

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: **Delivery of the Strategic Investment Plan (SIP)**

Purpose of report: **To provide an update on work to support delivery of the SIP**

RECOMMENDATIONS:

The members of the Partnership Board are recommended to:

- (1) Note the progress with the development of a Delivery Action Plan for the SIP;**
 - (2) Agree the Lead Officer develops proposals in conjunction with two other Sub0national Transport Bodies to ensure the wider South East is clearly represented in the reform process as well as the delivery of rail services and infrastructure, for consideration at the July Board meeting;**
 - (3) Note the progress with the development of a TfSE Monitoring and Evaluation Framework; and**
 - (4) Note the progress with the development of an analytical framework to support business cases and the delivery of the schemes within the SIP.**
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1. Introduction

1.1 This report provides an update on three workstreams that will support the delivery of the Strategic Investment Plan (SIP).

2. Background

2.1 Delivering the SIP will require a number of partners, including TfSE, local transport authorities, National Highways, Network Rail and DfT, to work closely together to develop and deliver the schemes and policy interventions it sets out. A number of different approaches to bring forward schemes will also be required, taking account of the different stages of development that schemes are already at and the resources available to TfSE and the delivery partners to progress the work.

2.2 This report sets out the work that is currently underway to prepare for the delivery of the interventions, ensuring the required analytical tools are available, and for the reporting on benefits realisation arising from both place-based and global interventions included in the SIP.

3. SIP Delivery Action Plan

3.1 The SIP contains nearly 300 multi-modal scheme and policy interventions that are required to be delivered across the South East over the next 27 years, to realise the Vision for 2050 set out in the TfSE Transport Strategy. Delivery of this programme of

interventions will require the input of a number of different partners working together, and the exact arrangements will need to vary from scheme to scheme.

3.2 Work is underway to produce a Delivery Action Plan for the SIP. With a focus on the next 3 years, this will build upon the Area Studies Delivery Plan, and will set out the current position with each of the proposed schemes, detail what the next steps are, confirm the roles of TfSE and delivery partners in undertaking those next steps and identify what resources and analytical tools are available and required. This work is being undertaken as a natural extension to the Area Studies work, supported by Steer, and funded from the area studies budget.

3.3 To inform the Delivery Action Plan, a series of workshops to examine all the individual schemes in detail have been undertaken with key delivery partners including constituent authorities, National Highways and Network Rail. The information gathered at these workshops is being collated into a draft report which will then be reviewed and agreed by our delivery partners before being finalised.

3.4 By virtue of their inclusion within the SIP, all the schemes have been identified as priorities for the region. It needs to be recognised that individual schemes will be delivered through a number of different funding streams and programmes over the long term. Reflecting also that one of the core functions of Sub-national Transport Bodies is to provide advice to ministers on prioritising transport investment in their area, the plan will also propose a methodology which will enable TfSE to filter the schemes and identify priorities such as “top 10 lists” either overall or based on a range of differing factors, such as funding streams. If the methodology is agreed, then initial lists will be prepared and brought to the Partnership Board for approval.

3.5 Since the Partnership Board meeting in January 2023, work has continued to develop the Delivery Action Plan, including a further series of workshops with key delivery partners to confirm the current position with the SIP schemes and at which potential methods for prioritising schemes were discussed.

3.6 The TfSE Transport Strategy and SIP both advocate a multi-modal approach to planning and delivering transport investment within our area, and it is important that the process for prioritising schemes within the SIP meets that overall aspiration. However, we also need to recognise the current modally based funding landscape for bringing forward schemes and infrastructure to which, in the short term at least, we will need to respond.

3.7 The minutes of the Partnership Board meeting held on 23 January 2023, recorded that the Delivery Action Plan and prioritisation process would be brought to this meeting. However it is becoming evident that there are a number of issues to be worked through in determining a prioritisation process and it is important to get that process right and take the time to be rigorous in doing so.

3.8 It is therefore proposed that more detailed work to develop the prioritisation process is undertaken with officers from our constituent authorities and delivery partners, via our Transport Strategy Working Group and Senior Officer Group governance structure before it is brought to the Partnership Board.

3.9 The Delivery Action Plan will also form the baseline from which future monitoring and evaluation of the delivery of schemes within the SIP can be measured. As part of that monitoring, the Delivery Action Plan will need to be regularly reviewed and updated so that it remains live.

3.10 Rail interventions are a significant component of the SIP and support our eight investment priorities. Many of our rail interventions are over and above those included in the current Rail Networks Enhancements Pipeline (RNEP) and will most likely be delivered from 2029 onwards, i.e. CP8 and CP9 time horizons. Wider rail reform is underway and noting the Williams Shapps review which highlighted the importance of a strategic partnership with London to support growth ambitions, we propose working with England's Economic Heartland (EEH) and Transport East (TE) STBs to consider how with, the DfT and Great British Railways (GBR), the wider South East is clearly represented in the reform process as well as the delivery of rail services and infrastructure. We will bring forward proposals for the board to consider at the July meeting.

4. Monitoring and Evaluation Framework

4.1 A clear robust approach to monitoring and evaluation is needed to ensure the successful delivery of the interventions included in the SIP. It will be important to ensure this mechanism provides a clear line of sight from the transport strategy's vision through to intervention level objectives, via the Strategic Investment Plan. It will also be important to discern the outcomes and impacts of interventions at a regional level to understand how much they contribute to the SIP's (and wider TfSE) objectives.

4.2 The Transport Strategy set out the strategic priorities and the key performance indicators (KPIs) that are intended to show how the strategy is progressing. The Area Studies built upon this and used the 'theory of change' links between the investment or policy inputs and outputs at one end of a logic map through to the expected impacts and outcomes at the other end.

4.3 At the meeting on 23 January 2023, the Partnership Board received an update on a workshop that had been held with our constituent authorities to help inform the approach that we should take, and plans to develop a "State of the Region" annual report which would monitor the 'health' of the region against a number of key metrics which are linked to the outcomes and impacts the Strategy and SIP are seeking.

4.4 Since that meeting, work has been progressing to develop the monitoring and evaluation framework, and a report setting out options has been completed. This is included at Appendix 1.

4.5 It has become apparent that in order to be of most benefit, and to ensure that the "State of the Region" report is repeatable in future years, further work is needed in determining which data sets are to be monitored, and further consideration is needed to determine for what metrics it both is, and isn't, appropriate to set specific targets. Any targets that are set will need to be supported by our constituent authorities and so it is proposed to hold a further workshop with officers to explore these issues and to ensure that there is alignment with their own individual targets where appropriate.

4.6 Subject to outcomes from this work, the first "State of the Region" report will be brought to the Board for approval in July 2023.

5. Analytical Framework

5.1 Regardless of the delivery route or partner, it is likely that the majority of the schemes within the SIP will require a business case to secure their funding. Developing the business cases will require a suite of analytical tools (an analytical

framework) that are collectively capable of assessing the impacts, benefits, and costs of the schemes to provide the necessary assurance to DfT and other funding/delivery partners that the schemes are worthy of delivery.

5.2 At the meeting on 23 January 2023, the Partnership Board agreed a three year route map for the analytical framework development, alongside a list of short term accelerated activities that should be submitted to DfT to request the release of the remainder of the funding allocated for this financial year.

5.3 DfT have confirmed that they will release the remaining £280,000 of funding by the end of March 2023 and work is being undertaken to start to deliver those short term accelerated activities. A further funding request is included within the TfSE Business Plan for 2023/24 to deliver the remainder of work planned for the next financial year.

