

Report to: **Partnership Board –Transport for the South East**

Date of meeting: **13 March 2023**

By: **Lead Officer, Transport for the South East**

Title of report: **Development of a Regional Centre of Excellence**

Purpose of report: **To provide an update on work to support delivery of a Regional Centre of Excellence.**

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***RECOMMENDATIONS:***

**The members of the Partnership Board are recommended to:**

- (1) Note the progress with the development of a Regional Centre of Excellence;**
  - (2) Agree the proposed three year roadmap for the development of a Regional Centre of Excellence; and**
  - (3) Agree to submit the roadmap to the Department for Transport to request the release of the remainder of the funding allocated to this workstream in 2022/23.**
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**1. Introduction**

1.1 This report provides an update on the progress in developing a Regional Centre of Excellence (RCoE).

**2. Background**

2.1 In February 2022, the Levelling Up White Paper set out proposals for Regional Centres of Excellence. Subsequently, the Department for Transport have set out expectations for Sub-national Transport Bodies to take responsibility for developing and operating Centres of Excellence in their region.

2.2 For 2022/23, TfSE allocated £250,000 to developing their Regional Centre of Excellence, in addition to recruiting a permanent Project Manager dedicated to this workstream. Subsequent discussions with the DfT about the release of the balance of this £250,000 identified that TfSE had made good progress against both workstreams, but further engagement with DfT and all seven STBs was needed to agree next steps.

2.3 As agreed at the September 2022 Partnership Board meeting, TfSE officers worked with the DfT to secure draw down of smaller amounts of funding to enable background research to continue. £40,000 was released, which will enable TfSE to work with its local transport authorities (LTAs) to scope the remit of the project.

### **3. Local Capability additional workstream**

3.1 Through ongoing work via the local capability workstream, discussions have been held with the LTA officers to get their views and insight into how a centre of excellence would be utilised and gauge support. To date, the concept has received broad support with LTA officers recognising that it could offer bespoke tools, guidance and advice on the delivery and implementation of local transport plans. Further work will be needed to define its scope and to ensure that a robust development plan is put in place to ensure that it evolves over time and continues to meet the changing needs of LTAs.

### **4. Approach to developing a Regional Centre of Excellence**

4.1 There is a desire for the Centre of Excellence to be co-designed with LTAs and the DfT to ensure that the content is enhanced, supported and makes good use of the existing tools and guidance available at a national and local level.

4.2 Workshops held with all sixteen LTAs on 13 February 2023 demonstrated support for the Regional Centre of Excellence to include; convening best practice and resource coordinators, providing tools and expertise, facilitating procurement of specialist services, and the opportunity for peer review. This should cover topics required from local authorities that would support delivery of their local transport plans (LTPs), such as business case development and producing good bids, development of pipeline schemes, quantifiable carbon reduction support and ongoing delivery of some of the short-term work on electric vehicle charging infrastructure and local capability in line with DfT business plan guidance.

4.3 In January 2023, TfSE appointed Arup to support them with the research phase of the Centre of Excellence development. The scope for their commission included:

- A three-year work programme, including high level cost estimates, of delivery for the Centre of Excellence to evolve with changing requirements of LTAs.
- National and international best practice examples that can inform the development of the RCoE.
- Local authority requirements for capacity and capability support that can be delivered via a Centre of Excellence.
- What is required to sustain LTA support for the creation of the RCoE platform.
- Review outputs from the TfSE strategic investment delivery action plan, monitoring and evaluation, and common analytical framework.

### **5. A TfSE Regional Centre of Excellence**

5.1 As a result of the tasks completed above, the research concluded that while existing centres of excellence vary in size and function, many have similar elements. While the reason and context for creating one may differ, all focus on delivering improvements to knowledge sharing, space to collaborate, offer formal training. The overall purpose needs to be clear from the start, but can evolve and develop over time.

