

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: **Financial Update**

Purpose of report: **To update on the budget position for Transport for the South East and approve the Business Plan for 2023/24**

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***RECOMMENDATIONS:***

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

- (1) Note the current financial position for 2022/23 to the end of February 2023, including the forecasts for end of year spend;**
- (2) Note the position on funding discussions with the Department for Transport for 2023/24;**
- (3) Agree the outline budget for 2023/24;**
- (4) Agree the Business Plan for 2023/24; and**
- (5) Agree the Annual Report for 2022/23.**

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**1. Overview**

1.1 The purpose of this report is to update the Partnership Board on the revenue budget for Transport for the South East (TfSE).

1.2 The paper provides an update on the financial position for 2022/23 to the end of February 2023, including forecasts for the projected spend at the end of the financial year.

1.3 The paper also provides an update on the discussions with the Department for Transport on grant funding for 2023/24 and proposes an outline budget for the next financial year.

1.4 The Business Plan 2023/24 and Annual Report 2022/23 are presented to the Board for approval and publication on the TfSE website.

**2. 2022/23 finance update – end of February 2022**

2.1 Following receipt of the DfT grant funding totalling £1.175m for 2021/22, with a further £550k to be drawn down by the end of March 2023, members of the Partnership Board agreed the budget for 2022/23 at the May 2022 meeting. The

budget set out plans to deliver an ambitious technical programme, including completion of the Strategic Investment Plan and commencing work on additional thematic studies and the analytical framework. The budget also included staffing costs and support costs, including communications and engagement activities and operational costs.

2.2 Appendix 1 sets out the spend position to the end of February 2023 against the agreed budget and a forecast for end of year spend.

2.3 Year to date expenditure on the technical programme amounts to just under £1.3m, including the Strategic Investment Plan, completion of the area studies and ongoing thematic work, mainly focused on freight and future mobility. A number of workstreams have commenced in 2022/23 and will conclude in the next financial year, such as the work on future mobility, bus back better and freight. The residual budget will be carried forward and ringfenced for their completion.

2.4 In March 2022, TfSE received an additional £700,000 of funding to support activity against four areas, which were decarbonisation, buses, EV charging infrastructure strategy and local capability. These workstreams are reaching a conclusion and the majority of the additional funding has been spent. There will be a small amount of carry forward into April 2023 for the final sign off and completion of these activities.

2.5 We are currently forecasting that approximately £1.8m will be spent from the technical programme by the end of March 2023. However, this is subject to change and final expenditure figures will be reported to the Partnership Board at their next meeting. Our accountable body will provide s151 sign off to the end of year accounts. A progress report will be presented to the Audit and Governance Committee at their first meeting on 25 April 2023.

2.6 Staffing costs remain slightly lower than the initial budget, which reflects the staff changes that have occurred over the last 12 months.

2.7 The forecast sets out that TfSE is likely to carry forward over £1.3m of funding. A large proportion of this funding is either committed or ringfenced for specific technical work streams, including the final costs of the SIP and additional thematic work. This is presented in the 2023/24 budget set out below.

2.8 TfSE has maintained a small reserve for a number of years. This recognises that TfSE's liabilities have increased with the recruitment of additional staff. In the event of a closure of TfSE, it is important to retain a reserve to protect the constituent authorities. It is intended that the reserve will be increased slightly each year to ensure that we have a sufficient reserve to cover potential closure costs. It is forecast that the reserve will be £361,252 at the end of March 2023.

### **3 Grant funding for 2023/24**

3.1 The DfT issued a grant letter on 14 March 2022 setting out that TfSE had an indicative funding allocation for 2023/24 (£2.065m) and 2024/25 (£2.240m). In effect this is an indicative multi year funding allocation for business planning purposes and it was noted that the funding is not yet confirmed.

3.2 The DfT have asked TfSE to use the £2.065m figure for the basis of business planning purposes for 2023/24. The intention is that TfSE will receive a grant funding letter confirming the level of funding prior to the start of the new financial year, but due to the timing of this meeting the quantum of funding is not yet confirmed. A verbal update will be provided at the meeting on further developments.

### **4. Outline budget 2023/24**

4.1 Alongside the DfT grant set out above, constituent authorities have made an important financial contribution to TfSE. A combination of the funding streams, along with the carry forward will enable us to continue to move at pace with the development and delivery of the technical programme, whilst ensuring we have sufficient resource in place to facilitate this.

4.2 Appendix 2 sets out an outline budget for 2023/24, including the key areas of the technical programme that we would like to progress, including starting a refresh of the transport strategy, development of the regional centre of excellence and the analytical framework. It also includes provision for the ongoing development of thematic work streams, such as EV charging infrastructure, future mobility and freight, as well as starting new areas of work, including active travel.

4.3 As per previous years, an allocation has been made for communications and engagement activity. This is critical to support the delivery of the SIP and ensure that we have the support and buy-in from key stakeholders. Operational costs have been included to cover travel and room hire costs. There has been an allocation of £45k against the governance work stream. This recognises that there may be some legal costs associated with the work emerging from the Audit and Governance Committee.

4.4 Core staffing costs have risen slightly to reflect that the full complement of the team will be in place for the full financial year and to reflect expected cost of living increases that will be applied to all staff salaries. As the delivery of the SIP accelerates, it is likely that additional technical resource will be required to support business case and scheme development.

4.5 The draft budget proposal also includes an uplift in reserves to just over £400k at the end of the financial year. The uplift reflects that TfSE is likely to take on additional liabilities during 2023/24.

4.6 As the grant letter is not yet confirmed and the final carry forward figure will not be available until the end of the financial year, it is proposed that the final budget proposal is presented to the Audit and Governance Committee in April 2023, with final sign off by the Partnership Board in July 2023.

## 5 Annual Report 2022/23 and Business Plan 2023/24

5.1 In line with previous years, we intend to publish both a retrospective annual report and a forward-looking business plan at the start of the new financial year. The documents are being designed in 'digital first' format; they will be hosted on the TfSE website and shared proactively with stakeholders as part of our communications and engagement activity.

5.2 The **Annual Report 2022/23** provides clarity around Transport for the South East's structure, role, vision and purpose alongside a summary of our achievements in 2022-23, as well as information on our governance, finances and the team. We will measure our success against the objectives set out in last year's Business Plan. Appendix 3 presents the draft Annual Report for approval. The financial section of the Annual Report will be updated following the sign off on the end of year accounts by the Partnership Board in July 2023.

5.3 The **Business Plan 2023/24** has been developed in conjunction with the annual budget to reflect the work priorities for the team. It also sets out the additional areas of focus that the TfSE team will work on over the next 12 months.

5.4 The draft Business Plan 2023/24 will be formally submitted to Government and published on the TfSE website following agreement by the Partnership Board.

5.5 The draft Business Plan 2023/24 is attached as Appendix 4. The Business Plan has been designed as a digital document to be viewed online. It will be published on the TfSE website and shared proactively with stakeholders as part of our communications and engagement activity.

5.6 The Business Plan 2023/24 presents a forward look at our work plan for the next 12 months. It identifies four priorities:

- Develop our **Delivery Action Plan and Analytical Framework** that will support the implementation of the schemes and interventions within our **Strategic Investment Plan**.
- Develop and publish our **Monitoring and Evaluation Framework** that will allow us to track progress against the baseline in the State of the Region report and the **Delivery Action Plan**.
- Continue to deliver four workstreams to support the DfT's priorities including; **electric vehicle charging infrastructure, local capability, Bus Back Better support** and **transport decarbonisation**.
- Develop and implement a **Regional Centre of Excellence** for the south east.

5.7 The Business Plan is supported by a more detailed work programme that is used by the TfSE team to ensure that we remain on track to deliver our priorities and milestones.

## **6 Conclusions and Recommendations**

6.1 The Partnership Board are recommended note the financial position to the end of February 2023 and the end of year projections.

6.2 Members are asked to note the current position on grant funding for 2023/24 and agree the outline draft budget for 2023/24.

6.3 The Partnership Board are asked to agree the draft annual report for publication on the TfSE website and the Business Plan 2023/24 for submission to Government.

### **RUPERT CLUBB**

**Lead Officer**

**Transport for the South East**

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Appendix 1: End of February Budget update

	Budget	Actual YTD	Forecast
<b>EXPENDITURE</b>			
Salaries (including on-costs)	850,000	668,155	732,709
<b>STAFFING</b>	<b>850,000</b>	<b>668,155</b>	<b>732,709</b>
Transport Strategy	80,000	19,902	19,902
Area Studies	563,407	485,198	563,407
Strategic Investment Plan	147,293	107,827	128,485
SIP consultation	40,000	24,000	24,000
SIP publication	30,000	0	22,000
Thematic studies	200,000	30,929	66,144
Decarbonisation Pathways	41,400	30,450	30,450
BBB - analytics	12,590	12,590	12,590
Project View	20,000	0	20,000
Future Mobility	24,000	20,129	20,129
Freight and Logistics	55,350	49,597	55,350
Analytical Framework	300,000	8,000	20,000
EV Charging Strategy	100,000	37,500	50,000
Bus Back Better	300,000	131,492	300,000
Local Capacity and Capability	300,000	289,663	300,000
Supporting DfT priorities	530,000	16,640	137,015
Other costs	30,000	27,310	30,000
Centre of Excellence Development	250,000	0	40,000
<b>TECHNICAL PROGRAMME</b>	<b>3,024,040</b>	<b>1,291,227</b>	<b>1,839,472</b>
Events	30,000	10,946	15,000
Communications	40,000	7,000	30,000
Website	10,000	542	6,000
Stakeholder Database	6,000	17	7,000
Media Subscriptions	2,500	2,005	2,500
<b>COMMUNICATIONS/ENGAGEMENT</b>	<b>88,500</b>	<b>20,510</b>	<b>60,500</b>
TfSE Governance	45,000	0	0
Operational expenses	25,000	27,370	30,000
<b>OTHER</b>	<b>70,000</b>	<b>27,370</b>	<b>30,000</b>
<b>TOTAL EXPENDITURE</b>	<b>4,032,540</b>	<b>2,007,262</b>	<b>2,662,681</b>
<b>FUNDING</b>			
22/23 Contributions	498,000	497,999	497,999
DfT Grant	1,725,000	1,175,000	1,725,000
Brought Forward From 21/22	2,170,792	2,170,792	2,170,792
<b>TOTAL FUNDING</b>	<b>4,393,792</b>	<b>3,843,791</b>	<b>4,393,791</b>
<b>CARRY FORWARD</b>			
TfSE Reserve	361,252		361,252
Funding Carried Forward			1,369,858

## Appendix 2 – TfSE proposed budget 2023/24

<b>EXPENDITURE</b>	<b>2023/24</b>
<b>STAFFING</b>	<b>1,269,000</b>
Transport Strategy	250,000
SIP implementation	355,000
Analytical framework	320,000
Future mobility	150,000
Active travel	75,000
Decarbonisation	100,000
Freight	150,000
Bus Back Better	50,000
Electric Vehicle Infrastructure	150,000
Project View and PV2	45,000
C/F for committed workstreams	177,000
Centre of Excellence	460,000
Other costs/technical support	110,000
<b>TECHNICAL PROGRAMME</b>	<b>2,392,000</b>
Events	35,000
Communications	50,000
Publications	40,000
Website	10,000
Stakeholder Database	7,000
Media Subscriptions	2,500
<b>COMMUNICATIONS/ENGAGEMENT</b>	<b>144,500</b>
TfSE Governance	45,000
Operational Expenses	40,000
<b>OTHER</b>	<b>85,000</b>
<b>TOTAL EXPENDITURE</b>	<b>3,890,500</b>
<b>FUNDING</b>	
Local Contributions	498,000
DfT Grant	2,065,000
Carry forward (est)	1,369,858
<b>TOTAL INCOME</b>	<b>3,932,858</b>
<b>TfSE Reserve</b>	
c/f	361,252
Add to Reserve	42,358
	<b>403,610</b>

# Annual report 2022-2023







## Chairman's welcome

Over the last 12 months the UK has faced considerable challenges, politically, economically, and socially. The UK is facing a cost of living crisis, with inflation reaching levels not seen for decades and many households struggling with higher food, electricity, and fuel costs. Many businesses are still grappling with the change in consumer spending habits, as lasting impact from the pandemic. Globally, we are more aware of the need to address the climate crisis and of the need to do so at pace.