5.4 In their funding allocation from DfT, Transport for the North (TfN) STB have been awarded funding to work together with the other 6 STB's, including TfSE, to start developing a "Common Analytical Framework". The approved three year route map already takes account of the benefits of working closely with the other STBs in developing our own analytical framework, and this funding to TfN is welcomed and we will continue to work closely with them as this common approach develops.

5.5 A further progress update will be provided to the Partnership Board at the July meeting.

6. Conclusions

6.1 Board Members are recommended to note progress with the development of a Delivery Action Plan for the SIP, a TfSE Monitoring and Evaluation Framework and associated "State of the Region" report, and the analytical framework.

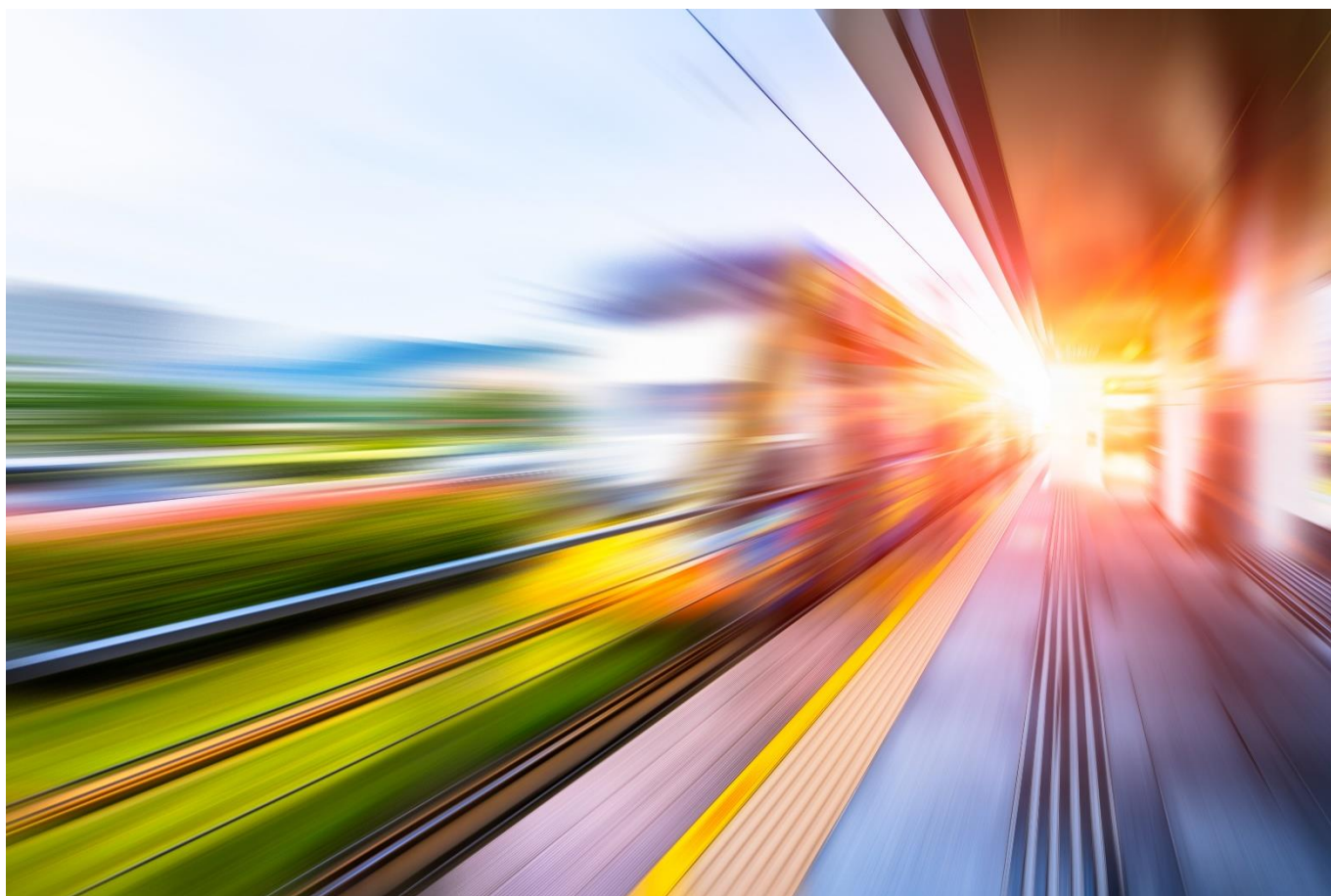
6.2 Board Members are also recommended to agree that the Lead Officer develops proposals in conjunction with EEH and TE to ensure the wider South East is clearly represented in the reform process as well as the delivery of rail services and infrastructure, for consideration at the July Board meeting.

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Report
February 2023

TfSE Monitoring and Evaluation Options and Recommendations



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1 Introduction

Background

- 1.1 Transport for the South East (TfSE) published their draft Strategic Investment Plan in June 2022. In it, TfSE identify their investment priorities which, collectively, will best help them deliver on the vision and objectives set for that strategy. Their objectives fit under three broad headings: Economy, Environment and Society.
- 1.2 The work done to appraise the list of interventions for the final strategy demonstrated that these were the best performing packages to push the dial in the desired direction for the stated objectives.
- 1.3 Both the Strategy and the Strategic Investment Plan (SIP) discuss how the progress of delivery and the outturn of benefits will need to be monitored and evaluated.

Purpose of this report

- 1.4 This report sets out some of the issues for consideration when thinking about how the TfSE Strategy and SIP can be monitored and evaluated. This includes presenting options for metrics, data, the potential for target setting and puts forward some recommendations for the way forward for TfSE and its partnership.

Structure of this report

- 1.5 The report is structured as follows:
 - Section 2 sets out what the TfSE Strategy and SIP say about how they ought to be monitored and evaluated.
 - Section 3 outlines some high-level considerations for TfSE and partners on a way forward.
 - Section 4 presents an overview and outcomes from a workshop session with TfSE officer partners to discuss the way forward.
 - Section 5 presents some ideas and recommendations for specific metrics, data and potential targets for future monitoring.
 - Section 6 presents some ideas for how a future evaluation programme could be developed for local authority led schemes in the SIP.
 - Section 7 wraps up the conclusions and recommendations for a way forward for TfSE.

2 What the Strategy and Strategic Investment Plan say about Monitoring and Evaluation

Background

- 2.1 TfSE's Strategy promotes investment and policy choices which impact on travel and transport. The hope is that by creating change from today that other, wider outcomes will be seen. This is discussed in the Strategic Investment Plan (SIP) which demonstrates the 'theory of change' links between the investment or policy input at one end of a logic map through to the expected outputs and impacts/outcomes at the other end. As discussed later in this report, it could be difficult to attribute any change seen to either specific interventions or more broadly the TfSE strategy.
- 2.2 The theory of change work provides a guide as to the categories of metrics which could indicate a move towards the objectives in the TfSE strategy; albeit there will also be a number of other external impactors on those metrics.

What the Transport Strategy says about monitoring and evaluation

- 2.3 The strategy does not go into huge detail on how the objectives set should be monitored, but it does begin to allude to the kinds of metrics which could be examined in the future.
- 2.4 The section on monitoring and evaluation in the Strategy says:
"Transport for the South East will use a set of key performance indicators to monitor how well the strategy is progressing. These key performance indicators will consist of a range of measures that will be used to assess the extent to which the strategic priorities, outlined in Chapter 3 (paragraph 3.15), are being achieved. The key performance indicators that are going to be used to monitor the performance are listed in Table 5.1 below."
- 2.5 And then the referenced table is presented as Table 2.1 overleaf.

