

BUSINESS PLAN

24
25



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LOOKING TO THE FUTURE

COUNCILLOR KEITH GLAZIER, CHAIR TFSE

The coming year will be difficult for constituent authorities across the south east. Like households and businesses, local authorities are struggling in the face of high interest rates, inflation, and economic uncertainty. Social care provision will be a particular challenge, taking up a growing proportion of local authority budgets. We truly value the contributions made by our constituent authorities. In the current climate, every pound matters and is rightly under scrutiny. I absolutely understand.

Faced with this, some may question the merits of investing in transport. Can we really afford it, given the challenges today? I'd argue that we can't afford not to.

The only way to reduce inflation, invest in world class public services, and lower taxes, is by growing and levelling up the economy. Transport is key to this, so it is imperative that Transport for the South East (TfSE) continues to provide a single voice to government, making the case for investment in our region.

The opportunity is clear. Outside of London, the south east is the most economically productive part of the country. We contribute £148.8bn a year to HM Treasury - our region's contribution helps the government to level up less prosperous parts of the country.

Our plans are ambitious – and rightly so. People and businesses want to move to the south east and grow our economy. But our transport network needs ongoing innovation, insight and investment to enable this. We will achieve our shared vision of a better connected, more prosperous, and net zero south east with a sustainable transport network at its heart. We will do this by giving our stakeholders and partners first class support based on solid evidence and unrivalled local knowledge.

LOOKING TO THE FUTURE

COUNCILLOR KEITH GLAZIER, CHAIR, TFSE

The coming year will see real and worthwhile engagement taking place with stakeholders, partners and other organisations as we start our Transport Strategy Refresh. Regardless of a person's background, needs or location in our region, they will be able to help shape our future work as we produce a body of evidence to ensure our strategy remains right for decades to come.

Our Regional Centre of Excellence (RCoE) will mean that our partners are properly supported with access to a network of experts and best practice. In a climate where everyone needs to do more with less, the support we provide will be invaluable.

The interventions listed in our Strategic Investment Plan (SIP) are already seeing success and we will continue to guide all stakeholders in making our interventions a reality.

The challenges for the coming year are in no doubt, but I am confident that TfSE has the prudence, knowledge and capability in place to successfully tackle these challenges and to deliver economic growth for all across our region.

A handwritten signature in black ink, appearing to read 'K. Glazier'.

Councillor Keith Glazier

ABOUT US

TfSE is a productive and valued partnership for our region. We bring together local authorities, business groups, transport providers and others to determine the south east's strategic transport needs.

We represent West Berkshire, Reading, Slough, Wokingham, Bracknell Forest, Windsor and Maidenhead, Kent, Medway, Hampshire, Southampton, Portsmouth, the Isle of Wight, Surrey, East Sussex, West Sussex and Brighton and Hove.

Our region is nationally and internationally significant. It is served by the country's two biggest airports. Our transport network includes many of the country's busiest motorways, along with crucial railway links to London, the rest of Britain and mainland Europe. We are also home to some of the country's biggest and busiest seaports, all of which makes the south east the nation's key international gateway for people and goods.

Aside from the economic success and global status of the south east, we house 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. The south east has a growing population of over 8.3m residents and is the base for around 350k businesses.

By 2050, the south east will be the world's leading region for sustainable economic growth. Our mission is to provide a clean, safe, seamless transport system to better connect our lives and our businesses, while protecting the environment. This will mean more jobs, more opportunities to trade in the global marketplace and a better quality of life for everyone.



ABOUT US

In September, we held our annual ‘Connecting The South East’ conference, bringing together stakeholders and partners from across the region.

The keynote speech at the start of the day was given by Richard Holden MP, who at the time was a Transport Minister. His speech acknowledged how important the south east is to the national economy and the necessity of a reliable, affordable and well-planned transport network.

The minister was also keen to highlight how important it is for local transport authorities (LTAs) to work with us so we can speak with one voice to government. Link here: [Transport Minister Richard Holden MP at Connecting the South East - Transport for the South East.](#)

Working closely with our Audit and Governance Committee, we will ensure that everything we undertake delivers maximum value for money for government, constituent authorities and, most importantly, the taxpayer.

We have come a long way since our inception in 2017. It is clear our role has never been more important when it comes to supporting LTAs and other partners on transport issues in the region.



THE DIFFERENCE WE MADE LAST YEAR

We have used the funding from the Department for Transport (DfT) and our LTAs to make a real and tangible difference across the south east.