In the last year Transport for the South East (TfSE) have spent a vast amount of time engaging with our partners at all levels of government, both local and central as we have finalised and consulted on our Strategic Investment Plan (SIP). A plan that reflects the priorities of our region and that strives to achieve the best outcomes – helping us move towards our vision for 2050, creating a high-quality, reliable, safe and accessible transport network, with seamless door-to-door journeys, enabling our businesses to compete and trade more effectively in the global marketplace and giving our residents and visitors the highest quality of life.

Our SIP is an ambitious but achievable multi-modal investment plan that will be the blueprint for future investment in strategic transport infrastructure to 2050. We submitted the final draft of this plan to the Department for Transport (DfT) in March 2023 and we urge government to consider this document as they make future investment and policy decisions.

Over the last year, we have made changes within TfSE to ensure we have the right team and the right governance structures in place to begin delivering this ambitious plan. We are confident we have access to the skills and expertise required to make this plan a success.

Through the delivery of our SIP we're committed to improving transport and hitting net zero carbon emissions in the south east by 2050, at the latest. We continue to recognise that transport is the single biggest contributor to UK carbon emissions. Our regional Decarbonisation Forum remains a vibrant meeting place, bringing together local authority officers, sharing best practice and identifying areas for joint working as we work towards this common goal.

Over the last year we have continued to build upon our already strong relationships with local authorities, national transport bodies and other partners as we have finalised the SIP and set out the interventions we believe are needed.

We have worked with industry experts and local stakeholders to deliver our Decarbonisation Pathway Report which quantifies the scale of the decarbonisation challenge in the region,

our Electric Vehicle Charging Infrastructure Strategy, recognising the level of change required to meet future demand and support the transition to electric vehicles.

I wish to once again thank all our partners and stakeholders who continue to work with us. I would like to thank DfT ministers, new and old, for their ongoing time and support, as well as the continued funding for our work programme. I want to thank them for their continued funding support to develop a Regional Centre of Excellence for the south east, allowing the good work that is happening in the region to be utilised by others, sharing these valuable resources.

Finally, I would like to thank my fellow board members for their continued support – we must continue to work closely as we make this plan a reality and deliver our collective vision. As always it is a pleasure to work with you all, rising above political differences to get behind a positive vision for the future.

I look forward to working with you all over the next 12 months as we begin to secure our region's economic future and improve prosperity, opportunity, and quality of life for everyone who lives and works here.

Cllr Keith Glazier  
Chair, Transport for the South East



## Lead Officer's Foreword

As we prepare to deliver our strategic investment plan, I have been reflecting on the huge amount of work that has got us to this point.

In the six years since Transport for the South East (TfSE) was established we have built key relationships at a national, regional and local level, allowing us to speak with one voice for the south east region, able to have our say on key issues and to influence policy development. These relationships will continue to support the work that we do and strengthen the **golden thread** from national policies, through our Transport Strategy and strategic investment plan to local transport plans. These will be particularly important as we begin to develop and deliver the schemes set out in our investment plan.

Extensive work has gone into our technical programme. Through five area studies and six thematic plans we have developed our Strategic Investment Plan (SIP) – a plan that looks to transform and build resilience into transport systems in the south east region over the next 27 years.

Through a comprehensive programme of communications and engagement activity we have built on our relationships with stakeholders across the region, bringing our partners on this journey with us and harnessing the fantastic experience and knowledge from across the TfSE partnership. We now have forums on electric vehicle charging, decarbonisation, freight and future mobility, all bringing together partners from across the region to share their knowledge and expertise.

The Department for Transport (DfT) continue to offer us their full support. In the last year they have invested more in our work programmes and in the development of a Regional Centre of Excellence (RCoE) that will allow us to share more widely the tools and resources we have developed, supporting local authorities in the accelerated delivery of their local transport plans. This additional funding and support allows us to bolster the work of the department and demonstrates the Government's confidence in TfSE and our work programme.

There is a long way to go to achieve the vision set out in our Transport Strategy and indeed to reach our goal of a decarbonised transport system by 2050. But as a partnership and with the investment plan we have set out, I believe we can get there.

We will continue to work closely with partners, in particular Network Rail, National Highways and the Great British Railway Transition Team, all of whom we have good working relationships with – these partnerships are key to the long term delivery of our SIP.

In the last year we went out to public consultation on our SIP, we had some fantastic feedback from stakeholders across the region and we are proud to say, our SIP truly is **a plan developed by the south east, for the south east**. Now it is time to work together as we deliver the schemes and interventions it sets out.

I am immensely proud of the TfSE team and wider partnership – we have achieved a lot since 2017, and we continue to make our mark as a strong and trusted partner at a regional and national level. We can and will make a real difference as we deliver on this ambitious investment plan.

We wouldn't be where we are without the support and hard work of so many of our partners. So, thank you once again to all who have played a part – I and the rest of the TfSE team look forward to working with you on delivering our investment plan for the south east.

Rupert Clubb  
Lead officer, Transport for the South East

## Year in focus – 2021/22



## About Transport for the South East

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

Our region – covering the six Berkshire authorities, Kent, Medway, Hampshire, Southampton, Portsmouth, Isle of Wight, Surrey, East Sussex, West Sussex and Brighton & Hove – is the most productive region in the country outside of London. It is home to 8.3 million residents and more than 350,000 businesses and is our nation's key international gateway for people and goods. It boasts world-leading universities and research institutes, diverse towns and cities and stunning coasts and countryside. It is a great place to live, work, study, visit and do business.

Our focus is on developing a Strategic Investment Plan (SIP) for the south east that will support the region to facilitate growth whilst working to achieve our shared vision of a better, more prosperous, net-zero carbon south east with a sustainable transport network at its heart.

## What we do

By operating strategically across the south east on transport issues – a role that no other organisation has undertaken before – we're able to directly influence how, where and when money is invested in our region's transport networks. We don't replicate the work of local transport authorities (LTAs); we work with them to ensure that the plans we put forward reflect the needs and priorities of the communities they represent.

As an organisation we are committed to working with our partners to deliver the vision as set out in our Transport Strategy and support the Department for Transport's (DfT's) priorities. Working together to secure a higher level of investment in the south east's strategic transport network, enabling the delivery of the interventions set out in our SIP.

Through the delivery of these interventions, we strive to improve connectivity across the region and between modes. Creating a stronger, more resilient transport network that can support more efficient business operations.

Together, our Transport Strategy and SIP set out how, with the right investment, we can grow the south east's economy, boost jobs and opportunity, improve quality of life and hit net-zero carbon emissions by 2050 at the latest. We know that delivering this plan and solving the big challenges we face – like decarbonisation, modal shift, improving air quality and increasing access to jobs, training, and education – will require more than just partnership working.

## How we are structured

We have a robust governance structure which provides leadership, accountability, expertise, and oversight of the TfSE programme. It also gives our partners and stakeholders the ability to guide and influence our work at all levels.

The Partnership Board is our principal decision-making forum. It brings together elected members from our constituent authorities alongside representatives of local enterprise

partnerships (LEPs), district and borough authorities, protected landscapes, and the independent chair of the Transport Forum.

Network Rail, National Highways and Transport for London also attend the board as non-voting members, providing valuable additional insight and expertise. Find out more about our board on page 23.

The TfSE team act as advisors to the board, calling upon input and advice from two key forums: the Senior Officer Group, comprising local authority transport officers and other partner representatives; and the Transport Forum, which brings together a wider group of stakeholders including passenger groups, environmental groups, active travel campaigners, transport operators, universities, ports, and airports.

Transport for the South East's technical work programme, stakeholder engagement and communications activities are carried out by the Programme Management Office. Find out more about our team on page 26.

Member and officer sub-groups provide additional advice, focus and insight on key issues. These include working groups on our Transport Strategy, area studies, decarbonisation forum, freight forum, governance reform and communications and stakeholder engagement.

## How we are funded

Transport for the South East (TfSE) operates a mixed funding model. Our staffing complement is part funded by contributions from local transport authorities (LTAs), while our technical programme and other staffing costs relies on grant funding from the Department for Transport (DfT).

This approach reflects our commitment to delivering best value for our partners and taxpayers. Find out more about our funding and finances on page 20.

## Our partners



## Developing our Strategic Investment Plan

Over the last 12 months we have worked in partnership with our stakeholders to develop our Strategic Investment Plan (SIP) and to ensure it is truly an investment plan developed for the south east, by the south east. Following a 12 week consultation in late summer 2022 the investment plan was further developed to accommodate feedback. It then went back to our Partnership Board and where required through some of our constituent authorities' own governance processes before it was finally approved in March 2023 and submitted to government.

The SIP is a blueprint for investment that we want to deliver with government and national bodies like Network Rail and National Highways.

It sets out, for the first time, a comprehensive picture of the investment needed in our region to unlock sustainable economic growth, improve quality of life and deliver our net zero carbon commitment. It not only identifies the interventions needed to achieve our vision – but also where, when and how the investment will be delivered, and the funding levels needed to make it happen.

Led by our team of transport strategy managers, we have worked with stakeholders from across the region through a series of area and thematic studies to develop a series of investment packages, focusing on distinct parts of our region. Each investment package comprises a variety of complementary interventions which, when delivered as a whole, deliver benefits that are more than the sum of their parts.

Within the investment plan we have also set out the roles we think TfSE and our partners will play in delivering this investment and the powers and responsibilities we will need to make it happen. These will be subject to change as business cases are developed and schemes progressed.