Table 2.1: Indicators from the TfSE Transport Strategy

Strategic Priorities		Indicators
 Economic	Better connectivity between our major economic hubs, international gateways (ports, airports and rail terminals) and their markets.	The delivery of improved road and railway links on corridors in need of investment. Improved public transport access to Heathrow and Gatwick Airports. Improved long-distance rail services (measured by journey time and service frequency).
	More reliable journeys for people and goods travelling between the South East's major economic hubs and to and from international gateways.	Improved Journey Time Reliability on the Strategic Road Network, Major Road Network, and local roads (where data is available). Improved operating performance on the railway network, measured by Public Performance Measure (PPM) and other available passenger and freight performance measures, where available (e.g. right time delivery).
	A transport network that is more resilient to incidents, extreme weather and the impacts of a changing climate.	Reduced delays on the highways network due to poor weather. Reduced number of days of severe disruption on the railway network due to poor weather. Metrics relating to reduced delay on road network suffering from Road Traffic Collisions.
	A more integrated approach to land use and transport planning that helps our partners across the South East meet future housing, employment and regeneration needs sustainably.	The percentage of allocated sites in Local Plans that are developed in line with Local Plans.
	A 'smart' transport network that uses digital technology to manage transport demand, encourage shared transport and make more efficient use of our roads and railways.	Increase in the number of bus services offering 'Smart Ticketing' payment systems. Number of passengers using 'Smart Ticketing'. Number of passengers using shared transport.
 Social	A network that promotes active travel and active lifestyles to improve our health and wellbeing.	Increase in the length of the National Cycle Network in the South East. Increase in the length of segregated cycleways in the South East. Increase mode share of trips undertaken by foot and cycle. Number of bikeshare schemes in operation in the area. Mode share of walking and cycling.
	Improved air quality supported by initiatives to reduce congestion and encourage further shifts to public transport.	Reduction in NOx, SOx and particulate pollution levels in urban areas.
	An affordable, accessible transport network for all that promotes social inclusion and reduces barriers to employment, learning, social, leisure, physical and cultural activity.	A reduction in the indicators driving the Indices of Multiple Deprivation in the South East, particularly in the most deprived areas in the South East area.
	A seamless, integrated transport network with passengers at its heart, making it simpler and easier to plan and pay for journeys and to interchange between different forms of transport	Increase in the number of cross-modal interchanges and/or ticketing options in the South East.
	A safely planned, delivered and operated transport network with no fatalities or serious injuries among transport users, workforce or the wider public.	Reduction in the number of people Killed and Seriously Injured by road and rail transport.
 Environmental	A reduction in carbon emissions to net zero by 2050 to minimise the contribution of transport and travel to climate change.	Reduction in carbon emissions by transport.
	A reduction in the need to travel, particularly by private car, to reduce the impact of transport on people and the environment.	A net reduction in the number of trip kilometres undertaken per person each weekday. A reduction in the mode share of the private car (measured by passenger kilometres).
	A transport network that protects and enhances our natural, built and historic environments.	No transport schemes or interventions result in net degradation in the natural capital of the South East, instead aiming for environmental net gain for priority ecosystem services (such as natural flood risk management). No transport schemes or interventions result in a net loss of biodiversity, but seek to achieve a minimum of 10% net gain in biodiversity managed for 30 years, in line with the requirements of the Environment Bill.
	Use of the principle of 'biodiversity net gain' (i.e. development that leaves biodiversity in a better state than before) in all transport initiatives	Use of the principle of 'biodiversity net gain' in all transport initiatives. No transport schemes or interventions result in a net loss of biodiversity, but seek to achieve a minimum of 10% net gain in biodiversity managed for 30 years, in line with the requirements of the Environment Bill.
	Minimisation of transport's consumption of resources and energy.	Reduction in non-renewable energy consumed by transport.

2.6 The Strategy therefore is committing TfSE to monitoring a series of indicators which are intended to demonstrate whether the priorities set for the region under the 'Economy, Social and Environmental' headings are moving in the right direction. What the Strategy doesn't do is identify more detailed metrics or data sources to be able to monitor against those indicators.

What the Strategic Investment Plan says about monitoring and evaluation

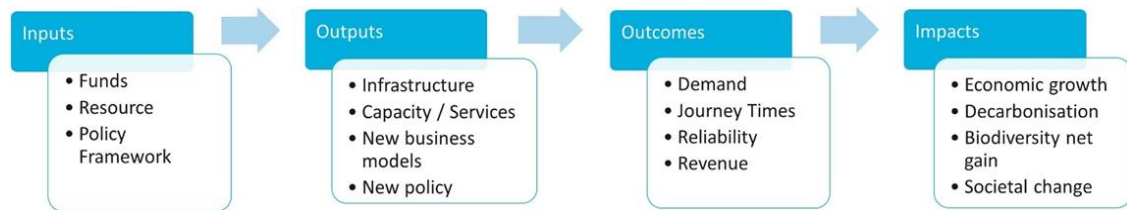
2.7 The SIP goes into more detail than the Strategy on how the performance of the investment plan can be monitored and evaluated. Specifically it says:

“A selection of potentially suitable KPIs for monitoring and evaluation the Packages of Interventions in this Plan are presented in Table 5 on the following pages.

2.8 During the consultation period on the Strategic Investment Plan, a set of KPIs and targets will be identified.”

2.9 In these tables (shown below in Figure 2.1) the SIP introduces the idea of using ‘Theory of Change’ models. In simplistic terms the Theory of Change enables you to consider the inputs, outputs, outcomes and impacts of a scheme, policy or programme through a logic map approach. The intention being that by monitoring what’s going into and coming out of an investment plan it ought to be possible to see the intended impacts when evaluating what’s changed.

Figure 2.1: Example transport investment ‘theory of change’



2.10 The tables presented in the SIP provide theory of change models/maps for four different categories of intervention from the programme:

- Rail
- Bus, ferry, mass transit and shared mobility
- Active travel, micromobility and demand management
- Highways

2.11 These referenced tables are shown Tables 2.2 to 2.5 overleaf and demonstrate that the SIP goes further than the Strategy and is recommending that TfSE monitor and evaluate the programme against metrics which would cover the four stages of the Theory of Change model.

Table 2.2: Theory of change model for rail

Table 5: Theory of Change Monitoring and Evaluation Framework Key Performance Indicators - rail			
Inputs	Outputs	Outcomes	Impacts
<ul style="list-style-type: none"> • Integrated planning for transport, land use and wider policy • Policy and guidance shaping the nature of the interventions developed • Funding invested in rail • Staff resource to create, design and deliver schemes 	<ul style="list-style-type: none"> • Delivery of Global Policy Interventions: reduction in public transport fares • Delivery of rail Interventions: capacity (seats, services per hour), and connectivity (better journey times, frequencies, direct/indirect services, 'turn up and go' service, internet connectivity) 	<ul style="list-style-type: none"> • Journey Time/Reliability: improvements for specific groups, perturbation recovery • Demand: increased public transport usage • Modal shift: public transport mode share increased, move to non-caron emitting transport modes • Resilience and performance: Operating performance indicators (e.g. minutes delay/early, cancelations, etc.) • Quality: Customer Satisfaction Surveys, Service Quality Regimes, Mystery Shopper Regimes, other "trust" related/reliable indicators, enhanced interchange • Accessibility: improvement for all passengers, especially people with protected characteristics. number of fully accessible stops and stations, portion of buses, ferries, trams and other vehicles that are fully accessible • Affordability: Affordable fares for all, new products to make attractive • Revenue: Revenue raised per annum 	<ul style="list-style-type: none"> • Reduced carbon emissions to net-zero: reduced trip rates, higher sustainable transport mode share, fewer private vehicle kilometres, lower or zero emission per vehicle kilometre • Productivity: Boosted through better skills matching, knowledge sharing and agglomeration • Reduce poverty: for all residents and enable the "levelling up" of socioeconomic outcomes. • More financially sustainable public transport: Portion of operating costs recovered through revenue • Realisation of TfSE's Vision and Objectives presented in Part 4 of this Plan • Resolution of the Problem Statements identified in Part 4 of this Plan

