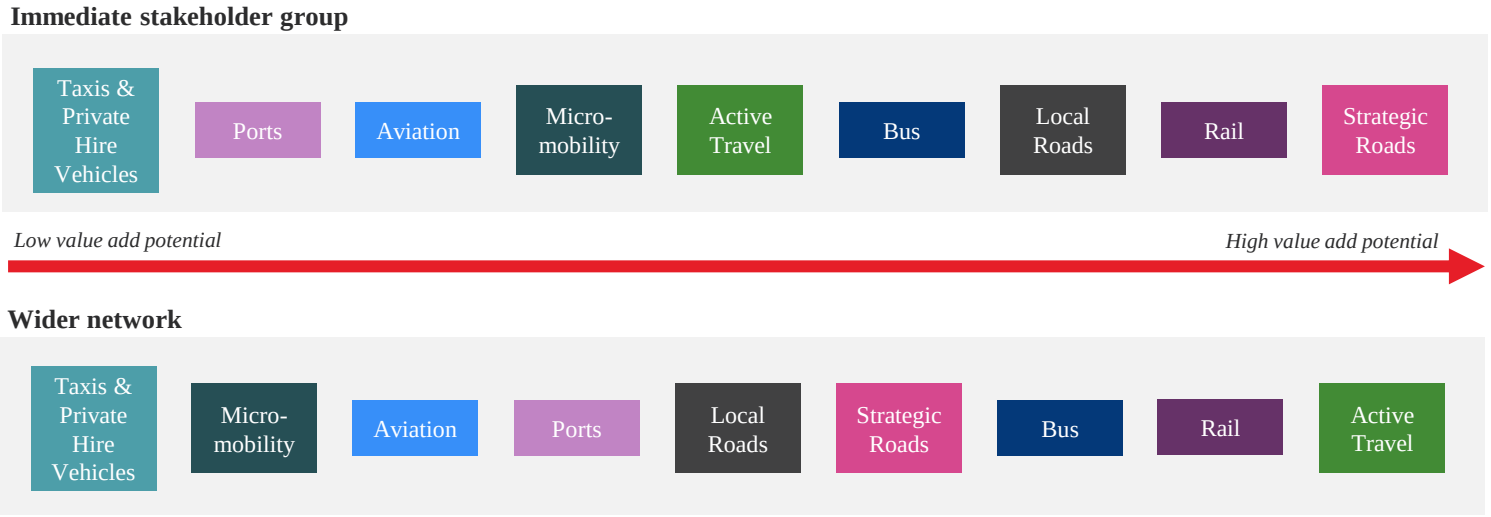
Consistent long-term funding
Consistent long-term funding is crucial in ensuring that TfSE can create and implement strategies and plans for its organisation to deliver what it is required to do so

Misguided focus
As new and emerging themes in transport and government policy are identified TfSE needs to make appropriate adjustments to ensure their outputs and work have long-term relevance

Unclear central government policy roadmap
The roadmap for central government policy includes several subjects that are expected to impact TfSE including its access to funds, its role, its power and the expectations that DfT has of it as an organisation and its outputs

Waning stakeholder support
As TfSE continues to develop high level documentation it must continue to keep stakeholders engaged and involved in the development of regionally significant plans and strategies to avoid their disenfranchisement

Modal analysis



Both the wider network and the immediate stakeholder group has identified the same top and bottom four modes of transport for TfSE to focus on. The wider network identified Active Travel, Rail and Bus as modes with the highest value add potential. The immediate stakeholder group thought that the highest potential was with Strategic Roads, Rail and Local Roads. TfSE is expected to be an integrator between transport modes, driving the shift to more sustainable modes of travel and contributing to wider benefits for the region.

Transport value chain

ARUP

National Government Decision Making

The highest levels of the value chain identify the **national need for transport and the transport priorities to achieve wider government policy**. This includes any modelling to understand the impact that transport has on the economy, major funding decisions and how that impacts transport, nationally significant infrastructure projects and the rules and regulations for transport.

Strategy, Policy and Prioritisation

Strategy, policy and prioritisation covers **the regional and local approaches to identifying transport interventions to achieve the strategic objectives**. This area should make heavy use of data and information to inform decision making to provide assurances that value will be achieved from any investments. These activities also support objective assessment of different interventions supporting prioritisation.

Planning & Delivery

Planning and delivering the physical interventions required to meet transport policy and strategy requirements including the management of programmes and plans to detailed option development and design, procurement and contracting and eventually delivery, e.g. construction of new transport infrastructure, and stakeholder engagement and consultation.

Operate and Maintain

Operation and maintenance of infrastructure and services covers the most tactical elements of making transport infrastructure work to achieve the desired outcomes. Across modes and transport themes and can cover a very broad range of activities. For local roads it could be the daily maintenance and inspection of highways, for micromobility it could mean the provision and management of first and last mile travel solutions such as share e-scooters.

Transport value chain

ARUP

Case studies from other organisations

ARUP

TRAFNIDIAETH CYMRU
TRANSPORT FOR WALES

Transport for Wales (TfW)

TfW had to identify and drive its strategic case for change to appropriately grow its role and its expansion in remit. In the case for change, the key Welsh Government drivers for change were aligned to the transport objectives for Wales. This mapping was used to drive the benefits for the economic, society and transport that TfW could deliver.

As an Integrated Transport Delivery Body, TfW's priorities had to span across many modes. The transport value chain was used to identify where TfW could concentrate its efforts, where Welsh Government would need additional support for TfW and where TfW could not be influential and hence activities were out of scope.

The strategic case identified three main key activities in TfW for enabling integrated travel. Those areas were funded to grow the capabilities, partnerships and capacity, increasing the headcount in the organisation. TfW is delivering activities across the whole value chain, focusing on the downstream sections and influencing Welsh Government for the upstream sections.

TRANSPORT FOR THE NORTH

Transport for the North (TfN)

During engagement between DfT and TfN, both parties agreed on a set of objectives and KPIs to shape the next steps of their business planning while agreeing any required changes for joint working practices. After this engagement, working principles and roles for each stage of the collaborative process.

The drivers for change for TfN were combined with the objectives for their organisation to drive wider benefits for the North. The critical actions for TfN were concentrated on 3 categories where they could be the most impactful.

Supporting evidence for areas of focus

ARUP

1 Develop regional data, modelling and analytics capability

In our engagement with stakeholders, the use of data as evidence based was highly regarded. Data, modelling and analytics will be very important post SIP in terms of decision making, business cases etc. It may also feature heavily in investor decision making. Data and modelling is intrinsically linked to ideas around future mobility and it will support effective implementation of schemes. Absence of capability within LTAs - gap can be filled by TfSE. Can also address multi-modal concerns so that single mode interventions are not assessed in isolation

2 Evolve to deliver the Strategic Investment Plan

LTAs will not be able to effectively translate the SIP into real schemes that are ready for investment (public or private). Engagement based on value chain discussions clearly prioritised these elements for TfSE to play a more significant role. These activities constitute a natural extension / follow-on from the production of the SIP

3 Implement future mobility and freight strategy

Stakeholder engagement indicates future mobility modes are priorities for the region. Acknowledgement that it is difficult for LTAs to use some of the products that TfSE produces due to resource / capability constraint. Value chain exercise regarding future mobility indicated appreciation of role that TfSE can/should play in this area. Recent DfT request for TfSE to support regarding bus back better for LTAs - a key element of future mobility. Priorities identified in the freight strategy will be key in implementing future mobility trends in the region.