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

### Area studies

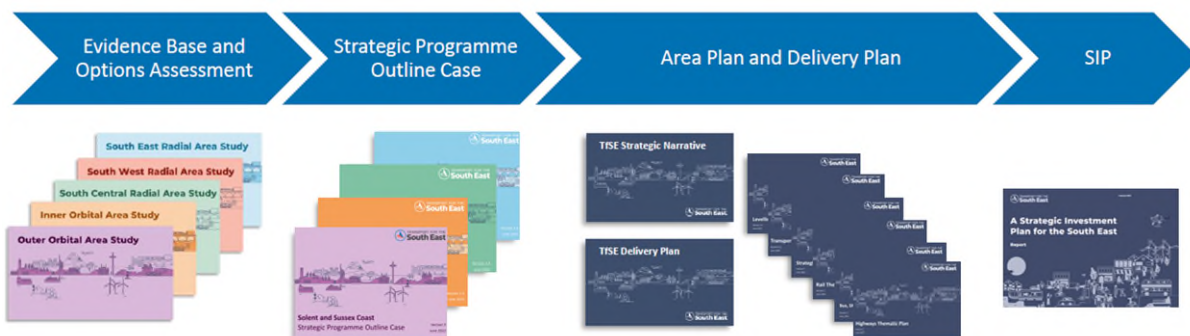
Each of our five area study geographies are based around the most important economic corridors in our region. These corridors connect our biggest towns and cities and international gateways and are where the greatest opportunities for sustainable economic growth exist.

Partnership working has been central to our geographical area studies. Each one represents a diverse range of views and voices from local government, transport operators, environmental groups, active travel campaigners and more.

Each study investigated the issues, challenges and opportunities identified in our Transport Strategy in more detail. Identifying a shortlist of transport interventions to make life better for people, for businesses and for the planet and that delivers on the strategies vision.



These area studies have then been brought together to form four strategic programme outline cases (SPOCs) which feed into our strategic narrative and delivery plan that will inform our SIP. You can find the entire evidence base for the SIP on the TfSE website.



## An investment plan developed by the south east, for the south east

On 20 June 2022 we went out to public consultation on the first draft of the SIP and associated Integrated Sustainability Appraisal (ISA). This digital first consultation ran for 12 weeks and was aimed at anyone who lives, works or travels in the region.

Recognising the complex nature of the SIP we prioritised stakeholder engagement throughout the twelve-week consultation period. We met with multiple stakeholders through a variety of channels including our consultation event, ‘Connecting the South East’, two virtual webinars and a parliamentary reception held at Portcullis House. We also hosted ‘fireside chats’ where Councillor Glazier and the technical team were able to brief board members and answer questions on the interventions within the SIP and the impact.

In addition, the consultation was widely publicised via media releases and newsletters (our own and in collaboration with constituent authorities) and organic and paid social media.

At the close of the consultation, we had received a total of 639 responses from a wide range of stakeholders, including constituent authorities, local enterprise partnerships (LEPs), district and borough councils, MPs, national agencies, neighbouring authorities, user groups, operators and members of the public.

The key themes emerging from the consultation included concern over the environmental impact of schemes within the SIP and their impact on the ability to reach net zero carbon emissions by 2050, a request for greater focus on active travel interventions and improvement to public transport across the region including greater integration between modes.

All responses received via the consultation were analysed, considered, and fed into the SIP as appropriate. The revised SIP was shared with the Partnership Board for final approval after a period of reflection allowing constituent authorities time to take the investment plan through their own governance processes as required.

The final version of the investment plan was approved by the Partnership Board in March 2023 and subsequently submitted to government, asking them to have regard to it as they make future funding decisions.

## Delivering the Strategic Investment Plan

The SIP contains nearly 300 proposed multi-modal 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. Delivering the programme of interventions requires close working with all our partners, including local transport authorities (LTAs), National Highways, Network Rail and Department for Transport (DfT). To support this, we have been developing a Delivery Action Plan. This plan builds upon the Area Studies Delivery Plan and will set out the current position of each of the proposed multi-modal schemes within the investment plan. It will detail what the next steps are for each scheme, with a particular focus on the first three years, 2023-2026. It confirms the roles of TfSE and delivery partners in undertaking those next steps and identifies what resources and analytical tools are available and required to develop and deliver the schemes and policy interventions set out in the plan. The Delivery Action Plan will be finalised in the first quarter of 2023/24.

## Collaborating to build a better future

2022/3 has seen collaboration across many workstreams, whether working closely with other Sub-national Transport Bodies (STBs) and the Department for Transport (DfT) or with wider organisations and key players through our forums and working groups.

### Freight, Logistics Gateways Strategy

Following sign off of the Freight, Logistics and Gateways Strategy in January 2022 we attended ITT Hub in May 2022 for the formal launch. In celebration of the launch, we hosted a roundtable session to discuss some of the issues raised in the strategy, namely; lorry parking and driver welfare facilities, decarbonisation and access to international gateways. The session was well attended by people active in the sector and who have since become members our Freight Forum.

#### *Alternative fuels for freight*

Our freight strategy identifies the importance of decarbonising the sector and an important part of this is considering the alternative ways to fuel vehicles. This year, collaborating with England's Economic Heartland and Transport East, we carried out an exercise to identify where in the three STB regions it would be best to locate refuelling stations (hydrogen or electric) for freight. We will publish the findings of this study in the first quarter of 2023/24. As the host region for some of the UK's main international gateways for goods we welcome collaboration across all STB areas, ensuring considerations for this work stream aren't confined by STB area boundaries and are able to truly benefit the whole freight sector.

#### *Lorry parking and driver welfare facilities*

Our freight strategy identified key issues with lorry parking and driver welfare facilities. Over the last year we have begun to explore opportunities for addressing this. We have carried out a lorry parking and driver welfare facilities study looking at the current position of driver welfare and parking facilities in the south east region and identifying specific areas or opportunities for improvement. We are currently finalising this work and will publish our findings in the first quarter of 2023/24 and work with local transport authorities and the freight sector to explore what further work is needed.

## Electric Vehicle Charging Infrastructure Strategy

In August 2022 we commissioned the support of the consultancy firm, Arcadis to develop our Electric Vehicle Charging Infrastructure Strategy. Since then, they have worked with local transport authorities (LTAs), district and borough authorities, distribution network operators, fleet operators and charge point operators to establish a baseline for current provision and forecast future demand in the region from now to 2050.

The final strategy considers current levels of electric vehicle uptake, charge point provision and electricity supply in the south east. It then goes on to highlight what work still needs to be done to facilitate the transition to electric vehicles and accommodate the forecast future demand, by ensuring there is a comprehensive charging network in place across the region. The final version of the strategy was approved for publication at our Partnership Board meeting in March 2023.

### *Electric Vehicle Charging Forum*

Launched in September 2022 the **Electric Vehicle Charging Forum** now boasts over 100 members from across the region including LTAs, districts and boroughs, distribution network operators, fleet operators and their representative bodies, and charging point operators. The forum will be responsible for carrying forward and overseeing the actions within the strategy action plan.

### *Fleet electrification*

As part of the electric vehicle charging workstream we have also been working with fleet bodies and operators across the TfSE region to understand their electric vehicle charging infrastructure needs and to forecast the impact on the number of public charge points that will be required.

## Bus back better

In July 2022 we commissioned consultants Mott MacDonald and Arup, to work on behalf of ourselves, England's Economic Heartland and Transport East to develop and provide support for local transport authorities that would enable them to deliver on commitments in the Government's Bus Back Better strategy through the delivery of their Bus Service Improvement Plans (BSIPs).

This project was a result of £300,000 of additional funding awarded to the three STBs by the DfT. Just seven of the 16 local transport authorities in the south east region received funding in response to their BSIP submissions in April. This additional funding has offered support to all authorities in the region, irrespective of whether they were successful in their BSIP submissions.

Working with local authorities across the three STB regions 11 support packages were identified and delivered, covering topics such as; demand responsive transport, alternative/low-emission fuels, low cost and quick wins, fares and ticketing and more.

The delivery of these support packages will continue until the end of April. Thereafter the webinar recordings and guidance documents produced as part of this project will remain available. We will continue to work with LTAs to support the delivery of their BSIPs, and Enhanced Partnerships through the Bus Forums established in each of the STB geographies as part of this work.

The forum for the south east region had their first meeting in January 2023 and will continue as a mechanism for LTAs, operators and other interested parties to meet, share guidance and best practice, continuing to support the delivery of better bus services for passengers across the south east and the rest of England.

## Decarbonisation

Transport decarbonisation is a huge challenge and TfSE and its constituent authorities are signed up to achieving net zero by 2050 (at the latest), in line with central government.

Working with consultants Steer we have completed a technical study, quantifying the scale of the decarbonisation challenge in the region. The study and subsequent report looks at potential trajectories to net zero and identifies and models options and scenarios that would enable them to be followed.

These findings were published in our Decarbonisation Pathways Report, published in September 2022.

### *Decarbonisation assessment tool*

Working jointly with Transport East and England's Economic Heartland, TfSE appointed WSP, City Science and Steer to work collaboratively to develop a decarbonisation assessment tool.

This work is funded by DfT grant funding following an offer from DfT to bid for additional in year funding to support some key priority work areas. The value awarded was £100,000 per STB, with a total project value of £300,000.

The development of this tool will support LTAs to assess the carbon reduction potential of programmes of interventions as they develop their local transport plans. This work will be finalised in the first quarter of 2023/24.

### *Decarbonisation forum*

Established in June 2021 the decarbonisation forum is still going strong, bringing together local transport authority officers and external bodies from across the south east. It remains active as a platform for discussion, information gathering and sharing of best practice.

As we progress our work in this area it will be in the perfect position to support LTAs with the implementation of the decarbonisation tool we are developing.

## Local capability

In January 2022 TfSE was awarded £300,000 funding by the DfT to support LTAs accelerate the delivery of their local transport plans (LTPs) and related programmes. Through this workstream we have successfully awarded £250,000 of tranche one funding against five proposals set to benefit seven local transport authorities who submitted successful bids for support to develop their local transport plans. The support will help LTAs to enhance their capability in key areas, such as the development of business cases, modelling and appraisal scenario and undertaking carbon impact assessments. Over the next 12 months this work will feed into the Regional Centre of Excellence (RCoE) and has the potential to help more LTAs across the region.

## Future mobility

Our Future Mobility Strategy, published in July 2021 sets out a people and place-based approach to future mobility – ensuring that the benefits of innovation and investment are maximised in each part of our region. Alongside this, our action plan sets out the steps to get us there, so we can track our progress and deliver tangible results.

In the last year we have begun to implement the Future Mobility Strategy and action plan through the reinvigoration of the future mobility forum. Alongside this we have been developing and scoping the progression of other elements within the action plan such as the development of a future propulsion strategy and mode propensity tool. Both workstreams will be progressed in 2023/24.

## ProjectView

ProjectView launched in April 2021 to support our work and help make sure that investment decisions across the south east are based on common and consistent information. It allows local government officers to create and develop bespoke maps of their area using their chosen data layers and presenting easy-to-view supporting evidence for schemes, projects, and other initiatives.