Table 2.3: Theory of change model for bus, ferry, mass transit and shared mobility

Table 5: Theory of Change Monitoring and Evaluation Framework Key Performance Indicators – bus, ferry, mass transit and shared mobility			
Inputs	Outputs	Outcomes	Impacts
<ul style="list-style-type: none"> • Integrated planning for transport, land use and wider policy • Policy and guidance shaping the nature of the interventions developed • Funding invested in bus, ferry, mass transit and shared mobility • Staff resource to create, design and deliver schemes 	<ul style="list-style-type: none"> • Delivery of Global Policy Interventions: reduction in public transport fares • Delivery of bus, ferry, mass transit and shared mobility Interventions: capacity (seats, services per hour), and connectivity (better journey times, frequencies, direct/indirect services, 'turn up and go' service, internet connectivity) 	<ul style="list-style-type: none"> • Journey Time/Reliability: improvements for specific groups, perturbation recovery • Demand: increased public transport usage • Modal shift: public transport mode share increased, move to non-caron emitting transport modes • Resilience and performance: Operating performance indicators (e.g. minutes delay/early, cancelations, etc.) • Quality: Customer Satisfaction Surveys, Service Quality Regimes, Mystery Shopper Regimes, other "trust" related/reliable indicators, enhanced interchange • Accessibility and reduced community severance: improvement for all passengers and communities, especially for people with protected characteristics -number of fully accessible stops and stations, portion of buses, ferries, trams and other vehicles that are fully accessible • Affordability: Affordable fares for all, new products to make attractive • Revenue: Revenue raised per annum 	<ul style="list-style-type: none"> • Reduced carbon emissions to net-zero: reduced trip rates, higher sustainable transport mode share, fewer private vehicle kilometres, lower or zero emission per vehicle kilometre • Productivity: Boosted through better skills matching, knowledge sharing and agglomeration • Reduced poverty: for all residents and enable the "levelling up" of socioeconomic outcomes. • More financially sustainable public transport: Portion of operating costs recovered through revenue • Realisation of TfSE's Vision and Objectives presented in Part 4 of this Plan • Resolution of the Problem Statements identified in Part 4 of this Plan

Table 2.4: Theory of change model for active travel, micromobility and demand management

Table 5: Theory of Change Monitoring and Evaluation Framework Key Performance Indicators – active travel, micromobility and demand management			
Inputs	Outputs	Outcomes	Impacts
<ul style="list-style-type: none"> • Integrated planning for transport, land use and wider policy • Policy and guidance shaping the nature of the interventions developed • Funding invested in Active Travel and Micromobility • Staff resource to create, design and deliver schemes 	<ul style="list-style-type: none"> • Delivery of Global interventions: including national and local road user charging, increased digital connectivity, and accelerated roll-out and take-up of active travel, shared mobility, and micro-transit solutions • Delivery of Active Travel, Public Realm and Micromobility Interventions: kilometres of safe and convenient routes; number of cycle hubs and parking; number of public transport hubs well served by active travel routes; number of behavioural change initiatives delivered. 	<ul style="list-style-type: none"> • Trip rates: reduced demand for travel • Increases in Active Travel and Micromobility: More people are walking, cycling or using micromobility due to new infrastructure • Motor traffic volumes reduced: Due to fewer people are driving shorter trips (or driving less often) • Improved connectivity: Increased ability for people to access local services by walking, cycling or micromobility • Increased accessibility to public transport: Greater access to public transport as part of multi-modal journeys 	<ul style="list-style-type: none"> • Reduced carbon emissions to net-zero: reduced trip rates, higher sustainable transport mode share, fewer private vehicle kilometres, lower or zero emission per vehicle kilometre • Improved air quality: Due to fewer people driving and reduction in congestion • Reduced congestion: Due to fewer people driving local journeys • Road safety improved: Due to high quality routes protecting people cycling from motor traffic • Public health improved: Due to more people getting exercise while using Active Travel or Micromobility modes • Realisation of TfSE's Vision and Objectives presented in Part 3 of this Plan • Resolution of the Problem Statements identified in Part 4 of this Plan

Table 2.5: Theory of change model for highways

Table 5: Theory of Change Monitoring and Evaluation Framework Key Performance Indicators - highways			
Inputs	Outputs	Outcomes	Impacts
<ul style="list-style-type: none"> • Funding invested in highways packages • Delivery of interventions 	<ul style="list-style-type: none"> • Connectivity: Faster average journey times (e.g. between Eastbourne and Chichester) • Capacity: Appropriate capacity is provided for normal demand • Reduced conflicts: Fewer flat junctions, right hand turns, and roundabouts 	<ul style="list-style-type: none"> • Reliability: Journey Time Reliability • Safety: Reduced collisions and injuries (KSI) • Air quality: Reduced particulate, SOx and NOx emissions. • Other transport interventions are easier to deliver – especially those requiring road space reallocation such as bus and active travel. 	<ul style="list-style-type: none"> • Improved place: Highways in built up areas are better suited to the needs of residents, especially vulnerable users • Agglomeration: More efficient allocation and sharing of resources within and across the region • Realisation of TfSE's Vision and Objectives presented in Part 3 of this Plan • Resolution of the Problem Statements identified in Part 3 of this Plan

3 High level considerations for monitoring and evaluation

Why TfSE's Transport Strategy and Strategic Investment Plan are not like a Local Transport Plan

- 3.1 A traditional Local Transport Plan (LTP) would include a monitoring and evaluation plan which would set indicators/targets associated with the package of interventions set out in the LTP to demonstrate that what was promised is being delivered and that those schemes/policies are meeting the stated objectives.
- 3.2 There are two principal difficulties in thinking about monitoring the performance of TfSE's strategy in a similar way to an LTP, in terms of setting formal KPIs and targets/trajectories.
- 3.3 Firstly, funding and delivery of the plan is not in the direct control of TfSE. They are dependent on national, local and private sector bodies to fund and deliver infrastructure and operate services. The SIP is dependent on other bodies making decisions out of the direct control of TfSE and therefore it does not directly control delivery of the interventions and realisation of the priorities. In addition, many of the interventions in TfSE's Transport Strategy will take several years to deliver, even those with funding commitments. Hence it could be some considerable time before projects are delivered and outputs/outcomes/impacts can be demonstrated which can be specifically attributed to the Transport Strategy.
- 3.4 Secondly, many of the objectives set are, by necessity, quite high level (e.g. the desire for carbon emissions to reduce or to see productivity improve in the region). These are very 'big-picture' outcomes which are impacted by many facets and not necessarily easily attributable to TfSE's strategy; albeit the 'theory of change' element of the Strategic Investment Plan demonstrates how the ideas promoted will, if implemented, have an impact on the desired objectives. For example: the current cost of living crisis is likely to have a direct impact on how much people travel (as always happens in times of economic shock) and hence some of the outcomes desired by TfSE may move in the 'right' direction – carbon is likely to reduce due to fewer vehicle trips, which in turn may positively impact congestion and network reliability. When the current crisis abates, and the country returns to more of a steady-state we're likely to see the opposite effect. Neither the short nor medium term changes can be attributed TfSE and delivery of its Strategic Investment Plan, because of these externalities.
- 3.5 These issues could cause challenges for TfSE down the line. If a monitoring and evaluation plan and report is promoted as the 'TfSE Strategy Monitoring & Evaluation Plan' and metrics are shown to be going in the wrong direction (e.g. car mode share or rail reliability) then TfSE's strategy could be held up as being ineffective. This would be unfair to TfSE for both of the above reasons. TfSE's strategy may well be nudging certain metrics in the right direction but its effect is unlikely to be able to be identified and attributed.