5.2 There is support from LTAs to develop and establish a Regional Centre of Excellence to help deliver on the four topic areas set out by the DfT, but that further workstreams should be included to pick up those areas that are not stipulated as part

of the LTPs, but cannot be delivered without them. The high-level views that emerged as a result of the workshops held were:

- The RCoE should be a hybrid model which includes physical and virtual elements.
- The RCoE should be easy to use and overall provide benefits.
- To begin with, the RCoE should be relatively 'small', focused and rely on existing knowledge.
- To build expertise overtime and should develop to include expert resource who can assist with challenges, above and beyond a virtual platform.
- The RCoE should reflect the needs of different LTAs, so some require support with LTPs whereas others would like support with topics such as carbon reduction.
- LTAs should be engaged with throughout.
- A long-term funding model is to be agreed but indicative funding is available for 3 years.

5.3 Collating the outputs of the tasks for this research commission, TfSE believes a future RCoE can deliver multiple benefits for the south east:

- Focus on building expertise and maximising LTAs' capability and capacity in core work areas.
- Operate as a forum for better communication between LTAs, facilitating idea exchange and enable LTAs to work together to solve common problems.
- Bespoke guidance offered to reflect different and specific needs of LTAs across the region.
- Provide advice, support and practical help with shortfalls and on the ground delivery.
- Support better strategic case making to help obtain more investment from government and deliver funding for schemes.
- Create economies of scale through sharing resources and best practice to create consistency and reduce duplication.

5.4 The roadmap in Appendix 1 provides a three year business plan for how the preferred scenario would be delivered. It sets out:

- Each of the tasks to be delivered with a description.
- The indicative cost band per year for delivery of the task. The cost bands are the following;
  - £ - less than £10,000
  - ££ - between £10,000 and £50,000
  - £££ - between £50,000 and £100,000
  - ££££ - between £100,000 and £200,000

5.5 The roadmap is split into sections which will contribute to its delivery:

- Purpose – to be able to articulate the RCoE's vision and purpose for all key stakeholders to buy into.
- Format – developing a separate website to TfSE's existing one, to host the RCoE's virtual platform and to establish physical elements of the RCoE.

- Components – this objective will; identify key components of the RCoE platform such as specialised 1:1 support, set up and deliver key components such as connected cohorts, and put in place a procurement framework so that there can be the joining up of existing TfSE/LTA frameworks to ensure consistency.
- Audience – this will engage the intended audience to gain views throughout.
- Content – this will look to collate existing content that is available from across LTAs and other organisations, and ensure that new content is created based on gaps and priorities.
- Development – gaps and priorities will need to be reviewed regularly, and learning pathways will require development. There will also be a requirement to establish owners/partners to deliver events and training.
- Management – governance arrangements to be established, communication channels created and endorsed, and day to day management processes put in place.
- Funding – to agree future funding arrangements.
- Success – establish KPIs through considering existing mechanisms such as via monitoring and evaluation, and set up ways of monitoring and evaluating KPIs and capturing lessons learned.

These tasks are set out in the roadmap in Appendix 1, with their associated costs.

5.6 This establishment is crucial for creating a mechanism to expert knowledge, sharing lessons learned and successful case studies, and drawing in additional resources as required. There is a risk that TfSE and LTAs will struggle to deliver their regional and local transport policies without the level of expertise and support an RCoE would provide.

## **6. Conclusions**

6.1 Board Members are recommended to note progress with the development of a Regional Centre of Excellence.

6.2 Board members are also recommended to agree the proposed three year roadmap which will set out the intention for the Regional Centre of Excellence's delivery.

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# Regional Centre of Excellence

## Introduction

### Background

The Levelling Up White Paper published in February 2022 includes a commitment from government to develop Regional Centres of Excellence across the country. As a result, the Department for Transport has asked Sub-national Transport Bodies (STBs) to deliver **Regional Centres of Excellence (RCoE)** in their areas, with a focus on building Local Transport Authorities' (LTAs') capability in:

1. Updating Local Transport Plans
2. Providing support on Quantifying Carbon Reductions
3. Developing effective business cases
4. Ensuring each LTA develops and maintains a pipeline of future schemes.