This tool continues to be used by partners from across the regions and over the next year we will add more data sets that have emerged from our area studies, future mobility and freight, logistics and gateways strategies, the local planning data refresh and our SIP.

## Investing in our region's transport

As we work towards our vision for 2050 it isn't solely through the work of TfSE that investment will be sought for our region's transport. In addition to our collective efforts our partners are also bidding for more investment through various avenues including the Housing Infrastructure Fund, Active Travel Funding, Bus Service Improvement Plans and Levelling-Up funds.

One of our aspirations is to strengthen the **golden thread** from national policies such as Bus Back Better, Transport Decarbonisation Plan the Road Investment Strategy and so on, through our Transport Strategy and strategic investment plan to local transport plans (LTPs), Bus Service Improvement Plans (BSIPs) and Local Cycling and Walking Improvement Plans (LCWIPs).

The last year has seen significant investment in areas across the south east region including, but not limited to;

### *Bus Service Improvement Plan funding*

In October 2021, LTAs across the region submitted BSIPs to government seeking additional funding for schemes that aim to make buses a more attractive by making them an affordable more practical alternative to using private cars and helping existing bus users to travel more frequently. As a result, seven LTAs in the south east region benefited from £196.4m of funding.

### *Reintroducing passenger services on the Fawley Waterside Line*

In February 2020, funding was granted for further development of plans to reinstate the Fawley branch line in Hampshire as part of the DfT's 'Restoring Your Railway' initiative. Since then, further funding has been granted to progress these proposals and Network Rail have held a public consultation ahead of submitting a Full Business Case to the DfT in early 2023. The Fawley branch line is currently only used for transporting freight and hasn't been used as a passenger service since the 'Beeching cuts' in 1966. Re-opening this line to passengers will strengthen and improve transport links to and from Waterside communities, support their growth and provide a more sustainable mode of transport and support government and industry objectives. A final decision is expected in Spring 2023.

### *Thanet Parkway Station*

In November 2022 the Thanet Parkway project was awarded an additional £875,000 from the Get Building Fund to cover increased costs of the delivery of the scheme. Once complete this scheme will deliver a new train station approximately two miles east of Ramsgate on the Ashford International to Ramsgate line. Parking will be provided for 297 cars plus 20 short stay bays for passenger drop off and taxis (including 16 disabled bays and 60 spaces with provision for electric vehicle charging), motorcycles spaces, 40 pedal cycle parking spaces. To provide access to the station, a new direct access road will be provided from the A299 Hengist Way. Pedestrian and cycle access are provided from Cliffsend village via Clive Road, ensuring sustainable access to the station.

### *Levelling Up Fund*

East Sussex County Council were granted £8 million to replace Exceat Bridge, improving the bridge for all road users by increasing safety and making it more accessible. £20 million was granted to regenerate North Portsmouth including investing in the extension of Portsmouth

International Port allowing it to accommodate an estimated 250,000 extra passengers a year.

#### *Live Labs 2: Decarbonising Local Roads competition*

In January 2023, seven projects spread across the UK, from Lanarkshire to Devon, were awarded funding through the Live Labs 2: Decarbonising Local Roads competition. The programme supports projects led by local highways authorities focused on tackling the long-term decarbonisation of highways infrastructure, such as streetlights, and transforming local authorities' approach to decarbonising roads. In the south east region, the Wessex Partnership were granted funding to pioneer net zero roads that are built without creating more carbon emissions overall. As part of this project, 'net zero corridors' are planned for Somerset, Cornwall and Hampshire.

## Investing in our railways

Following the memorandum of understanding adopted by TfSE and Network Rail in 2020, we have continued to work closely as we have developed our Strategic Investment Plan (SIP) and as we look towards delivery. Formalising this MoU has enabled Network Rail to use our Transport Strategy data to inform cost/benefit analysis of potential network improvements, enabling the wider economic benefits to be captured as part of its planning process.

We continue to meet regularly with Network Rail's southern and western regions' strategic planning teams. Network Rail has been actively involved in the development of the SIP and the area studies and thematic plans that sit behind it. We have and will continue to take part in work led by Network Rail on specific strategic reviews, including London Paddington-Reading, Reading Area and Freight between Southampton and the Midlands and any others that arise.

In this year's George [Bradshaw address, delivered by Transport Secretary Mark Harper](#) he called for meaningful change in the way our rail network is operated, to put customers first, realise the benefits of Great British Railway and help to enhance the role of the private sector.

We will continue to work with the Great British Railways Transition Team to ensure Sub-national Transport Bodies (STBs) are represented within their strategic planning work and into the future. We feel strongly that STBs have a role to play in meeting this challenge and believe the rail schemes within our SIP go some way to supporting this change.

## Investing in our highways

We have continued to make the case for investment in priority highways schemes to cut congestion, boost active travel, support new housing, and drive economic growth.

In 2019-20, on behalf of our partner authorities, we submitted the south east's priority schemes from the Major Road Network for consideration as part of a £3.5bn investment programme during 2020-25. This included several larger schemes (c.£50m+) known as Large Local Majors (LLM).

To date TfSE area has received £28.045m funding towards priority highways schemes.

In the last 12 months two of the major road network (MRN) schemes have proceeded to construction and a further two MRN and one large local majors (LLM) schemes that we submitted for funding in 2019-20 have now received the green light and funding to proceed to the next stage of development.

These include:

**A284 Lyminster bypass (construction)** - This scheme received a final funding boost of £11.8 million from government towards the construction of a new 1.1mile single carriageway between Lyminster and Wick. The A284 is the primary route between Littlehampton and the A27 and is an important route for residents and businesses. Journeys in the area are often very slow along the narrow route into the town centre, with numerous delays caused by the Wick railway level crossing. The bypass would provide **shorter and less congested routes** and help **improve air quality for local residents**.

**Redbridge Causeway in Hampshire (construction)** – This scheme was granted £13.4 million to deliver essential maintenance to the A35 Redbridge Causeway. The A35 dual carriage way which crossed the River Test at Redbridge Causeway **carries more than 60,000 vehicles a day and is an important route for pedestrians and cyclists**, providing safe passage over the river, the Southampton to Romsey railway line, and Redbridge Road. It is also a key route which connects important economic hubs such as the City and Port of Southampton, and the Waterside area. **Delivery of this scheme is expected to lead to a direct economic benefit of £340m.**

Development has also continued for the other 11 schemes within the programme.

#### *National Highways and the Strategic Road Network*

Following the adoption of the Joint Engagement and Action Plan with National Highways we have continued to work closely with them throughout the development of our SIP and as we look towards delivery. We continue to be actively involved in the development of their route strategies and the wider RIS3 programme, as well as specific strategic studies including, Kent Strategic Corridor, SRN in Urban Areas and M4 to the South Coast.

Both organisations are committed to working collaboratively to support respective work programmes and to seek to achieve mutually beneficial outcomes for transport users, regional economies, and the environment. Throughout all our work we take due consideration of each other's current and emerging strategies and underpinning technical analysis.

## Strengthening our relationships

Partnership working is at the heart of what we do. Though most of the engagement activity is still happening online we have managed to meet face to face with many of our stakeholders on several occasions, we have spoken at events both physical and virtual and hosted a number of in person events ourselves. We are also developing our hybrid meeting arrangements so that where appropriate we can accommodate attendees both physical and virtual. We have continued to meet regularly with stakeholders from across the region, building new relationships and strengthening existing ones as our stakeholder group widens further.



## Joint working with other Sub-national Transport Bodies (STBs)

Transport for the South East is one of seven sub-national transport bodies (STBs) in England. Individually, we work across our own geographies to speak with one voice on behalf of the region we represent. Together we meet regularly to collaborate on issues which transcend administrative and regional boundaries, including freight, decarbonisation, Bus Back Better, electric vehicle charging and rural mobility, sharing best practice and delivering efficiencies in our collective work.

Last year we hosted the first ever joint STB conference at the Vox in Birmingham on 26 May 2022. The conference offered an opportunity to demonstrate our collective strategic leadership on transport infrastructure and allowed TfSE to promote and share the contribution we are making to joined up thinking on themes such as decarbonisation, inclusive economic growth, and freight.

Following the allocation of £600,000 additional grant funding from the DfT, we have also worked with our STB colleagues on a number of workstreams including; Decarbonisation, Bus Back Better, Local Capability and Electric Vehicle (EV) Charging Infrastructure. We have provided updates on each of these workstreams in the 'Collaborating to build a better future' section of this report. The allocation of this funding and the collaborative working demonstrates how well-placed STBs are as a collective to support the DfT in the delivery of its priorities, helping to shape and deliver national policy.

## Stakeholder engagement

Our Communications & Stakeholder Engagement team are responsible for this workstream. Collectively they ensure partners and wider stakeholders have many opportunities to play a meaningful part in the development of our technical work as we work towards the development of our Strategic Investment Plan (SIP). They provide them with regular news, updates and events and build mutually beneficial relationships with people and organisations including environment groups and special interest groups who have a stake in shaping our shared vision for the future.

Over the last 12 months we have continued to enhance our relationship with the Department for Transport (DfT), local transport authorities (LTA's), and district and borough authorities. This has been crucial for the delivery of **our strategic investment plan, designed by the south east, for the south east. It supports our ambition** to keep a **golden thread** running from policies set by government, through our Transport Strategy and SIP, into local transport plans (LTPs).

As we prepared for the consultation on our SIP, we held a series of events including a parliamentary reception at Portcullis House, two webinars and the Connecting the South East event held at G-Live in Guildford. All were led by our chair and invited MPs, local politicians, local transport authority partners and other stakeholders from across the region to hear about the SIP and the vast evidence base behind it. As we move into delivery of our SIP we will continue to identify further opportunities for engaging with all of our stakeholders.

In addition to this we offered individual meetings to all constituent authorities to discuss emerging thoughts and clarify any outstanding queries. These meetings ran from June to September 2022.

Several board members also took up our invitation to present to cabinet and committee colleagues following the SIP consultation close, during the period mid Oct – end Dec '22. The aim of these sessions was to inform those political colleagues (who potentially hadn't been so actively involved with the process to date) of the SIP process and content, aiming to enable a smoother sign off procedure as the final plan was taken through Councils' democratic processes.

Through our Universities' Group meetings we have continued to work closely with university leaders from across the region who have specialisms in areas relevant to our Transport Strategy and who have shown a strong appetite for collaboration. Together, we have started to develop opportunities for innovative research which could help us further to deliver our strategy.

We have also continued to work with the private sector to better understand the role it could play in delivering our strategic investment plan, helping to limit the costs of future investment to the taxpayer and improve the deliverability of our proposals.

Our Transport Forum continues to meet four times a year, bringing together representatives of a wide group of stakeholders including user groups, transport owners and operators, business groups, environmental groups, transport owners and operators, business groups, environmental groups and delivery partners. Keeping them informed and offering an opportunity for contributions and constructive challenge in all areas of our work.