Opportunities to demonstrate the 'health' of the South East

- 3.6 Despite these challenges there is a clear gap in monitoring the health/performance of the South East region which TfSE can fill. TfSE could add considerable value to its regional partnership by providing an annual report which collates and presents a number of big-picture metrics (such as around the economy, environment and social inclusion) as well as more specific transport-led outputs which are directly linked to the stated objectives of the Strategy. This annual report could set trajectories for those metrics and demonstrate each year whether the region as a whole is on or off trajectory.
- 3.7 This annual report, and its associated data, will be valuable to the region to help guide future iterations of the Transport Strategy, LTPs and Local Plans etc. If the partners of the region can easily identify where they collectively are against a desired direction of travel then they have the opportunity to change their plans and policies, if need be, to help get back on track; and/or understand how externalities (such as national economic performance) may be the drivers of change.
- 3.8 If this report is presented as a whole-of-region annual monitoring report, as opposed to specifically a TfSE Strategy monitoring report, then there should be no confusion around the role of TfSE's Strategy itself in the region's performance.
- 3.9 A further advantage of this approach is that the 'report' could be supported by a dashboard of transport metrics which link back to broad aspirations of the Transport Strategy.
- 3.10 Ideas for metrics, data and the potential target setting which could be included are discussed later in this report.

4 Outcomes of TfSE Transport Strategy Working Group Workshop

Background to workshop

- 4.1 TfSE wanted to test the appetite and ideas of their partnership on the topic of how the Strategy and SIP ought to be monitored and evaluated.
- 4.2 The workshop was held virtually on the 1st December 2022 and was well attended by officers from TfSE partner authorities.
- 4.3 The workshop took attendees through the information described in Sections 2 and 3 of this report and then asked them their views on a series of topics. The format of the workshop was that attendees were asked to agree or disagree with statements, which were then used to stimulate a more general discussion on the views of the group.

Statements and views

- 4.4 In the workshop a series of statements were read out and attendees were asked to raise something green if they agreed, or something red if they disagreed. The intention was to firstly get the temperature of the room on specific issues, but more it was used as a mechanism to draw out specific views.

Roles and responsibilities

- 4.5 The first area of discussion was around the extent to which TfSE should be held to account for both delivering the SIP and delivering the outcomes the SIP and Strategy were seeking.

TfSE should be held responsible for delivery of the Strategic Investment Plan

- 4.6 This statement garnered a range of views and a very interesting discussion. Broadly, views in the room were quite split. The discussion focused on the role and responsibilities of TfSE and some introspection about whether TfSE is a single entity or if it should be considered the sum of its parts.
- 4.7 The discussion culminated to a point where the partners in the room were saying that the SIP was something which was not the responsibility of TfSE as an entity to deliver, but it should be used to hold the individual partner authorities to account. They needed to demonstrate that they were delivering the schemes they have identified as being strategically important for the whole region. Most attendees were therefore comfortable that TfSE as a partnership should be held responsible for delivering the SIP.

TfSE should be held responsible for meeting the KPIs in the Transport Strategy and the SIP & meeting the overall 2050 vision

- 4.8 This statement generated a similar response and conversation to the last. There was recognition that some of the KPIs or impacts were either less directly affected by the TfSE Strategy or any measured change would be almost impossible to attribute to the Strategy. Nonetheless, the general feeling in the room was that it would be important to demonstrate the progress against the indicators shown in the Strategy and the SIP so that future updates to those documents could see whether certain policy choices needed to be pushed harder.

Targets and trajectories

- 4.9 The discussion then moved on to whether TfSE ought to be setting targets and trajectories under certain topics. For the purposes of stimulating discussion four areas were suggested, although the general principle was to test the appetite in the room for targets and trajectories to be set.

TfSE should set a target and trajectory for transport carbon emissions

- 4.10 This statement was almost universally supported in the room. Partners felt very strongly that the region should be setting a target and trajectory for carbon emissions, and this should be monitored annually.

TfSE should set a target for regional economic growth and/or productivity

- 4.11 This statement created the complete opposite response to the previous. There were strong views that TfSE was not the right place to set a target for economic indicators.

TfSE should set a target for regional non-car mode share

- 4.12 There was a split in the room on this issue. Several attendees felt that there ought to be regional targets set on indicators like this, but there was also a recognition in the room that due to the different nature of each authority it could be difficult to set a regional target unless each LA sets their own local target. It was acknowledged that large urban areas would need to set targets which were much higher than more rural areas in order for an overall target to be set.

TfSE should set a target for the accessibility of new housebuilding

- 4.13 Again, a split in the room with this one. It was acknowledged that perhaps 'target' was not the right terminology for this issue and perhaps there ought to be guidance set at the regional level. However, given that TfSE was not yet a statutory body any guidance set could only be advisory anyway. There were other views in the room that this was perhaps not a space for TfSE to be in and that it ought to continue to be dealt with between the relevant planning and transport authorities.
- 4.14 Overall, the discussion on targets and trajectories concluded that TfSE should set some targets but consideration should be given as to which indicators firstly lend themselves to target setting and secondly whether it was appropriate for TfSE to set a target. All attendees acknowledged that any target set would need to be done through the appropriate TfSE governance structure.

Format of annual monitoring reporting

- 4.15 The next area of discussion at the workshop was around how TfSE could go about collecting data and presenting performance against indicators. Attendees were taken through some slides which offered some examples of where data might come from against indicators under the three themes of ‘Economy, Society and Environment’ and floated the idea of an annual region-wide monitoring report, similar to that discussed in Section 3.2 above. They were then presented with the following statements:

TfSE should publish an annual ‘State of the Region’ monitoring report

- 4.16 This was universally accepted as the right approach. There was some discussion as to whether it ought to be annual or bi-annual, given that often the indicators discussed can move quite slowly and the nature of infrastructure investment and delivery it was likely that not much change could be shown on an annual basis.

The report should be badged as a ‘TfSE Strategy Monitoring and Evaluation Report’

- 4.17 The discussion here was very interesting, there were some strong views either way. The discussion was similar to those earlier on around the roles and responsibilities of TfSE. Some in the room acknowledged that it could be very difficult to attribute change in many indicators/metrics to TfSE’s Strategy and hence the report might be best as not directly linked to the Strategy. However, others felt that the impacts of the Strategy do need to be monitored and the partnership as a whole should be held to account.

Monitoring scheme delivery and evaluating performance

- 4.18 The next and final part of the workshop sought views on whether TfSE’s annual or bi-annual reporting ought to include progress updates on specific schemes. Essentially monitoring the delivery progress of the SIP. There was also a discussion around how the region could improve on evaluating the performance of delivered schemes.