Most impactfully, we have developed an agile **Prioritisation Tool** that will allow us to prioritise transport investment to different funding profiles, and different strategic priorities at short notice. We have developed the **SIP Delivery Action Plan** and supported our partners regarding Major Road Network and Large Local Major schemes (both promoters and DfT). We have also provided direct support for four schemes at feasibility and strategic outline business case (SOBC) stages.

We have developed our **Analytical Framework**, updating **South East Economic Land Use Model (SEELUM)**, completing the **South East Modelling Review**, and developing and publishing an interactive **Story Map** showing where all of the SIP interventions are located and how they interact. We are working with other Sub National Transport Bodies (STBs) to contribute to the development of the **Common Analytical Framework (CAF)**, which will level up analytical capability across England. We have rolled out a **Development Data Collection Log (D-log)** for the collection of local plan data, and implemented Transport for the North's (TfN) **Electric Vehicle Charging Infrastructure (EVCI) Locate Tool** in the south east.

We commenced work on a refresh of our **Transport Strategy** to reflect the significant changes to travel patterns following the Covid 19 pandemic and changes to government policy on decarbonisation, levelling up and bus infrastructure provision.

To support our partners and develop our **Monitoring and Evaluation** work, we produced our first ever **State of the Region Report**.

THE DIFFERENCE WE MADE LAST YEAR

We adopted an **Electric Vehicle Charging Infrastructure Strategy** in April 2023 and commenced work on the delivery of the **Action Plan** associated with the strategy, including work to assess the impact of the electrification of vehicle fleets on the demand for public and depot-based charging infrastructure.

We commenced work on our **Regional Active Travel Strategy (RATS)** to complement the work being undertaken by our constituent LTAs through the identification of a prioritised strategic active travel network across our area.

To support **freight**, we completed work on a study of the provision of lorry parking and driver welfare facilities in our area, commenced work on studies to examine the potential for modal shift to waterborne freight, and the future warehousing requirements in our area and launched our **Wider South East Freight Forum**.

We held quarterly meetings of our **Future Mobility Forum** attended by key stakeholders from across the region involved in this sector.

Working jointly with England's Economic Heartland (EEH) and Transport East (TE) we developed and launched a **Decarbonisation Playbook**. This identifies baseline carbon emissions and trajectories to net zero in each of the local authorities in the three STB areas. This tool will enable each local authority to assess the carbon reduction potential of the proposals included in their local transport plans.

Our **Local Capability** workstream supported five local authorities in improving: carbon reduction; communications; strategic optioneering; and standardising guidance.



WHAT WE ARE GOING TO DO IN 2024/25

In 2024/25, our work is focused on enabling the DfT to achieve its **three key aims**:

- 📍 Growing and Levelling Up the Economy
- 📍 Reducing Environmental Impact
- 📍 Improving Transport for the User.

Our work will focus on four core work areas, which are critical to delivering these aims and making a difference on behalf of our constituent authorities:

- 📍 Continue our **Transport Strategy Refresh** under the sub-brand of '**Your Voices**'. This is a significant body of engagement work spanning the next 18 months that will ensure our plans remain relevant and with evidence-based purpose for everyone across the region.
- 📍 Grow a **RCoE** for the south east by continuing to offer, assess, evaluate, and support LTAs across the south east.
- 📍 Support the ongoing implementation of the schemes and interventions in our **SIP** and work with local partners and stakeholders in delivering the plan and developing analytical capability.
- 📍 Develop our **analytical capability** through working with other STBs on the **CAF**.

**APR-
JUN
2024**

Launch of the Regional Centre of Excellence (RCoE) platform

Start implementation of our data management plan to support updated evidence base

Complete work on our Regional Active Travel Strategy (RATs)

Complete work on the Future Scenarios that will inform the vision for the Transport Strategy

Complete work on the forecasting of the impact of the electrification of vehicle fleets on the demand for charging infrastructure

Progress Common Analytical Framework work on common data standards

Provide support to local authority delivery partners for business cases for Strategic Investment Plan (SIP) interventions

**JUL-
SEPT
2024**

Complete work on the waterborne freight study and study of future warehousing requirements

Provide enhanced modelling capability for the south east

Support strategic cases for larger SIP schemes

Commence work on delivery on the action plan for the RATS

Complete the drafting of the draft Transport Strategy and the integrated sustainability appraisal for it and commence the public consultation on it

Complete work on the study of opportunities for intermodal transfer of freight from road to rail