TfSE have received initial funding from DfT to develop an RCoE concept for the South East. It is important to TfSE that this resource offers value for both national, regional, and local initiatives, such as quantifiable carbon reduction (QCR), Strategic Investment Plan (SIP) and Bus Service Improvement Plans (BSIPs).

### Previous studies

TfSE commissioned Arup in October 2021 to undertake a review of the **organisation's roles and responsibilities** and examine how these might evolve as TfSE develops. One of the key actions identified in this work was for TfSE to *“develop its position as a regional resource that tackles emerging transport challenges and develops the capabilities to overcome and capitalise on them”*. As a result, we were able to use this evidence to demonstrate early support, and set out proposals to DfT for a TfSE Regional Centre of Excellence.

DfT awarded TfSE with an additional £300,000 to help **Local Transport Authorities (LTAs)** deliver their **Local Transport Plans**. This focused on boosting capability and identifying recurring skills gaps across the region. One of the interventions identified by LTAs in this exercise was to develop a Regional Centre of Excellence for the South East.

As part of the 2022/23 business plan submission to DfT, TfSE included a request for funding to develop and implement a **Regional Centre of Excellence (RCoE)** in their budget allocation, and this has been accepted. However, to unlock the first tranche of funding, TfSE needs to prepare a credible **Roadmap** for delivering this RCoE. TfSE have therefore commissioned Arup to help develop this Roadmap for delivering a RCoE for the South East over the next three financial years. To demonstrate TfSE's commitment to a Regional Centre of Excellence, a dedicated project manager has been appointed to ensure successful delivery and maintained engagement. This has been funded separately to the Centre of Excellence budget allocation.

## Purpose of this note

The rest of this note summarises the work delivered by this commission and presents a Roadmap that outlines how a future RCoE could be developed and delivered. This includes:

- An **overview** of the RCoE project.
- A **definition** of the RCoE concept.
- Examples of best practice **case studies**.
- A review of **existing tools and guidance** (and an indication of current gaps).
- **Core principles** underpinning the design of the RCoE.
- A presentation of the Draft **Roadmap**.
- **Conclusions** and **Next Steps**.

## Project Overview

### Project aims

The overarching objective for the RCoE is to **help LTAs address capacity and capability challenges**. An RCoE is well placed to deliver this objective and can be designed to ensure it adapts and evolves to changing LTA needs and circumstances, while ensuring alignment with DfT guidance, policy, and legislation. TfSE is clear that the future RCoE should offer bespoke guidance and tools to support the different requirements of all LTAs in the TfSE area, reflecting a wide range of different scales, geographies, and political contexts.

### Approach

The project included the following activities:

- Review of **existing information** on the RCoE from previous projects.
- **Stakeholder engagement** with TfSE and LTAs to establish common views, which included:
  - A TfSE workshop was held on 7<sup>th</sup> February 2023; and
  - An LTA workshop was held on 13<sup>th</sup> February 2023.
- Review of **best practice** (Case Studies) of existing Centres of Excellence, both nationally and internationally.
- Review of **existing tools** currently offered to LTAs by TfSE.
- Development of a **roadmap** for the RCoE over a three-year period.
- Development of **briefing material** to support the delivery of the RCoE.
- **Presentation to DfT** on 7<sup>th</sup> March 2023

The Draft Roadmap will be shared at the **TfSE Partnership Board** meeting on 13<sup>th</sup> March for approval and, following this, a detailed brief will be created to allow TfSE to progress with the next phase of the development of the RCoE.

## Definition of a Regional Centre of Excellence

### Definition

There are a range of definitions for the term “Centre of Excellence” and there are some principles that appear to be common to other examples of Centres of Excellence (CoE). For the purposes of this project, TfSE is clear that the RCoE will be:

- **Regional:** It will serve the whole TfSE area and reflect the diversity of needs, circumstances, and interests in this area and at the same time ensuring that it aligns to national policy.
- **Centre:** It will have a focus – a group of people responsible for its activities, potentially located in a physical place, and certainly with a clear online presence.
- **Excellence:** It will deliver “excellence” i.e., best practice, high skills, and high-knowledge outputs for the benefits of all TfSE’s LTAs.