TfSE should monitor the progress of schemes (from all promoters) and publish updates against expectations

- 4.19 Most attendees in the room felt that TfSE should be collating progress updates on schemes identified in the SIP. This would include individual LAs submitting their progress on names schemes and TfSE collating this information into an annual or bi-annual report. To do this a more detailed programme will need to be developed for the schemes in the ‘short-term’ category in the SIP, to understand when their main gateway stages are likely (including Feasibility Studies, SOBC submission, OBC, Funding Decisions, Powers/Consents, FBC, etc). This would then form the basis of monitoring whether schemes are progressing to programme or not.

All schemes in the SIP should routinely undergo post-opening project evaluation (POPE), which TfSE should collate and publish

- 4.20 This statement generated a discussion around the relative merits of properly evaluating the performance of schemes but also the revenue commitment / burden this puts on authorities. The general feeling in the room was that in principle it would be good if TfSE could support Local Transport Authorities to evaluate the outputs and impacts of their schemes and that it could be a useful evidence base if TfSE could also collate information in a similar way to how National Highways do for their (POPE) programme.
- 4.21 TfSE officers agreed to take this idea away and consider how the future ‘Centre of Excellence’ programme could support project evaluations and lessons learned.

Outcomes of the workshop

4.22 The important outcomes/actions from the workshop were:

- TfSE and its Partnership Board should take responsibility for the delivery and performance of the Transport Strategy and SIP as they are the appropriate mechanism to hold delivery partners to account.
- Setting targets and trajectories should be on a ‘horses for courses’ basis – there could be a number of indicators or metrics where target setting may seem appropriate.
- Any targets set for TfSE would need to be endorsed through the TfSE governance structure.
- TfSE should generate a monitoring report (either annual or bi-annual) which shows the general progress of the region against indicators and metrics identified in the Transport Strategy and SIP.
- Partners agreed that TfSE should collate and publish SIP delivery monitoring, which will require partners to present a programme for their schemes and TfSE to monitor progress against key milestones.
- There could be a role for TfSE in the future to help Local Transport Authorities monitor and evaluate the outputs, outcomes and impacts of their schemes through guidance, training, data collection, and/or grant funding.

5 Recommendations for data, metrics and targets

Data

- 5.1 The following table presents some recommendations on how the TfSE partnership might approach the development of a 'state of the region' annual monitoring report. Here we present the recommended metrics which could be collated each year to demonstrate where the region is and where it is headed; where the data would be sourced from each year and whether it is appropriate and possible for TfSE to set 2050 targets and trajectories for each of those metrics.
- 5.2 Some of this data could be presented in the annual report stand alone, compared with national averages and the performance of other UK regions.
- 5.3 We have put forward ideas of metrics which match TfSE's high-level objectives, although some don't lend themselves neatly to target and trajectory setting.
- 5.4 We have indicated as a simple 'RAG' rating for each metric whether we believe they may be more or less appropriate for TfSE to set targets and trajectories, or whether they're best left as simply monitored annually, with some commentary on performance compared to previous years. Green indicates where we believe there is sufficient data and a good cause for TfSE establishing a target, Amber is where a target may be possible but it could be difficult to establish, and Red is where we believe that a target may not be appropriate. However, in all cases the TfSE partnership will need to agree on the targets and trajectories set.

Table 5.1: Theory of change model for active travel, micromobility and demand management

Theme	State of the Region Metric	Annual Data Source	Historic data available?	Commentary on a possible 2050 target and a trajectory
<p>Economy</p> <p>Seeking to demonstrate that the TfSE region is moving forward in terms of economic growth and productivity.</p> <p>Metrics are linked to those for which connectivity is highly important.</p>	Productivity	ONS - GVA Per worker	Yes – ONS and the Cambridge Econometrics data	<p>A 2050 target could be set by the region based on some simple criteria:</p> <ul style="list-style-type: none"> • Historical trend-based target • An aspirational target set by the region, seeking to show how the region may want to become more productive over time, over and above a trend. • The trajectory to this target could be based on some assumptions of any ‘big moves’, in either committed or planned infrastructure (e.g. Lower Thames Crossing opening), or based on an assumption of a gradual shift in the economy to more productive jobs. • Analysis of SEELUM runs could be used to create this trajectory. <p>However – given the views at the workshop it was felt strongly that TfSE should not be setting economic targets for the region.</p>
	Jobs (by targeted industry sector)	NOMIS – industry sector workers	Yes – NOMIS and the Cambridge Econometrics data	<p>A 2050 target could be set using the Cambridge Econometrics forecasts commissioned as part of TfSE connectivity review. This data provides a comprehensive forecast of different industry sectors against a number of scenarios. It would be relatively simple to use these and monitor each year where the region lies against the forecast.</p> <p>The data may need refreshing, having originally been done in 2017, in order to use as a reliable forecast.</p> <p>However – given the views at the workshop it was felt strongly that TfSE should not be setting economic targets for the region.</p>
	Exports	ONS - <u>Exporters and importers by regional breakdown (Annual Business Survey) - Office for National Statistics (ons.gov.uk)</u>	Yes – data goes back to 2017	<p>This could be a difficult one to set a target for. It would need a broad consensus from the TfSE partnership on what kind of economic conditions they want to create and how that might translate into a region which exports more/less.</p> <p>A simple trend-based trajectory might be possible, but with data only going back to 2017 it may not be particularly useful</p> <p>However – given the views at the workshop it was felt strongly that TfSE should not be setting economic targets for the region.</p>

Theme	State of the Region Metric	Annual Data Source	Historic data available?	Commentary on a possible 2050 target and a trajectory
	Start ups – this is a useful measure of how attractive a region is to new businesses	ONS – Business demography data Business demography, quarterly experimental statistics, UK - Office for National Statistics (ons.gov.uk)	Yes – data goes back to 2017	As above, this would be a useful regional measure of economic activity but potentially a difficult one for TfSE to set a target and trajectory for. A simple trend-based trajectory might be possible, but with data only going back to 2017 it may not be particularly useful. However – given the views at the workshop it was felt strongly that TfSE should not be setting economic targets for the region.
Society Seeking to demonstrate that the TfSE region is becoming a more equitable society: That jobs growth is benefiting those most in need and that health inequalities are being improved through a more active population.	Unemployment	ONS – Modelled unemployment	Yes - ONS	This may not be something that TfSE can or want to set a target for, but it is a useful measure of regional economic performance; particularly when set against other regions or the UK average. Potentially an annual metric, rather than a target and trajectory. However – given the views at the workshop it was felt strongly that TfSE should not be setting economic targets for the region.
	Access to Further Education	Number of people from left behind places who can access Further Education establishments within 30/45 mins by public transport https://www.gov.uk/government/statistical-data-sets/journey-time-statistics-data-tables-jts#journey-times-to-key-services-by-local-authority-jts04	Yes – data goes back to 2014, Data doesn't seem to be published annually.	This is something that TfSE partners could set a 2050, plus interim, targets for. Likely it would need to be built from the bottom-up as different local authorities may have different local targets from LTPs. It could be measured annually by a refreshed analysis of accessibility to further education using the most up to date population, education and public transport data sets.