## Consultation responses

Using our collective voice to respond to consultations is one of the many ways we make sure the south east has its say on key issues and influences policy development - adding value to our partners and the people and businesses they represent.

Here are a few key consultations we have responded to in the last year.

### *Williams-Shapps Plan for Rail: legislative changes to implement rail reform*

This consultation launched by the Department for Transport sought views on proposed changes to primary legislation required to bring about reform, including: core functions of Great British Railways, a new governance framework and reform of wider industry structures and processes. It also sought evidence of the risks and potential implications of the policies proposed to inform our impact assessments. This includes any potential costs, benefits, disadvantages or risks.

### *Strategic road network and the delivery of sustainable development updates*

This consultation sought views on proposed changes to a circular that explains how National Highways will engage with the planning system. It also gave details on how National Highways will fulfil its remit to be a delivery partner for sustainable economic growth whilst maintaining, managing and operating a safe and efficient strategic road network. The proposed changes: strengthen environmental policies in response to the transport decarbonisation plan and the drive towards zero emission transport, implement policy to reflect a recent written ministerial statement about lorry parking and a new section on freight facilities, clarify policy in order to address legal issues and remove or amend out of date material.

*Ending the sale of new, non-zero emission buses, coaches and minibuses*

This consultation set out proposals to end the sale of new, non-zero emission buses and seeks evidence about ending the sale of new, non-zero emission coaches and minibuses. It called for views on: the challenges of transitioning to zero emission coaches and minibuses, what would need to be true or in place to withdraw the sale of these vehicles, what government could do to accelerate the transition to zero emission coaches and minibuses, setting a realistic date to end the sale of these vehicles.

We also comment on our constituent authorities' consultations as they arise. This year we have responded to local transport plan consultations from Hampshire and East Sussex County Council.

Our consultation responses cover a range of issues, schemes, and policy proposals. You can view the full list of our consultation responses on our website: [Consultation responses - Transport for the South East](#)

## Finance

Transport for the South East (TfSE) is funded by contributions from our constituent authorities and grant funding from the Department for Transport (DfT). This mixed approach to funding reflects our commitment to delivering best value for our partners and taxpayers.

### Multi-year funding proposal

The DfT provided a multi-year indicative funding allocation in March 2022.

Securing a multi-year funding commitment from government enables us to implement and deliver our strategic investment plan, supporting the department to meet its priorities in a timely, efficient, and effective way.

### Where our income comes from

Funding from our 16 local transport authorities, which for 2022-23 amounted to just under £500,000, is used to support our operational and staff costs. The approach for calculating contributions was developed with members and reflects the relative sizes of different member authorities. The formula has remained unchanged for the last four years.

The DfT awarded £1.725m in grant funding to support the delivery of our technical programme. This level of funding enabled us to accelerate elements of our work, continuing the development of the SIP and the evidence base behind it.

Our total income for 2022-23 was **£4.393m**. This included committed funding and carry forward from 2021-22 and reserves.

Income	£
Local contributions	498,000
DfT grant	1,725,000
c/f Tech Programme	1,673,621
c/f Non tech	155,992
c/f TfSE reserve	341,179
<b>Total income</b>	<b>4,393,792</b>

### How we spent our money

This section will be updated with the 2022/23 figures once they are confirmed at the end of the financial year.

## **Accountable body**

As part of Transport for the South East's establishment in 2017 it was agreed that East Sussex County Council would act as the organisation's accountable body. During the last five years, Transport for the South East's processes and procedures have followed those of the accountable body. In addition, the Section 151 Officer at East Sussex County Council has financial oversight of Transport for the South East's budget, ensuring effective review of governance over financial decisions.

## Our Board

The Partnership Board is our principal decision-making forum. It comprises a mix of representatives from the public and private sectors including local authorities, business groups, protected landscapes, and national delivery partners. This year we have reviewed and updated our constitution to reflect the current position of TfSE and the emerging strategic investment plan, it was agreed by the Partnership Board in September 2022 and is now published on our website.

The board meets four times a year. Over the last year these meetings have been virtual with one hybrid meeting held in October. Whether online or in person our meetings are open to the public and the agenda, papers and minutes of each meeting are published on our website.



CHAIR – Cllr Keith Glazier

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



DEPUTY CHAIR – Cllr Tony Page

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

Cllr Elaine Hills

Brighton & Hove City Council

Co-Chair of the Environment, Transport and Sustainability Committee

Cllr Rob Humby

Hampshire County Council [Leader and Executive Member for Hampshire 2050 and Corporate Services](#)

Cllr Phil Jordan

Isle of Wight Council

Cabinet Member for Infrastructure and Transport

Cllr Dan Watkins  
Kent County Council  
Deputy Cabinet Member for Highways and Transport

Cllr Alan Jarrett  
Medway Council  
Leader

Cllr Lynne Stagg  
Portsmouth City Council  
Cabinet Member for Traffic and Transportation

Cllr Eamon Keogh  
Southampton City Council  
Cabinet Member for Transport and District Regeneration

Cllr Matt Furniss  
Surrey County Council  
Cabinet Member for Transport and Infrastructure

Cllr Joy Dennis  
West Sussex County Council  
Cabinet Member for Highways and Transport

Geoff French  
Transport Forum  
Independent Chair

Daniel Ruiz  
LEP representative  
Enterprise M3 LEP

Vince Lucas  
LEP representative  
South East LEP

Cllr David Monk  
District & borough authorities' representative  
Leader, Folkestone & Hythe District Council

Cllr Colin Kemp  
District & borough authorities' representative  
Portfolio Holder for Infrastructure, Woking Borough Council

Ian Philips  
Protected landscapes representative  
Deputy Chair, South Downs National Park Authority

Ellie Burrows  
Network Rail (non-voting member)

## Annual Report 2022-23

Managing Director, Southern Region

Richard Leonard  
National Highways (non-voting member)  
Head of Network Development

Heather Preen  
Transport for London (non-voting member)  
Head of Local Communities and Partnerships



## Our Team

Transport for the South East has a small secretariat of 14.8 full-time equivalent employees. Over the course of this year, we have recruited to the following new positions, Head of Analysis and Appraisal, Lead Transport Planner, Scheme Development Manager, Data and Analytics Officer, Public Relations and Communications Apprentice and Business Administration Apprentice. This support enables us to deliver the core functions of a sub-national transport body set out by government and provides the structure necessary to deliver our technical work programme and associated communications and stakeholder engagement activity and move into the delivery of our SIP.

### *TfSE Apprenticeships*

It is becoming increasingly difficult to recruit skilled staff in many areas of the transport industry. This is impacting the development of business cases and transport modelling and the ability to recruit the right talent to fill vacancies or skills gaps. Over the last 12 months we have recruited two apprentices into the TfSE team. Adding apprentices to our team is helping us to build a diverse talent pipeline, growing and developing a motivated, skilled, and qualified workforce. As they develop the skills required to support the needs of TfSE, we are helping them to gain the sectoral knowledge that could offer them a long-term career in transport industry.

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

**Diversity and inclusion** We have underlined our commitment to diversity and inclusion by signing up to the Chartered Institute for Highways and Transportation (CIHT) Diversity & Inclusion Charter. The charter has been signed by more than 60 organisations across the public and private sectors and commits us achieving best practice in our approaches to recruitment, retention, and career progression.

“A clear and unequivocal commitment to diversity and inclusion will help us to better reflect the communities we serve. It will help us to attract and retain the best talent, work better with our partners and add real value to people and businesses across the south east.” Rupert Clubb, lead officer for Transport for the South East

## Looking ahead

Our work in 2023-24 is focused around four key priorities. Together, we will:

- Develop our **Delivery Action Plan and Analytical Framework** that will support the implementation of the schemes and interventions within our **Strategic Investment Plan**
- Develop and publish our **monitoring and evaluation framework** that will allow us to track progress against the baseline in the State of the Region report and the **Delivery Action Plan**.
- Continue to deliver four workstreams to support the DfT's priorities including; **Electric Vehicle Charging Infrastructure Strategy, Local Capability, Bus Back Better Support** and **Transport Decarbonisation**.
- Develop and implement a Regional **Centre of Excellence** for the south east.

Read more about our plans for 2023/24 in our business plan.

# **BUSINESS PLAN**



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# ABOUT US

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

Our area – covering the six Berkshire authorities, Kent, Medway, Hampshire, Southampton, Portsmouth, the Isle of Wight, Surrey, East Sussex, West Sussex and Brighton and Hove – is the most economically productive region in the country, outside of London.

It is home to 8.3 million residents and more than 350,000 businesses and is our nation's key international gateway for people and goods. It boasts world-leading universities and research institutes, diverse towns and cities and stunning coasts and countryside. It is a great place to live, work, study, visit and do business.

Our focus is on achieving our shared vision of a better, more prosperous, net-zero carbon South East with a sustainable transport network at its heart.

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

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

From the Transport Strategy we embarked on five years of technical work culminating in our draft Strategic Investment Plan (SIP) – the blueprint for future investment in strategic transport infrastructure in the south east over the next thirty years. Having just submitted this ambitious, multi-modal investment plan to government we now turn our attention to its delivery.

Over the course of the next twelve months, we will be reviewing and where required updating our Transport Strategy to ensure it remains aligned with national and local policy and reflects the current situation. We will develop a monitoring and evaluation framework that tracks the delivery of our SIP and ensures we can report on the benefits arising from both place-based and global interventions. We will begin the development of a Regional Centre of Excellence that will help to expand the capabilities of LTAs in the region by providing expert advice and solutions to challenges they may face. The work we have already done around local capability will feed into this. We will continue to collaborate with other STBs and LTAs to further our work around electric vehicle charging infrastructure, decarbonisation, bus back better and freight.

We are committed to supporting the priorities of the Department for Transport (DfT). Through the interventions within our SIP we strive to improve connectivity across the region and between modes. To create a stronger, more resilient transport network that can support more efficient business operations and create a prosperous, confident south east where people want to live, work, study, visit and do business.

We will continue to identify and support the implementation of solutions that will reduce transport related carbon emissions and support LTAs to do the same. The interventions within our SIP support modal shift and aim to provide the infrastructure required so that residents can make more sustainable choices in the way they travel. Improving quality of life and creating greater opportunities for all.

Furthermore, we look forward to working with the DfT to develop the global policy interventions outlined in our SIP.

We will continue to have regard to DfT and government policies, including: the Transport Decarbonisation Plan, Levelling Up white paper, and more. TfSE is well placed to support the delivery of these priorities as reflected in our Transport Strategy and SIP.

We look forward to working with government over the next 12 months.



# OUR PRIORITIES

## 2023-24

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Our work in 2023-24 is prioritised around four key priorities. Together we will:



Develop our Delivery Action Plan and Analytical Framework that will support the implementation of the schemes and interventions within our Strategic Investment Plan.



Develop and publish our Monitoring and Evaluation Framework that will allow us to track progress against the baseline in the State of the Region report and the Delivery Action Plan.



Continue to deliver four workstreams to support the DfT's priorities including; electric vehicle charging infrastructure, local capability, Bus Back Better support and transport decarbonisation.