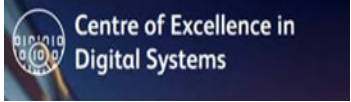
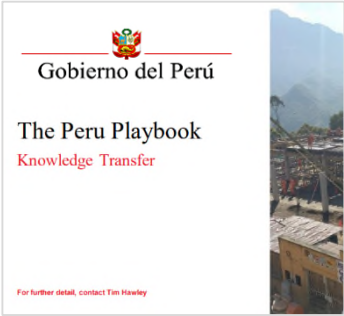
### Research into best-practice case studies

The project team has reviewed case studies of similar CoEs and drawn insights from these to inform the development of TfSE’s proposed RCoE. The case studies reviewed include:

- Building Capacity to deliver at scale **Towns Fund Delivery Partner**.
- EU/UN Mayors for Economic Growth **Urban Learning Centre**.
- DfT National Bus Strategy and **Bus Centre of Excellence**.
- Influencing **Transport Lab** by the Transport for the West Midlands.
- The **Peru Playbook** Knowledge Transfer.
- UK Rail Research and Innovation Network – **Centres of Excellence in Digital Systems, Rolling Stock, and Infrastructure**.

## Case Study Examples

Further details about three case studies are provided below.

Case Study	Description and insights
<p><b>Urban Learning Centre</b> Joint funded by the UN and EU</p>  	<p>The Mayors for Economic Growth (M4EG) is a joint initiative of the European Union and United Nations Development Programme that includes a Centre of Excellence designed to “reimagine urban and local spaces for positive transformative change and future-readiness”. To facilitate this, an Urban Learning Centre (ULC) has been established as to provide an “enabling learning ecosystem” – an interconnected system of interacting community members at national and regional level, organised around the practitioner members. This centre is designed to meet a variety of needs by developing peer networks, showcasing successful projects, building knowledge repositories, and building a digital platform to share resources and knowledge.</p>
<p><b>Centre of Excellence in Digital Systems</b> UK Rail Research and Innovation Network</p>  	<p>The UK Rail Research and Innovation Network (UKRRIN) was set up to create a powerful collaboration between academia and industry through the creation of three Centres of Excellence – it aimed to fill capability gaps in the UK to enable a step-change in realising innovation and accelerating new product development in the rail industry. It was hosted by a number of different universities across the UK and set up by University of who led a consortium of universities, partnered by supply chain partners/rail industry clients to develop proposals. Funding was provided by government and leading industrial partners.</p>
<p><b>Peru Playbook</b> Peru and UK governments</p> 	<p>The Peru Playbook is a knowledge transfer arrangement that has been put in place by the Peruvian and British governments to help Peru develop its infrastructure. To support this initiative, Arup has developed a playbook that sets out how knowledge could be transferred, which is based on best-practice theory and practical experience. This includes providing best practice advice on processes for knowledge transfer, developing baseline capability assessments, creating communities of practice, partnering with academia to develop and deliver courses, digital solutions (learning management system, expertise finding, knowledge base, lessons learned, monitoring and evaluation).</p>



## Review of Tools and Guidance

The project team has reviewed existing and potential future tools and guidance that could be relevant to the role of the future RCoE and could point to gaps in current support:

- **Existing LTP Guidance:** Existing LTP guidance provides advice on the scope of LTPs, the steps required to develop them, and principles for delivering them. These include associated assessments, consultation, management systems and monitoring and evaluation of the Plan.
- **Future LTP Guidance:** While this is not expected to be released until 2023, future guidance is expected to include advice on decarbonisation (including quantifying carbon), directions to incorporate Bus Service Improvement Plans (BSIP) and Local Cycling and Walking Improvement Plans (LCWIPs) into the LTP, an electric vehicle charging infrastructure strategy, advice on using business case approaches and methodologies for the LTP, advice on consultations, and advice on proportionate monitoring and evaluation<sup>1</sup>. It is expected that the new guidance will ask LTAs to consider STB transport strategies and evidence.
- **TfSE Analytical Framework:** This is under development and the current plan is to pursue a Common Analytical Framework in a modular way, adopting those tools and approaches that are appropriate to the development of schemes within its Strategic Investment Plan, but recognising that there will still be a need for some bespoke analysis. This will build upon the Analytical Framework that Transport for the North (TfN) initially completed. The TfSE Analytical Framework is likely to include:
  - A quantified carbon reduction tool including consistent data standards.
  - Development of priority rail interventions to Strategic Outline Business Case.
  - Development of the strategic case for Road Investment Strategy 3 schemes.
  - Delivery of strategic studies for large Strategic Road Network interventions.
  - Support for LTAs to develop local highway and mass transit schemes.
  - Research studies to support consistent active travel demand forecasting.
  - New analytical tools for forecasting scheme impacts (e.g., wider economic impacts, embedded carbon impacts etc.).
- **Staff resource and software licenses.** **Strategic Investment Plan (SIP) monitoring and evaluation:** TfSE is planning to develop a set of Key Performance Indicators (KPIs) with targets and trajectories to monitor and evaluate the implementation of the SIP, which will also need to be used for monitoring of each intervention within the SIP.
- **ProjectView:** TfSE launched ProjectView in 2021, which is a data mapping tool, designed to support our work and ensure that decisions about investment in the

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<sup>1</sup> <https://www.transportextra.com/publications/evolution/news/71533/new-look-ltps-expected-by-spring-2024-but-no-link-to-funding-until-later>

## Appendix 1

South East are based on common and consistent data. With over 100 users and refreshed data sets, it will continue to inform TfSE's strategy and delivery work.

Based on the tools and guidance described above, the RCoE would likely need to provide further support to LTA capability, provide mode-specific support (including a Decarbonisation Toolkit), and provide advice on funding to support scheme delivery.

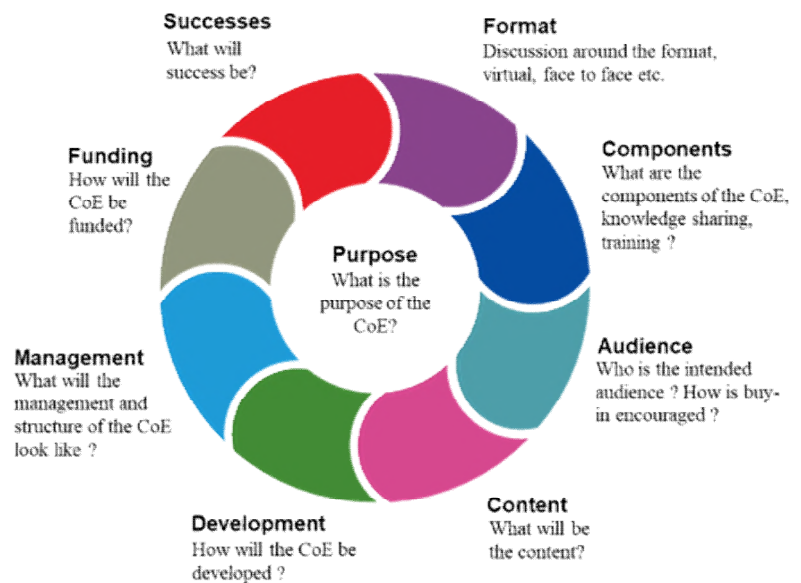
As a result of the recent local capability workstream, a pipeline of schemes has been submitted to TfSE by their local authorities, which will be used to inform the foundation and continued development of the RCoE.

## Core Principles

### Framework

The project team has identified several principles that should be explored to create a roadmap for a Regional Centre of Excellence. These principles are presented in the figure to the right.

It is also important to highlight that there are also parallels with knowledge transfer and learning and development with a Regional Centre of Excellence.



### Shared principles from best-practice case studies

The project team's review of existing successful CoEs has drawn the following insights about how to develop a CoE, what the focus of the CoE should be, and how to manage the CoE.