Complete work on a mode propensity tool

Deliver updated map based data viewing platform for the presentation of TfSE datasets

Commence evaluation of the RCoE

Host 'Connecting the South East 2024' – our annual conference bringing together partners and stakeholders from across the region

Finalise the Transport Strategy following the public consultation

Refresh the "State of the Region Report"

Refresh the Delivery Action Plan

Measure the impact of the RCoE

OCT-
DEC
2024

JAN-
MAR
2025

OUR VITAL WORK

THAT WILL UNLOCK INVESTMENT IN OUR REGION'S TRANSPORT NETWORK

Transport Strategy

This year we will continue the work that commenced in 2023/24 on a refresh of our Transport Strategy. We will complete work on the development of a number of **future scenarios** to inform the vision for the strategy and enable us to test its potential future impacts. We will **draft the Transport Strategy** document and undertake a **full public consultation** on it using our 'Your Voices' branding to generate responses. We will draft an **integrated sustainability appraisal** to assess the draft strategy's impact on the environment. This will also incorporate an **equalities, diversity and inclusion assessment** so we can ensure the strategy takes account of the needs of people with protected characteristics.

Strategic Investment Plan Implementation



This year we will continue the work that commenced in 2023/24 outlined in our **Delivery Action Plan**. We will collaborate with LTAs to support them with scheme development through the TfSE **RCoE**, helping them to make the case for investment in alignment with government objectives and our **Transport Strategy**. We will continue to work collaboratively with delivery partners and the DfT supporting them with strategic insight and evidence from our technical work programme. We will directly support partners through funding work on the development of a number of feasibility studies and SOBCs. We will provide advice on prioritisation under different scenarios using our **Strategic Prioritisation Framework and Tool** in alignment with TfSE and government objectives. We will report on the progress to delivery and benefits from both schemes and global interventions in the SIP through our **Monitoring and Evaluation Framework**. We know that the economic situation means that capital funding is difficult to attain at this time. However, through our SIP Implementation work, we will ensure that our LTAs have a strong pipeline of schemes, which allows them to access capital funding as soon as it is available. Building on this, through our Funding and Finance Working Group, we are bringing together government and industry to explore how we can unlock greater private sector investment in transport infrastructure.




OUR VITAL WORK

THAT WILL UNLOCK INVESTMENT IN OUR REGION'S TRANSPORT NETWORK

Analytical Framework

Evidence-based decision-making is at the heart of what we do. Further development of our **Analytical Framework** will enable us to support business case development by demonstrating scheme impacts, benefits, and costs. The Analytical Framework will continue to underpin the TfSE technical work programme and **Transport Strategy Refresh**. We will support our LTAs through the TfSE **RCoE** with development of their business cases and delivery of their transport plans. We will also complete a research study to support consistent active travel demand forecasting. Our updated **SEELUM** now has a wider economic benefits tool and an added a carbon emissions inventory element, which will support development of SOBCs in 2024/25.



We will also continue to work with other STBs 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.

Centre of Excellence

In 2024/25, we will be **delivering a virtual platform** which has been developed using the outputs from engagement with a wide range of stakeholders. We will develop a **library of resources, training offers** for both internal and external users. The platform will enable knowledge sharing amongst users via webinars and chat functions and will host tools in the TfSE region and beyond. The platform will be structured by skills/themes to help in developing effective business cases, maintain a pipeline of future schemes, and provide support with **decarbonisation**. We will continue to promote the use of the platform, and **generate new content based on gaps and priorities captured through regular feedback**. We will continue to work with the DfT as this workstream evolves, and through our robust monitoring and evaluation framework to report on the regional (and potentially national) successes.



OUR VITAL WORK

THAT WILL UNLOCK INVESTMENT IN OUR REGION'S TRANSPORT NETWORK

EV Infrastructure

This year we will continue with the action plan developed as part of our **Electric Vehicle Charging Infrastructure Strategy** adopted in 2023. This will include completion on work to identify the impacts of the **electrification of vehicle fleets** on demand for public and depot-based charging infrastructure. The outputs from this work will be incorporated into the EVCI visualiser tool that we received from TfN in 2024 that will eventually be rolled out to all STBs. We will further develop the **EVCI Locate Tool** that helps our local authorities identify suitable locations for public charging points. We will continue to convene our **EVCI Forum** that includes representatives from LTAs, districts and boroughs, distribution network operators, fleet bodies and operators and charge point operators. The forum will be responsible for carrying forward and overseeing the actions within the strategy action plan.