Develop and implement a Regional Centre of Excellence for the south east.



# WHAT WE WILL DO

0-3 months	<ul style="list-style-type: none"><li>• Finalise and publish our Delivery Action Plan</li><li>• Conclude delivery of our Bus Back Better support packages</li><li>• Publish our lorry parking and driver welfare study</li><li>• Commence the formalisation of our Analytical Framework bringing together existing and new analytical tools and resources</li><li>• Establish our Monitoring and Evaluation Framework as we begin to implement the Delivery Action Plan</li><li>• Complete work on our decarbonisation assessment toolkit</li><li>• Publish our alternative fuels study</li><li>• Commence work on a regional active travel strategy</li></ul>
3-6 months	<ul style="list-style-type: none"><li>• Launch Regional Centre of Excellence platform</li><li>• Relaunch the Freight Forum</li><li>• Begin work to assess the impact of fleet electrification on public charge point provision</li><li>• Commence work on a property market review of warehousing provision in the TfSE area</li></ul>
6-9 months	<ul style="list-style-type: none"><li>• Start work on the development of a Mode Propensity Tool</li><li>• Commence work on a study to investigate the potential role of coastal shipping and inland waterways for freight transport</li><li>• Work on a programme of activity to increase freight awareness for local authority bodies.</li><li>• Begin a refresh of our Transport Strategy</li><li>• Host 'Connecting the South East: Delivering our bold and ambitious plan'</li></ul>
By the end of March 2024	<ul style="list-style-type: none"><li>• Publish the findings of our regional active travel study</li><li>• Complete the work on our Mode Propensity Tool</li><li>• Complete our property market review on future warehousing provision</li><li>• Publish our work on future propulsion</li></ul>



# DELIVERING OUR STRATEGIC INVESTMENT PLAN

Following submission of our Strategic Investment Plan (SIP) to government in March 2023 we will this year we will work with our partners to progress delivery of the schemes within the SIP. To support this, we have been developing a Delivery Action Plan. This delivery plan builds upon the Area Studies Delivery Plan and sets out the current position of each of the nearly 300 proposed multi-modal schemes. With a particular focus on the first three years, 2023-2026, it details what the next steps are, confirms the roles of Transport for the South East and delivery partners in undertaking those next steps and identifies what resources and analytical tools are available and required. We will present the Delivery Action Plan to our Partnership Board for approval in the first quarter of 2023/24.

Following the memorandum of understanding adopted by TfSE and Network Rail in 2020 and the adoption of the Joint Engagement and Action Plan (JEAP) with National Highways in 2021, we have continued to work closely as we have developed our SIP and as we look towards delivery. We are committed to working collaboratively to support respective work programmes and to seek to achieve mutually beneficial outcomes for transport users, regional economies, and the environment. Throughout all our work we take due consideration of each other's current and emerging strategies and underpinning technical analysis.

Delivering the SIP requires close working with all our partners, including local transport authorities (LTAs), National Highways, Network Rail and Department for Transport (DfT) to develop and deliver the schemes and policy interventions set out in the plan. We will continue to meet with each of these partners on a regular basis.



## ***Monitoring and Evaluation Framework***

As we begin delivery it is essential that we can report on the benefits arising from both place-based and global interventions within the SIP. To monitor the success of interventions within the SIP we needed to establish a baseline and a clear and robust approach to monitoring and evaluation.

We have developed a monitoring and evaluation framework that provides a clear line of sight from the Transport Strategy's vision through to intervention level objectives, via the Strategic Investment Plan. It will allow us 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.

This year we will establish how we are going to report progress against the baseline established in the State of the Region report, how frequently we will track progress and over what timescales. This will include setting targets and trajectories, where they are appropriate. As we establish these measures and agree the metrics against which we will report we will have regard for the measures that have external influences, beyond the control of TfSE.

As well as performance against our objectives this framework will monitor the delivery of each of the multi-modal interventions, tracking what stage each one is at and what are the next steps.

### ***State of the Region Report***

Published in spring 2023 the south east's first State of the Region report will provide us with baseline data against which we track economic, social and environmental indicators to monitor the "health" of the region. Using the monitoring and evaluation framework we will measure against key metrics that align with the objectives and impacts as set out in our Transport Strategy and SIP. The state of the region report will allow us to track progress throughout the delivery of the SIP. It should be recognised that early on in the SIP implementation process we may not see high levels of change as many of the interventions present longer term benefits and some of the indicators will be subject to impacts beyond the control of TfSE.



## **Analytical Framework**

TfSE supports evidence based decision making and as we progress through delivery of schemes within the SIP many will require the development of business cases. These will be required to assess and demonstrate the impacts, benefits, and costs of the schemes, providing assurance to DfT and other funding/delivery partners that the schemes are worthy. We will do this using a suite of analytical tools (an analytical framework).

We will continue with the development of an analytical framework that allows us to develop the SIP at pace, supports the wider TfSE technical work programme, the Transport Strategy refresh and our LTAs as they develop their own scheme businesses cases and implement their own transport plans.

Specifically, developing our own analytical framework will contribute to delivery of a number of core objectives including the development of a Common Analytical Framework (CAF), the development of short and medium term rail, highway and mass transit projects to their next stage of development as well as supporting local partners in progression of their LTPs and other programmes, the development of consistent and cost-effective ways of forecasting demand for active travel projects, and scheme development tools across all modes and policy areas.

The data we acquire through this work has the potential to feed into ProjectView, further enhancing its capabilities. ProjectView is an interactive data viewing tool launched in 2021

### ***Developing the Common Analytical Framework***

This framework recognises that there are some commonalities with the data we require in the south east and the data other Sub-national Transport Bodies (STBs) and LTAs across the UK would also find useful particularly where projects are being delivered in collaboration.

As we develop our own analytical framework, we will also continue to work with the other STBs, led by Transport for the North (TfN) to develop and contribute to a CAF. This will remove duplication and provide common data, modelling and analytical standards, ensuring there is a consistent approach across the STBs. Ministers have signed off this approach and committed funding to TfN to begin developing their parts of a CAF this year.

Taking this approach will support the development of transport scheme business cases across the whole of the UK. It allows for collaboration of procurement and sharing of resources, tools and approaches that other STBs have already developed and successfully implemented elsewhere. Thus, lowering the costs to the taxpayer.

# MOVING FASTER AND FURTHER:

## DRIVING FORWARD OUR WORK IN KEY THEMATIC AREAS

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### Decarbonisation

This year we will introduce our decarbonisation toolkit to local transport authorities (LTAs) across the region. Enabling them to assess the potential impact of transport interventions on carbon emissions through the implementation of their local transport plans (LTPs). We will provide support and training to LTAs helping them to utilise the tools available as well as stakeholder engagement with elected members across the region to discuss the scale of the decarbonisation challenge faced in the south east.

#### **Decarbonisation Toolkit**



Our decarbonisation toolkit has been developed in collaboration with Transport East and England's Economic Heartland. It produces regional data sets that identify the baseline carbon emissions and trajectories to net zero in each of the LTAs in the Sub-national Transport Body (STB) areas. These trajectories consider demand forecasts based on population growth and changes to traffic patterns and behaviours. The toolkit also encompasses a carbon assessment tool that will support LTAs to quantify the carbon reduction potential of proposals to be included in their own LTPs. There will also be guidance accompanying this on how best to make these assessments.

#### **Transport decarbonisation forum**

Our transport decarbonisation forum (est. June 2021) remains active, meeting on a bi-monthly basis. It brings together local transport authority officers and external bodies from across the south east, and serves as a platform for discussion, information gathering, developing common approaches and sharing of best practice and resources. It will play a crucial role in the rollout of the decarbonisation toolkit.



## Electric Vehicle Charging Infrastructure Strategy

In March 2022 the DfT published Taking charge: the electric vehicle infrastructure Strategy. Within this, they set an expectation on STBs in England to utilise additional funding to assess charging demand at a regional level, and to develop tools that would assist local authorities in developing their own charge point plans. To produce forecasts for potential demand, identify clusters of demand (including sites such as depots), establish the varying levels of engagement progress within local authorities and highlight examples of best practice. Providing this valuable data and insight into expected demand across regions will help electricity network operators to plan their networks to accommodate this demand.

Most of the south east's local authorities have declared climate emergencies and a number of our local authority partners have identified target dates by which they aim to achieve net zero carbon emissions, some with target dates before 2050. The delivery of a robust electric vehicle charging infrastructure strategy for the south east will be vital if the Government's aim and TfSE's vision for net-zero carbon emissions by 2050 are to be met.

At the start of this financial year, we will publish the Electric Vehicle Charging Infrastructure Strategy for the south east region. Using additional funding granted by the DfT in January 2022, we have developed a strategy that identifies current and future electric vehicle charging infrastructure needs across the region and, supports local authorities that have already developed theirs by integrating plans and existing forecasts into the regional picture, or by supporting them to develop their own charge point plans. It comes with several actions that we will begin to allocate and implement this year working collaboratively with stakeholders across the region.

### ***Electric Vehicle Charging Forum***

Launched in September 2022 the Electric Vehicle Charging Forum now boasts over 100 members from across the region including LTAs, districts and boroughs, distribution network operators, fleet bodies and operators and charging point operators. The forum will be responsible for carrying forward and overseeing the actions within the strategy action plan.

### ***Fleet electrification***

As part of this workstream we have worked with fleet bodies and operators across the TfSE region to understand their electric vehicle charging infrastructure needs and to forecast the impact on the number of public charge points that will be required.

# Freight

Since the launch of our Freight Logistics and Gateways strategy at ITT Hub in 2022 we have been working to implement the strategy. This has focused largely around alternative fuels and lorry parking and driver welfare facilities. Over the coming 12 months we will be driving forward specific areas of work such as reviewing warehousing provision in the region, developing a programme of work to address public sector “freight blindness”, identify the future role of coastal shipping and inland waterways for freight transport.

## ***Alternative fuels for freight Study***

Our freight strategy identifies the importance of decarbonising the sector and an important part of this is considering the alternative ways to fuel vehicles. Last year, collaborating with England’s Economic Heartland and Transport East, we carried out an exercise to identify where in the three STB regions it would be best to locate refuelling stations (hydrogen or electric) for freight. In the first quarter of this year, we will publish the findings of this study. Following publication of this work we will continue working closely with the other STBs and the freight sector to progress any actions arising and to support the freight sector in an effective transition to alternative fuels in the future with minimum disruption to journeys. As the host region for some of the UKs main international gateways for goods we welcome collaboration across all STB areas, ensuring considerations for this work stream aren’t confined by STB area boundaries and are able to truly benefit the whole freight sector.

## ***Lorry parking and driver welfare facilities***

Our freight strategy identified key issues with lorry parking and driver welfare facilities and over the last year we have carried out a lorry parking and driver welfare facilities study looking at the current position of driver welfare and parking facilities in the south east region and identifying specific areas or opportunities for improvement. We will publish our findings in the first quarter and work with LTAs and the freight sector to explore what further work is needed.