To **develop** an RCoE, TfSE should:

- Co-design the RCoE with LTAs, with integrated leadership and development teams.
- Set out clear ownership and responsibility roles.
- Undertake a diagnosis of regional needs and efficient prioritisation exercise of initiatives.
- Avoid completing too much needs analysis work before critical early milestones are met.
- Establish an integrated delivery partner that enables the client and consulting team to work collaboratively together to achieve successful outcomes.
- Set up the RCoE digital platform as quickly as possible, focusing on delivering value to the members quickly, effectively, and consistently.
- Continue collaboration with other STBs to remove risk of duplication, and consider where joint works can be developed/utilised.

The **focus** of the RCoE should be to:

## Appendix 1







- Develop peer networks, showcasing successful projects.
- Build knowledge repositories and put in place a digital platform to share resources and encourage collaboration, training.
- Help members develop skills and innovate through advisors' meetings / coaching.
- Provide content in a searchable database, including tools, guidance, and evidence.
- Build collaboration between academia and industry to help realise innovation.
- Develop content based on research outcomes that is tailored to members' needs.

To **manage** the RCoE, TfSE should:

- Ensure the RCoE can 'support' itself, through ongoing collaboration and knowledge sharing between members.
- Enable users to highlight what they want, when engaging with existing content.
- Ensure that the online learning and knowledge sharing platform is always accessible anywhere and, including on the phone.
- Have legacy discussions on what will happen to the resources in the longer term and how will they best be used.
- Ensure that clear actions are taken shortly after any launch event to maintain interest and support in the early days of the RCoEs work.

### Key benefits and outcomes of a Regional Centre of Excellence

TfSE believes a future RCoE can deliver the following benefits for the South East:

 <p><b>Capability and capacity</b></p>	<p>A future RCoE can focus on building expertise and maximising LTAs' capability and capacity in core work areas.</p>	 <p><b>Practical advice and support</b></p>	<p>A future RCoE can provide advice and support and practical help with shortfalls and on the ground delivery.</p>
 <p><b>Better communication</b></p>	<p>A future RCoE can be a forum for better communication between LTAs. It can facilitate idea exchange and enable LTAs to work together to solve common problems.</p>	 <p><b>Better decisions and funding</b></p>	<p>A future RCoE can support better strategic case making to help obtain more investment from government and deliver funding for schemes.</p>
 <p><b>Bespoke to the TfSE area</b></p>	<p>A future RCoE can offer bespoke guidance to reflect different and specific needs of LTAs across the TfSE area.</p>	 <p><b>Economies of scale</b></p>	<p>A future RCoE could create economies of scale through sharing resources and best-practices to create consistency and reduce duplication.</p>

The establishment of an RCoE is crucial for creating a specialised framework and mechanism for accessing expert knowledge, sharing lessons learned and successful case studies, and drawing in additional resources as required. This is particularly relevant in response to emerging needs such as the application of decarbonisation and climate strategies.

## Appendix 1

There is a risk TfSE and LTAs will struggle to deliver their regional and local transport policies without the level of expertise and support an RCoE would provide.

The RCoE would be an up-to-date, easy to use central hub for information, resources, and connections, tailored to regional characteristics and addressing the differing needs of LTAs through providing an effective feedback loop for users. The RCoE would not be just a training platform – it would aim to serve as a forum for enabling discussion and knowledge and expertise sharing between LTAs to avoid duplication of effort, establish standardised approaches, and facilitate delivery of transport interventions on the ground. It could provide a wide range of support across technical expertise, advanced thinking, supporting the development of business cases and providing assurance-type functions to support governance and decision-making processes. The RCoE would be delivered through a phased approach, starting with targeted provision of necessary information, and gradually evolving using an established feedback loop. As one of the first RCoEs to be developed by an STB, this TfSE initiative will enable lessons to be learned and transferred across the rest of England.

### **Views on the Regional Centre of Excellence**

The project team and TfSE have engaged with colleagues and LTAs to understand their views on the potential future role and format of an RCoE. The key points to emerge from workshops held on 7<sup>th</sup> and 13<sup>th</sup> February 2023 are as follows:

- The RCoE should be a hybrid model which includes physical and virtual elements.
- The RCoE should be easy to use and overall provide benefits.
- To begin with, the RCoE should be relatively ‘small’ and focused and rely on existing knowledge rather than creating more work.
- To build expertise overtime and should develop to include expert resource who can assist with challenges, above and beyond a virtual platform.
- The RCoE should reflect the needs of different LTAs, so some require support with LTPs whereas others would like support with topics such as carbon reduction.
- LTAs should be engaged with throughout.
- A long-term funding model is to be agreed but indicative funding is available for 3 years.