Theme	State of the Region Metric	Annual Data Source	Historic data available?	Commentary on a possible 2050 target and a trajectory
	Average Income	ONS – Gross disposable household income by authority	Yes – data back to 1998	<p>For this metric it could be relatively straightforward to create both a ‘business as usual’ (BAU) trajectory based on either forecast inflation or GDP, and an aspirational trajectory could be established which tracks ahead of inflation as sign that the region is seeking to raise income levels faster. This would need to be agreed and endorsed by the partnership.</p> <p>However – given the views at the workshop it was felt strongly that TfSE should not be setting economic targets for the region.</p>
	Health	Adult inactivity levels – possibly available at: https://ukdataservice.ac.uk/find-data/browse/health/ https://digital.nhs.uk/data-and-information/publications/statistical/statistics-on-obesity-physical-activity-and-diet/england-2020	Yes – data goes back to 2015	<p>For this metric TfSE could utilise the Public Health Outcomes Framework from DoH to establish trajectories for indicators which are linked to improving the level of activity (as an indicator of people walking/cycling more) e.g. obesity etc. This could be done at a whole of partnership level, or could be done from the bottom-up as individual local authorities set targets from LTPs and other health policies.</p>



Theme	State of the Region Metric	Annual Data Source	Historic data available?	Commentary on a possible 2050 target and a trajectory
Environment Seeking to demonstrate how the TfSE region is both reducing its impact on climate change, air pollution and having a positive impact on important natural capital.	Carbon Generally and Specifically from Transport	BEIS Published Carbon Emissions	Yes – from BEIS datasets	There are a number of targets or trajectories that TfSE could use to monitor the region on; the partnership would need to agree and adopt one. Earlier work by Steer on emissions trajectories have presented some options for this trajectory. The partnership could choose whether to follow either the CCC’s 6 th Carbon Budget, the DfT’s Transport Decarbonisation Plan or a bespoke trajectory established and agreed by the TfSE partnership.
	Air Quality	No. of people living in areas of exceedance – data collected and presented here: ENV02 - Air quality statistics - GOV.UK (www.gov.uk) use GIS to measure population in each area	Yes	EU standards set limits for exceedance, which is still the law in the UK; despite BREXIT. EU air quality standards (europa.eu) This therefore sets the minimum targets for any area to meet. TfSE may wish to set higher targets for later years in order to set a trajectory. The Government statistics provide the data which can be used to do GIS analysis on the number of people living within areas of exceedance. This would be a simple GIS analysis exercise each year.
	Habitat	DEFRA publish national statistics, so it could be possible to get regional data from them. Needs further investigation. https://www.gov.uk/government/statistics/eng-land-biodiversity-indicators	It does appear from DEFRA reports that historical data is available. But it’s not known at what granular scale.	Until there’s a conversation with DEFRA about the detail of what data they hold it’s not possible to know what can be measured or whether it can be used to set targets and trajectories. If it were possible to get local data from DEFRA then TfSE may want to set a target based either on historical trends, and/or a partner-led aspiration. However, whilst improvement to habitats is a stated objective of the TfSE strategy it’s unlikely that there will be much causal link between the kinds of habitats monitored by DEFRA and the types of investment sought by the TfSE strategy. It may be best therefore to simply monitor and present this information, and not set a target for it.



Transport specific metrics – potential for target and trajectory setting



5.5 The following table discusses transport-specific metrics which could be monitored annually by TfSE. These have been linked to the specific Challenge Priorities outlined in the Transport Strategy. The intention is to provide a snap-shot of how the region is performing; whilst not necessarily linking directly to the success or failure of TfSE’s strategy. As with the more high-level metrics discussed above, some of these lend themselves more readily to target setting than others, but we believe all could be monitored and reported annually. We have applied the same RAG rating to each, as can be seen it is our view that several of these do not easily lend themselves to TfSE setting a target but this is for discussion with the TfSE partnership.

Table 5.2: Outcome and impact indicator ideas for Annual Report transport dashboard

TfSE Challenge Priority	Indicator from Transport Strategy	Dashboard Data	Source	Commentary on target setting
Decarbonisation and Environment 	Carbon emissions from transport	BEIS Carbon Data Take up of EVs in the region Delivery of EV charging infrastructure	https://www.gov.uk/government/col-lections/uk-local-authority-and-regional-greenhouse-gas-emissions-national-statistics https://www.gov.uk/government/statistical-data-sets/vehicle-licensing-statistics-data-tables https://www.gov.uk/government/statistics/electric-vehicle-charging-device-statistics-july-2022	Discussed above – targets and trajectories are relatively easy to set for this metric. The discussion will be with the TfSE partnership as to whether they want to set a target which is faster than the Government’s. TfSE could set targets for a shift away from single occupancy car use – much like many local authorities do in Local Transport Plans. Easily monitored through the national travel survey (every two years).
	Greater use of lower emission transport	A number of metrics combined to give a picture of a move away from single occupancy car use: Walk/cycle Increased vehicle occupancy Public transport use	Govt Office for Health Improvement and Disparities: Physical Activity - Data - OHID (phe.org.uk) National Travel Survey data – South East Region Specific	

TfSE Challenge Priority	Indicator from Transport Strategy	Dashboard Data	Source	Commentary on target setting
	Adaptation to climate change	Events linked to climate – e.g. closure of roads/rail due to flooding or excess heat etc	Needs a discussion with National Highways, Network Rail and ORR to ascertain what data they collect but don't currently publish.	TfSE could set a target for these disruptions to reduce over time. However, it could be a difficult one to measure performance if the data is not collected.
	Bio-diversity net-gain	No. of transport projects delivered with a net-gain	Collation of local authority and national govt. project delivery data	TfSE may wish to set a target which states something along the lines of: <i>by 2030 (as an example) all transport infrastructure delivered in-region will have a 10% net-gain of biodiversity.</i> This is already law for nationally significant infrastructure projects, but not yet for smaller or local schemes.
Adapting to a New Normal 	Viability of public transport services	PT usage statistics	NTS data – but only updated bi-annually. ORR Station Usage statistics, Annual Bus statistics	TfSE may wish to set targets for local public transport use. Perhaps from the bottom-up from individual aspirations in new LTPs? This would be on a background of historically declining bus use and whilst rail use was at an all-time high before the pandemic it has not recovered to those levels yet.
	New relationship with EU	Congestion / delays at key ports – number of major incidents	Needs a discussion with National Highways and DfT to ascertain what data they collect but don't currently publish.	It's unlikely that this metric would lend itself to a target but if any data were available then it would be useful to present annually and compare to previous years.
Levelling Up Left Behind Communities 	Affordability of public transport	Average daily bus fare as proportion of household income Number of people using smart ticketing products	ORR and Annual bus statistics	TfSE could discuss and set a target for this metric. Although fare setting is currently not in the control of any of the TfSE partners. It could be an indicator to demonstrate where the partnership would like to see the industry go. Seeing the outcomes of the planned three month trial of fixed £2 bus fares by the DfT would be useful to inform this metric.

TfSE Challenge Priority	Indicator from Transport Strategy	Dashboard Data	Source	Commentary on target setting
	Accessibility of left-behind places	Proportion of people living in the most deprived areas who can access key services within 30 mins by PT – definition of key services TBC	Would require annual TRACC analysis with most up to date PT services. Would only show a difference if there has been a material change in PT provision. Changes likely to be quite small if looked at annually.	Targets for this metric would more likely sit at a local level, rather than at the region. However, a regional target could be built up from local ones set in LTPs.
	Road Safety	High level road safety statistics used as a measure of quality of life	DfT Road Safety Statistics	Could follow the likes of Kent who have adopted a ‘vision zero’ target by 2050 with a 50% reduction in KSIs by 2030.
Regeneration and Growth 	Accessible housing delivered	Proportion of new dwellings delivered in ‘high accessibility’ areas	The definition of ‘highly accessible’ area linked to the services and job opportunities accessible within a certain time by public transport. Locally collected data would be required on where new housing is delivered and how many.	This could be measured at a 2022 baseline and then repeated annually using TRACC and up to date PT provision/timetables. It would be relatively simple for TfSE to set a target and measure this. But it would need to be agreed across the partnership.
East-West Connectivity 	Journey times by rail travelling east-west between major conurbations	Journey times by rail travelling east-west between major conurbations	Timetable data and ORR reliability data https://dataportal.orr.gov.uk/statistics/performance/passenger-rail-performance/	TfSE could set a target based on conditional outputs of journey times and frequency of service. However, this would not change annually unless there had been specific investment in infrastructure.
	Journey times and reliability by highway travelling east-west between major conurbations	Journey times by highway travelling east-west between major conurbations	DfT Congestion Data (Trafficmaster)	TfSE could set a target based on conditional outputs of journey times and reliability. Caution should be applied that this target is not simply used to create an ask for investment as other measures (e.g. demand management) could be used to achieve targets.