## ***Relaunching the freight forum***

Whilst developing our Freight, Logistics and Gateways Strategy we created a freight forum, bringing together partners from across the freight and logistics sector, local authorities, national agencies and transport bodies. Together, they provided the energy, enthusiasm and investment needed to accelerate our journey towards a better connected, more productive and more sustainable future for the freight sector in our area. Over the next 12 months we plan to relaunch this forum with dedicated, expert support to manage it. We aim to turn the forum into a regional resource for sharing information and best practice. The forum will include thematic sub-groups/working groups that would take the lead on taking forward the interventions set out in our strategy and associated action plan.

## Future mobility



Our Future Mobility Strategy, published in July 2021 sets out a people- and place-based approach to future mobility – ensuring that the benefits of innovation and investment are maximised in each part of our region. Alongside this, our action plan sets out the steps to get us there, so we can track our progress and deliver tangible results.

Over the next twelve months we will commence work on a future propulsion strategy. This work follows on from the Alternative Fuels for Freight Study and looking more widely at electrified propulsion (both electric and hydrogen), including other vehicle types and with the focus on customers. The aim of this work would be to help deliver a common approach to charging and fuelling infrastructure across the south east.

We will also develop a Mode Propensity Tool for the region, taking a people and place-centric approach to understanding the relationship between consumer needs and the ability of different modes of transport to support those needs. Our vision is for this to feed into the Regional Centre of Excellence and become a tool used by LTAs when developing their local transport plans.

Our work on future mobility will be supported by the Future Mobility Forum consisting of key stakeholders from across the region who are involved in this sector. The forum will meet quarterly and help guide our work on future mobility or work as well as being a platform for sharing best practice and identifying opportunities for joint working. Working groups will also be set up to take forward specific work areas.



# REGIONAL CENTRE OF EXCELLENCE

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The Levelling Up paper, published in February 2022, set out proposals for Regional Centres of Excellence.

Subsequently, the DfT have set out expectations for STBs to develop and operate centres of excellence in their region, maximising LTAs' capability in four core work areas supporting LTAs to; accelerate the delivery of their LTPs in line with regional transport strategies, quantify carbon reductions delivered through their LTPs, develop effective business cases to secure investment and ensuring each LTA maintains a pipeline of future schemes.

We have already commenced various pieces of work that will feed into the development of a Regional Centre of Excellence for the south east, such as our work on local capability, the development of our Analytical Framework and the support to develop bus service improvement plans through the Bus Back Better support programme. This year we will work with local authorities providing guidance and support to develop business cases to implement and monitor the delivery of the Strategic Investment Plan, and realise the vision set out in the Transport Strategy. We will share and develop tools and guidance that will enhance and bring value to authorities' capacity and capability. The Regional Centre of Excellence for the south east will be the bringing together of good practice and resources, knowledge and skillsets, levelling up the region as a whole.

As we develop our own Regional Centre of Excellence, we will meet with other STBs on a quarterly basis via the STB sub-group. This group, led by TfSE provides an opportunity to check progress and share outputs, resources and lessons learned with other STBs.

Earlier this year we held a workshop with LTAs to co-design the Regional Centre of Excellence, ensuring it meets their needs to accelerate delivery of their LTPs. Working with the consultancy firm, Arup, we are also reviewing existing centres of excellence to share examples of best practice and taking on board their lessons learnt. As we move into 2023/24 we will progress this work further, commissioning a consultant to implement and deliver on the outputs of the co-design with LTAs.





In addition, we have held an internal workshop to explore what resource already exists within TfSE that could be offered through the Regional Centre of Excellence to uplift LTA's capacity and capability. For example, through the development of our own data and analytical team we are better equipped to support local transport authorities in their monitoring and evaluation of schemes delivered via the SIP. Tools developed by this team could in the future be made available via the Regional Centre of Excellence.

### **Supporting local capability**

In January 2022 TfSE was awarded £300,000 funding by the DfT to support LTAs accelerate the delivery of their LTPs and related programmes. Through this workstream we have successfully awarded £250,000 of funding against five proposals set to benefit seven local transport authorities who submitted successful bids for support to develop their LTPs. The support will help LTAs to enhance their capability in key areas, such as the development of business cases, modelling and appraisal scenario and undertaking carbon impact assessments. Over the next 12 months this work will feed into the Regional Centre of Excellence and has the potential to help more LTAs across the region.



Throughout this document this symbol has been used to identify where existing work programmes could feed into the Regional Centre of Excellence.

# COMMUNICATIONS AND STAKEHOLDER ENGAGEMENT

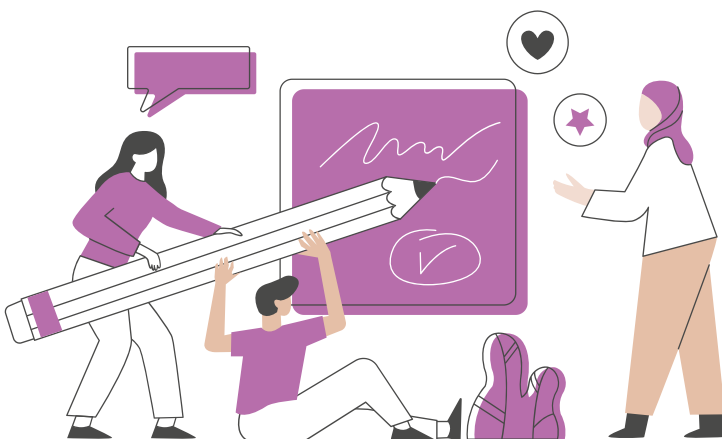
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Partnership working is at the heart of what we do and this is demonstrated throughout the work we have done to date in developing our Transport Strategy and Strategic Investment Plan (SIP) and will be of paramount importance as we begin implementation of the interventions within the SIP.

This year, we will continue to communicate regularly with all stakeholders through physical or virtual meetings, via our social media channels, website and newsletter. We will also continue to arrange bespoke engagement sessions, ensuring stakeholders are always fully briefed on our work programme as it develops.

As always, we want to keep a golden thread running from policies set by government, through our Transport Strategy and SIP, into locally generated plans for transport improvement for our communities. As required by government's emerging local transport planning guidance we will continue to regularly engage with and contribute to the work of our local transport authority (LTA) colleagues, ensuring their plans are in-line with government policies.

This year we will commission a stakeholder survey to establish a baseline of awareness and perception of TfSE. This is a process we intend to repeat annually to provide insight into our stakeholder views.



## Engagement events

Over the next 12 months we will participate in various events as well as hosting our own, raising the profile of TfSE and sharing details and outcomes of our work with our stakeholders and others. Here are some of the events scheduled for 2023/24:

### **Joint STB conference & exhibition – 5 June 2023**

For the second year all seven Sub-national Transport Bodies (STBs) will come together for a joint event at The Vox in Birmingham. This will be a multimodal conference focusing on long-term and strategic issues with high-level speakers and delegates. The event has the support of the Department for Transport (DfT) and provides an opportunity for STBs to come together and demonstrate their collective plans about long term investment in transport infrastructure from the North West to the South East of England.

### **Connecting the South East: Delivering our bold and ambitious plan - tbc September 2023**

The location for this event is yet to be confirmed but wherever it is held it will bring together stakeholders from across the region who have been instrumental to the development of our SIP as well as delivery partners and industry experts crucial to its delivery. It will be a day to inspire innovation as together we embark upon the delivery the almost 300 interventions that make up this bold and ambitious investment plan.

## Joint working with other STBs

We will continue to work closely with the other STBs in England. Meeting regularly to collaborate on issues which transcend administrative and regional boundaries, sharing best practice and delivering efficiencies in our collective work.

This will be particularly important as we support the DfT through our collective work on, decarbonisation, delivering Bus Back Better support and the development of a common analytical framework and Regional Centre of Excellence. We are already working closely with Transport East and England's Economic Heartland on our Bus Back Better support programme, developing a decarbonisation toolkit and our alternative fuels for freight study.



# DRIVING SUSTAINABLE INVESTMENT IN OUR REGION'S TRANSPORT NETWORK

As we begin to implement our Strategic Investment Plan (SIP) and work towards our vision for 2050, it isn't solely through the work of TfSE that investment will be sought for our region's transport.

We will continue to work closely with the Department for Transport (DfT) and our other partners to strengthen the golden thread from national policies such as Bus Back Better, Transport Decarbonisation Plan, the Road Investment Strategy (RIS) and so on, through our Transport Strategy and SIP to local transport plans (LTPs), Bus Service Improvement Plans (BSIPs) and Local Cycling and Walking Improvement Plans (LCWIPs).

## Supporting investment in active travel

As a partnership we recognise the important role all forms of active travel must have in both local and regional connectivity and the need to create a network that promotes active travel and active lifestyles to improve our health and wellbeing. Promoting active travel over other modes was a strong theme in the responses we received to our SIP consultation.

Our SIP identifies several enhancements to the National Cycle Network while also supporting local infrastructure improvement schemes such as those contained in local authority Local Cycling and Walking Infrastructure Plans (LCWIPs).

As we begin to deliver the interventions within the SIP we will continue to work closely with LTAs, as well as groups such as Sustrans and Active Travel England as it further establishes its operations and capacity to add value to projects in our region.

We will use our Regional Active Travel Strategy and Action Plan to guide our work and support the work of our LTAs.



## Investing in our buses and railways

Public transport has a vital role to play in reaching net zero by 2050. Service levels, service quality and connectivity all need to improve significantly with better integration between modes. We will continue to work with rail and bus operators, the LTAs across our geography and other partners to set out and deliver our long-term goals for improving public transport across the south east.

We will continue to develop our partnerships with Network Rail and support the transition to Great British Railways who are developing a new Long Term Strategy for Rail (LTSfR) which we have already fed into, communicating our long-term vision. We are keen to see rail priorities identified in our SIP progressed through the Rail Network Enhancement Pipeline (RNEP).

Through the bus forum we established in 2022/23 we will continue to support our LTAs with the delivery of their BSIPs, working towards better bus services for passengers across the south east.

## Investing in our roads

Over the next 12 months as we begin to deliver our SIP we will continue to make the case for investment in priority road schemes to cut congestion, boost active travel, support new housing, and drive economic growth.

Working with DfT and National Highways we will seek to influence and shape the development of the Roads Investment Strategy, ensuring that schemes included within our SIP are prioritised.

We will continue to work with DfT and support our partner authorities as they develop and deliver highways schemes under the large local major (LLM) and major road network (MRN) programmes, all of which are included within our SIP.

To date two of the MRN schemes have proceeded to construction and a further two MRN and one LLM schemes that we submitted for funding in 2019-20 have now received the green light and funding to proceed to the next stage of development.



# RESOURCES

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TfSE operates a mixed funding model. Operational and staff costs are in part funded by contributions from local transport authorities (LTAs), while our technical programme relies on grant funding from the Department for Transport (DfT). This approach reflects our commitment to delivering best value for our partners and taxpayers.