## **Roadmap**

The project team has prepared a Roadmap for a three-year business plan that shows how a future RCoE would be. It sets out:

- Each of the tasks to be delivered with a description;
- The organisation responsible for delivering each task;
- The indicative cost band per year for delivery of the task. The cost bands are:
  - **£**: £0 - £10k
  - **££**: £10k – 50k
  - **£££**: £50k-100k
  - **££££**: £100k - £200k

## Appendix 1

Further details about proposed purpose, format, components, audience, content, development, management, funding, and success factors for the RCoE are provided in the **Appendix** to this note below.

## Conclusions and Next Steps

In conclusion:

- **There is support for developing and delivering an RCoE in the South East.**  
There is general support from the LTAs for a Regional Centre of Excellence. Furthermore, DfT have tasked all STBs with creating RCoEs that focus on maximising LTAs' capability in four core work areas: 1. Supporting the production of updated Local Transport Plans, 2. providing support on Quantifying Carbon Reductions, 3. Developing effective business cases and 4. Ensuring each LTA develops and maintains a pipeline of future schemes. TfSE have received initial funding from DfT.
- **While Centres of Excellence vary in size and function, many have similar elements.**  
Although the reason and context for having a CoE may differ, the research identified there are many similar elements. This can include either having a physical or virtual platform, space to collate and share knowledge, to encourage communications / collaborations via forums, to include formal training / webinars and to be supported by a technology platform. The overall purpose of the RCoE needs to be clear from the start but it can evolve and develop over time.

In terms of **next steps**, and subject to endorsement of this project by the TfSE Senior Officer Group and Partnership Board, TfSE will:

- Seek delegated authority at the 13<sup>th</sup> March Partnership Board for full procurement activity so that we can commission a consultant to support TfSE in developing and implementing a predominantly virtual resource, with hybrid options. The intention would be to have a Senior Officer representative as part of the evaluation panel, and a consultant appointed by end of July 2023.
- Continue engagement with local transport authorities to maintain understanding of needs and requirements to deliver on not only DfT's four priorities, but any further bespoke support that may be required.
- Maintain STB Centre of Excellence steering group to continue lessons learned, remove potential for duplication, and explore collaboration for joint procurements/shared expertise.
- Work with the analysis team and TfSE to understand how the delivery action plan, analytical framework, and monitoring and evaluation for the strategic investment plan best sits within this platform.

## Appendix

Work area	Summary tasks	Lead	23/24	24/25	25/26
Purpose	<b>Articulate a vision and purpose of the RCoE for all key stakeholders to buy-into.</b> The RCoE should focus on capability and capacity, share expertise and knowledge on various transport related topics, offer bespoke guidance to the TfSE geography, and evolve over time with clear view on outputs and outcomes from the start.	DfT/TfSE /LTAs	£		
	<b>Develop a virtual platform for the RCoE.</b> This could be separate from TfSE website so it has a clear identify, purpose and is viewed to be a collaborative platform for all to use, include background information and shared resources such as knowledge/guidance, be structured by themes, allows users to self-access, encourage collaboration, and be accessible.	TfSE	£££	££	££
Format	<b>Establish physical elements of the RCoE alongside the virtual platform.</b> A physical space will need to be determined for meetings but could rotate across the TfSE geography to encourage knowledge sharing and collaboration.	TfSE	£	£	£
	<b>Identify key components of the RCoE platform.</b> This could include specialised 1:1 expert support on an ad hoc basis and/or expert briefings, training/webinars, Q&A functions, discussion forums such as via Basecamp, Teams, LinkedIn, secondee/rotations/shared resource, and a library of guidance and tools.	TfSE / LTAs	£		
Components	<b>Set up and deliver key components of RCoE.</b> Components such as digital platforms, connected cohorts, and training programmes will be developed for the RCoE under the direction of LTAs and TfSE guidance.	TfSE / partner	££	££££	££££
	<b>Put in place a procurement framework.</b> There will need to be joining up of existing TfSE/LTA frameworks to ensure consistency and economies of scale. A clear overarching set of procurement policies need to be developed.	TfSE / LTAs			££