TfSE Challenge Priority	Indicator from Transport Strategy	Dashboard Data	Source	Commentary on target setting
Resilient Radial Corridors 	Journey time reliability on radial rail corridors	Journey time reliability on radial rail corridors	https://dataportal.orr.gov.uk/statistics/performance/passenger-rail-performance/	TfSE could set a target based on conditional outputs of journey times and frequency of service. However, this would not change annually unless there had been specific investment in infrastructure.
	Journey time reliability on radial road corridors	Journey time reliability on radial road corridors	DfT Congestion Data (Trafficmaster)	TfSE could set a target based on conditional outputs of journey times and reliability. Caution should be applied that this target is not simply used to create an ask for investment as other measures (e.g. demand management) could be used to achieve targets.
Freight and Global Gateways 	PT Accessibility to Heathrow, Gatwick and Southampton	Number of people living within one hour's travel time by PT (including access) of each airport	Annual analysis of accessibility using TRACC and up to date PT service data	A simple metric to collate and present each year, but possibly not one conducive to target setting.
	Highway journey times to key freight ports	Maximum distance travelable within 4 hours of the port	DfT Congestion Data (Trafficmaster)	TfSE could set a target based on conditional outputs of journey times and reliability. Caution should be applied that this target is not simply used to create an ask for investment as other measures (e.g. demand management) could be used to achieve targets.
	Freight impacts on road network	Proportion of freight on the SRN and MRN to indicate where it is having the biggest impact.	DfT Road Freight Statistics	N/A

Monitoring high-level delivery metrics

- 5.6 In addition to performance metrics, as described above, the TfSE annual monitoring report could also provide a snapshot of what has been delivered across the partnership each year. This would be both an indicator of the progress of the specific schemes named in the SIP (discussed more in Section 6), but also more generally how much the provision of transport is changing for the residents and businesses of the region. Presenting this information would require an annual collation of what all delivery partners (local authorities, national highways, network rail, developers etc) have completed. Some simplistic metrics could be developed which aim to get across the scale of what has been delivered in the region in any one year. Some initial ideas for this are presented below in Table 5.3 below, but this can be refined in discussions with delivery partners.

Table 5.3: Output indicator ideas for Annual Report transport dashboard

Transport Mode	Infrastructure delivered
Cycle	Length of joined up LTN 1/20 compliant cycleways delivered
Bus	Length of bus priority Diesel buses replaced with zero emission vehicles
Mass transit	Length of mass transit
Rail	Named schemes and outcomes delivered Length of electrification New stations
Highway	Named schemes and multi-modal outcomes delivered
Ticketing	New products available, particularly supporting multi-modal or 'MaaS'
Electric Vehicle Infrastructure	Publicly available charge points

6 Monitoring and evaluating schemes in the SIP

Recommendations from the workshop

- 6.1 As discussed in Section 4, the issue of whether TfSE should monitor the progress of schemes in the SIP was discussed in the officer workshop. The general consensus was that TfSE ought to be collating progress updates on all of the schemes in the SIP, focusing on those designated as 'short term'. This would mean them publishing progress against programme for all schemes, for all delivery partners.
- 6.2 The workshop also came out with a recommendation that TfSE should explore how they can support more detailed scheme evaluation to enable the region as a whole to learn lessons of what has worked and what has not.

Setting a programme to monitor against

- 6.3 If TfSE are to monitor deliver of schemes in the SIP then it will need to establish a programme which can be monitored. There currently isn't sufficient detail in the SIP to be able to monitor progress. It is recommended that all schemes designated as 'short term' should identify some simple milestones to create a high-level programme. Some milestones could include:
- Feasibility study
 - Strategic outline business case (SOBC) completion
 - Approval to move to outline business case (OBC)
 - OBC completion (including surveys, modelling, design work and engagement)
 - Funding decision
 - Powers / Consents (if appropriate)
 - Full business case (FBC) completion (post procurement)
 - Works commence
 - Scheme opening
- 6.4 This information would need to be collated for all schemes and then the annual or bi-annual regional monitoring report would present progress against the milestones.

Supporting scheme evaluation

- 6.5 At the workshop attendees acknowledged that detailed scheme evaluation (i.e. properly understanding the outturn outcomes and impacts of a scheme) is extremely valuable but unfortunately rarely happens. It is a quite revenue intensive exercise and authorities often struggle to fund it, or sometimes when funds have been set aside to do a post-opening study of some sort then it can be difficult to hold on to those funds when there are so many competing demands.

- 6.6 An aspiration for TfSE could be to establish something akin to National Highway's 'Post Opening Project Evaluation' (POPE) programme; where they routinely evaluate major schemes one-year and five-years after opening and publish a 'meta' report which collates all outturn data to present a programme evaluation. Attendees of the workshop agreed that this is a good idea in principle but would need to know what it means in practice (i.e. what revenue commitments they may need to make).
- 6.7 TfSE agreed to take the idea away and explore how their emerging 'Centre of Excellence' programme may be able to support evaluation of schemes in the SIP.

7 Overall recommendations and next steps

Establish a monitoring regime and report – outcomes and impacts

- 7.1 A clear recommendation from this work is that TfSE should monitor how the region as a whole is performing against the kinds of metrics and indicators shown in the SIP and the Strategy. The idea put forward is that TfSE should publish a ‘State of the Region’ report which pulls together publicly available data, with a minimum amount of complex/bespoke analysis (i.e. that is doesn’t become a significant revenue burden to produce).
- 7.2 There is still a decision to be made as to whether this report should be produced annually or bi-annually. However, given that many of the metrics or indicators are unlikely to change significantly from one year to the next (unless there has been some significant intervention or external shock) then our recommendation would be to produce this report bi-annually.

Agree and set targets and trajectories

- 7.3 There was much discussion at the officer workshop on the issue of whether TfSE ought to be setting targets and trajectories for certain key metrics and indicators. The consensus was that they should, but not for everything. A next step therefore is that TfSE should develop some draft targets and trajectories for specific metrics and get these agreed and endorsed by the partnership governance structure.

Develop a SIP delivery programme – inputs and outputs

- 7.4 If TfSE are to monitor and publish progress against a SIP delivery programme then there is some work to do to establish milestones for each scheme in the ‘short term’ category of the SIP and pull this into a programme.

Explore options for TfSE to support project evaluation

- 7.5 A key role for TfSE in the future could be to support a comprehensive programme of detailed scheme evaluation. This could be vital in future years to really understand to what extent the schemes in the SIP are delivering on the objectives of the TfSE Strategy. TfSE therefore should explore how they could fulfil this role through their emerging Centre of Excellence programme.

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