Funding from our 16 LTAs, which for 2023-24 amounts to just under £500,000, is used to support our staff costs. The approach for calculating contributions was developed with members and reflects the relative sizes of different member authorities.

In addition, we have secured grant funding from the DfT for 2023-24 totalling £2.065m to support the delivery of our technical programme. This will enable us to begin the delivery of the schemes and interventions and schemes within our Strategic Investment Plan (SIP), as well as undertaking work to support DfT priorities and to establish our Regional Centre of Excellence, while continuing to deliver our programme of communications and stakeholder engagement activities.

The grant funding and indicative allocation from the department is welcome, and we wish to work with officials to make the case for further funding to allow us to fully deliver our Transport Strategy and SIP. We have made a proposal to the department setting out the additional activity we could undertake with extra funding. This is attached as an addendum to this Business Plan.



To fulfil our extensive technical programme and the delivery of the SIP we are likely to require additional resource and expertise. Early this financial year we will go out to tender for consultancy support, welcoming consortium bids from multiple suppliers. Procuring support in this way will enable access to the wide range of skills and expertise required to inform future strategies and tools. In addition, it will streamline the procurement process allowing us to progress the technical work programme at pace.

Our total income for 2023-24 is £tbc\*. This includes committed funding and carry-forward from 2022/23 as well as reserves.

Income	£
Local contributions	498,000
DfT grant	2,065,000
c/f Technical programme	tbc
c/f Non technical	tbc
c/f TfSE reserves	tbc
<b>Total income</b>	<b>tbc</b>

Expenditure*	£
Staffing	1,261,000
Technical programme	1,092,000
Operational expenses	75,000
Comms & engagement	94,500
TfSE reserves	395,844
<b>Total expenditure</b>	<b>tbc</b>

\*Based on DfT grant and local contributions only. More detail is provided as an appendix to this business plan.

## Our team

Over the past 12 months TfSE has expanded its team in preparation for the delivery of the SIP. It now has 14.8 full-time equivalent employees including two apprentices. This dedicated officer support enables us to deliver the core functions of an STB set out by government – principally the delivery of our technical work programme, Regional Centre of Excellence and associated communications and stakeholder engagement activity. The team works closely with and draws additional support from officers from our constituent authorities and LEPs via officer working groups. This approach to partnership working ensures TfSE provides best value to our partners and taxpayers. We are keen to work with the DfT to establish reciprocal secondment arrangements with TfSE and our LTAs.

### ***TfSE Apprenticeships***

It is becoming increasingly difficult to recruit skilled staff in many areas of the transport industry. This is impacting the development of business cases and transport modelling and the ability to recruit the right talent to fill vacancies or skills gaps. Over the last 12 months we have recruited two apprentices into the TfSE team. Adding apprentices to our team is helping us to build a diverse talent pipeline, growing and developing a motivated, skilled, and qualified workforce. As they develop the skills required to support the needs of TfSE, we are helping them to gain the sectoral knowledge that could offer them a long-term career in transport industry.

### ***Diversity and inclusion***

We have underlined our commitment to diversity and inclusion by signing up to the Chartered Institute for Highways and Transportation (CIHT) Diversity & Inclusion Charter. The charter has been signed by more than 60 organisations across the public and private sectors and commits us achieving best practice in our approaches to recruitment, retention, and career progression.

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*“A clear and unequivocal commitment to diversity and inclusion will help us to better reflect the communities we serve. It will help us to attract and retain the best talent, work better with our partners and add real value to people and businesses across the South East.”*



**RUPERT CLUBB**  
LEAD OFFICER,  
TRANSPORT FOR  
THE SOUTH EAST



# LOOKING TO THE FUTURE

The next twelve months are going to be very exciting for TfSE - now is the time to take our Transport Strategy and Strategic Investment Plan from vision to reality as we embark on the next phase of the journey.

This year we will continue to take forward actions that have emerged from our thematic studies in freight, future mobility, electric vehicle charging and decarbonisation. We will develop our Delivery Action Plan that will support the implementation of schemes and interventions within the SIP.

Over the last year we have established a skilled and professional team, ready to support the delivery of our SIP. We will continue to build on our existing relationships and form new ones to further strengthen the TfSE partnership. We will continue to collaborate with the DfT, local transport authorities, National Highways, Network Rail and soon Great British Railways as we support government's priorities on levelling-up, decarbonisation. We will work together with our partners to share resources, tools and best practice and continue to support LTAs in the region by providing expert advice and solutions to challenges they may face. It is time to realise our vision for a better connected, more productive, more sustainable, healthier and happier future for our region.



**CLLR KEITH  
GLAZIER**

CHAIR, TRANSPORT  
FOR THE SOUTH  
EAST

The ongoing global climate crisis presents a growing challenge for the transport industry. We are faced with the stark reality of a sector requiring significant change if we are to meet net zero commitments by 2050 at the latest. This, and our vision for the region will only be achieved if we work together. We are committed to delivering a first-class transport system for the region's 8.3 million people, for its 350,000 businesses, for our local partners and for government. We will continue to build on our status as a strong and empowered champion for investment in our region, working in partnership locally, regionally and nationally to deliver our shared vision for a better future.



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[www.transportforthesoutheast.org.uk](http://www.transportforthesoutheast.org.uk)

# ADDENDUM

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This note accompanies the TfSE Business Plan 2023/24 and sets out how TfSE would utilise additional funding from the Department for Transport to enhance and accelerate its work programme.

The grant funding and indicative allocations we have received from the Department are welcome. We wish to work with officials to make a case for further funding to allow us to fully deliver our Transport Strategy and our Strategic Investment Plan. Our additional ask totals £800k:

Work stream	Business Plan allocation	Additional ask	Total 2023/24
Analytical Framework: Supporting the strategic case for schemes in the SIP	£355,000	£400,000	£755,000
Regional Centre of Excellence: LTA scheme development; Acceleration of RCOE route map	£460,000	£400,000	£860,000

Whilst this request is for additional funding for 2023/24, we know that we are likely to have additional costs on an ongoing basis as delivery of the SIP ramps up. We would welcome the opportunity to explore the possibility of obtaining additional core grant funding for 2024/25 as early confirmation of funding levels will enable us to allocate the appropriate level of resource in advance.

## Background

Transport for the South East has recently published their Strategic Investment Plan, setting out the investment required to deliver on the vision set out in their Transport Strategy (2020). The SIP is a 30-year blueprint for strategic transport investment in the South East, it has been developed in partnership with stakeholders from across the region and truly is a plan developed by the south east, for the south east.

TfSE will now turn its attention to the delivery of the nearly 300 schemes within the plan. The SIP is accompanied by a delivery action plan which focuses on the next three years, 2023-2026, detailing what the next steps are and the roles and responsibilities of Transport for the South East and its delivery partners in making this plan a reality.

It is clear that TfSE has a role to play in the development of schemes that are across boundary and that do not have clear ownership. Now is time for Department for Transport to invest in TfSE so that we can progress with the feasibility testing of these schemes to identify whether or not they are viable.

## Analytical Framework: Supporting the strategic case for schemes in the SIP

With an additional £400k of funding TfSE would be able to fully fund the Analytical Framework route map proposal for 2023/24. Our plans for scheme development have been shaped in a way that is scalable. In our Business Plan we allocated £305k to progress delivery of the schemes within the SIP but this does not allow us to progress everything.

Our work on scheme development will primarily focus on taking forward those schemes (multi modal as well as road, rail and mass transit) that do not currently have clear ownership or a scheme promoter and schemes that are cross-boundary. This will be an important element of bolstering national programmes, such as RIS, control periods and Rail Networks Enhancements Pipelines, ensuring we have a pipeline of schemes to feed through into these processes.

It will progress schemes, such as the long term solution at Worthing or southern rail link to Heathrow, through the necessary feasibility studies, develop the supporting evidence and information to help them progress to Strategic Outline Business Case stage and, where appropriate, move into business case development.

The additional £400k requested in this addendum would allow us to accelerate delivery of this, with the extent of the projects delivered being determined by the level of additional funding.

We are confident we are able to resource this as we would commission consultants through our large scale call off contract to undertake the feasibility studies, allowing us to undertake the necessary project management through our dedicated staffing resource.

### **Regional Centre of Excellence: Supporting Local Transport Authorities scheme development**

The Business Plan allocates £460k to development of the Regional Centre of Excellence. Work is underway to scope out what this will deliver, but it is likely to include the development of the 'platform' for the RCOE, collate existing content, work to secure buy-in from the intended audience and set up an approach to measuring success.

A further £200k of funding would be allocated through the Regional Centre of Excellence to support our Local Transport Authorities with scheme development. In the short term, this would provide consultancy support for LTAs in the region to boost scheme development, including MRN and LLM. The process for allocating this funding would be determined following confirmation of the funding allocation, but we have started discussions with other STBs to understand how they manage this process. We have also been working with our LTAs through the development of the road map for the RCOE to understand their requirements. In the longer term, we would like to use funding to develop a regional resource to bolster capacity and capability in the region.

An additional £200k would be used to accelerate the delivery of the road map for the RCOE, such as speeding up the creation of new content and delivery of training sessions to support local transport authorities.

This would again be delivered through our large scale call off contract, utilising consultancy to accelerate the delivery of the TfSE programmes and help us to deliver against the DfT priorities for STBs.

Expenditure	£	DfT grant 2023/24
<b>STAFFING</b>	<b>1,261,000</b>	<b>535,000</b>
Transport Strategy	200,000	200,000
SIP implementation	305,000	305,000
Analytical framework	370,000	90,000
Future mobility	150,000	100,000
Active travel	75,000	75,000
Decarbonisation	100,000	50,000
Freight	150,000	150,000
Bus Back Better	50,000	50,000
Electric Vehicle Infrastructure	150,000	100,000
ProjectView and PV2	45,000	0
C/F for committed workstreams	177,000	0
Centre of Excellence	460,000	250,000
Other costs/technical support	100,000	30,000
<b>TECHNICAL PROGRAMME</b>	<b>2,332,000</b>	<b>1,400,000</b>
Events	35,000	15,000
Communications	50,000	30,000
Publications	40,000	40,000
Website	10,000	0
Stakeholder database	7,000	0
Media subscriptions	2,500	0
<b>COMMUNICATIONS/ENGAGEMENT</b>	<b>144,500</b>	<b>85,000</b>
TfSE Governance	45,000	0
Operational expenses	40,000	25,000
Other	85,000	25,000
<b>TOTAL EXPENDITURE</b>	<b>3,822,500</b>	<b>2,065,000</b>
<b>FUNDING</b>		
Local contributions	498,000	
DfT grant	2,065,000	
Carry forward (est)	1,303,443	
c/f TfSE reserve	355,344	
<b>TOTAL INCOME</b>	<b>4,221,787</b>	
<b>CARRY FORWARD</b>		
<b>TfSE reserve</b>	<b>399,287</b>	<b>20,000</b>

N.B. The budget is subject to change once the carry forward is confirmed at end of financial year.



## Regional Centre of Excellence



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