Work area	Summary tasks	Lead	23/24	24/25	25/26
<b>Audience</b>	<b>Engage the intended audience of RCoE (LTAs) to gain views throughout.</b> The main users will be LTAs and there will be specified contacts to avoid too many people using it – predominantly the Technical Officers supported by Senior Officers. Other key stakeholders include: DfT, other interested parties such as National Highways and Network Rail. Academics could contribute to the development of the content. It will not be open to the public.	TfSE LTAs	£	£	£
<b>Content</b>	<b>Collate existing content that is available from across LTAs and from other organisations.</b> This should align to DfT’s priorities, refer to their latest guidance, and evolve over time. Key topics could be LTPs, Parking, Road Safety, Active Travel, Business Planning, and Carbon Reduction. It will need to reference work that others have completed elsewhere and should include real examples and case studies. LTAs’ requirements should be considered throughout.	TfSE LTAs	£		
	<b>Create new content based on gaps and priorities.</b> This will be considered in future years and based on LTAs’ needs and also where expertise is required. Experts from across the field could produce this and/or specific work may need to be <b>procured</b> on areas such as business case development, bid production etc. Resources for completing this is to be confirmed, such as whether part of a project team or via consultants. Develop a process for content updates. .	TfSE Others			££
<b>Development</b>	<b>Determine gaps and priorities, review these on a regular basis, and create learning pathways.</b> A phased approach should be deployed, and physical/virtual elements will be developed in parallel to create a hybrid approach.	TfSE	£	£	£
	<b>Establish owners/partners – such as partners to deliver events and training.</b> There will need to be low demands on LTA staff time. There will likely need to be a small working group to support the RCoE design process, which should bring in other partnership groups such as Transport Strategy Working Group, Freight Forum etc. Specialist providers may need to deliver training.	TfSE DfT	£		££

Work area	Summary tasks	Lead	23/24	24/25	25/26
<b>Management</b>	<b>Put TfSE resource in place to manage the RCoE.</b> To manage the RCoE project effectively, TfSE should enhance its services by establishing a core team, a project manager, and scaling resources. The Senior Officer Group should provide guidance, and the LTA partnership must be organised efficiently. Maintaining expertise and resources through academic links is crucial, and the RCoE should not heavily rely on LTA staff resources.	TfSE	££	£££	£££
	<b>Establish governance arrangements in the form of working and steering groups.</b> This needs to be mindful of LTA officer capacity. There may be a need for smaller working groups for co-design with key stakeholders. These arrangements could benefit from an advisory/check and challenge group (which could include DfT and other Sub National Transport Bodies).	TfSE	££	££	££
	<b>Establish communication channels.</b> A Teams channel could be beneficial in reducing emails and consolidating relevant information in one location.	TfSE	£	£	£
	<b>Establish day to day management processes such as uploading content and running events for example.</b> The RCoE should cover subject-based content and business planning materials, avoid duplicating available and updated information, and provide links to other relevant information.	TfSE	££	£££	£££
<b>Funding</b>	<b>Agree future funding arrangements.</b> DfT has set aside funding for the first three years, and so alternative sources will be needed in the longer term.	TfSE			£
<b>Success</b>	<b>Establish KPIs through considering existing mechanisms such as via monitoring and evaluating frameworks.</b> Success should be differentiated from alternatives, should be quick, user-friendly, and provide exclusive content.	TfSE	£		
	<b>Set up way of monitoring and evaluating KPIs and capturing lessons learned.</b> DfT are developing monitoring and evaluation frameworks that could support this task. It will be important to collect both quantitative and qualitative data for KPIs.	TfSE	£	£	£