Active Travel

This year will see the completion of our **Regional Active Travel Strategy (RATS) and Action Plan** that aims to make walking, wheeling, and cycling an, attractive accessible, and realistic choice for more journeys undertaken across the TfSE area. Work will commence on the delivery of the action plan in the second part of the year.

Freight

This year will see the completion of our studies on the **potential for modal shift to to waterborne freight, the future warehousing requirements in our area and the identification of suitable sites for road/rail interchange facilities**. Some of these studies are being undertaken jointly with EEH and TE. Using data from the GB Freight Model, we will work TfN and Midlands Connect (MC) to develop a **local freight tool** for the TfSE area to enable us to forecast future demand by freight type and identify potential locations for refuelling, recharging, parking, and modal interchange hubs at a strategic, regional, and local level. We will also be holding further meetings of our **Wider South East Freight Forum** and continuing our programme of activity to tackle the issue of freight blindness with our LTAs.



OUR VITAL WORK

THAT WILL UNLOCK INVESTMENT IN OUR REGION'S TRANSPORT NETWORK

Future Mobility

The focus of our activity this year will be to lead the development a **mode propensity tool** working jointly with other STBs to better identify the needs of different people and the capability of different modes to support those needs. We will also be working with EEH to provide practical **mobility hub assistance** such as guidance on incremental measures and quick wins for local authorities; exploring private funding opportunities; and economies of scale for investment across a wider area. We will continue to convene our **Future Mobility Forum** consisting of key stakeholders from across the region who are involved in this sector.

Decarbonisation

During this year we will be refining and improving the **Decarbonisation Playbook Tool** that we launched in 2024 particularly to enable the impact of transport interventions on emissions from freight traffic to be assessed. We will continue to convene our **South East Transport Decarbonisation Forum**. This brings together local transport authority officers and external bodies from across our area and serves as a platform for discussion, information gathering, developing common approaches and sharing of best practice.



All our workstreams will help to enable the DfT, in completing its key aims for 2024/25:



	Growing and Levelling up the Economy	Reducing Environmental Impact	Improving Transport for the User
Transport Strategy	✓ ✓ ✓	✓ ✓ ✓	✓ ✓ ✓
SIP Implementation	✓ ✓ ✓	✓ ✓ ✓	✓ ✓ ✓
Analytical Framework	✓ ✓ ✓	✓ ✓ ✓	✓ ✓ ✓
Future Mobility	✓ ✓	✓ ✓	✓ ✓ ✓
Active Travel	✓ ✓	✓ ✓ ✓	✓ ✓
Decarbonisation	✓ ✓	✓ ✓ ✓	✓
Freight	✓ ✓ ✓	✓ ✓	✓ ✓
EV Infrastructure	✓	✓ ✓ ✓	✓ ✓
Centre of Excellence	✓ ✓ ✓	✓ ✓ ✓	✓ ✓ ✓

✓✓✓ = Makes an outside contribution to the aim ✓✓ = Supports the aim
✓ = Complements the aim

And all our workstreams are in-line with the functions of STBs, as set out in legislation:

	Develop and Maintain a Transport Strategy for your Region	Provide Guidance to Government on Prioritisation	Growing Capability of Local Transport Authorities
Transport Strategy	✓ ✓ ✓	✓ ✓ ✓	✓ ✓
SIP Implementation	✓ ✓ ✓	✓ ✓ ✓	✓ ✓
Analytical Framework	✓ ✓ ✓	✓ ✓ ✓	✓ ✓ ✓
Future Mobility	✓ ✓ ✓	✓	✓ ✓
Active Travel	✓ ✓ ✓	✓ ✓	✓ ✓ ✓
Decarbonisation	✓ ✓ ✓	✓ ✓	✓ ✓ ✓
Freight	✓ ✓ ✓	✓ ✓	✓ ✓ ✓
EV Infrastructure	✓ ✓	✓	✓ ✓ ✓
Centre of Excellence		✓	✓ ✓ ✓

✓✓✓ = Makes an outside contribution to the delivery the function ✓✓ = Delivers the function
✓ = Somewhat delivers the function



MAKING THE CASE FOR INVESTMENT

Investing in our roads

Our SIP makes the case for investment in priority road schemes to cut congestion, boost active travel, support new housing, and drive economic growth. Highways opportunities in the SIP have a particular focus on those facilitating freight and bus movements to make the best use of the roads in our region.

Partnering with DfT and National Highways (NH) we continue to influence and shape the development of the Roads Investment Strategy (RIS), ensuring that schemes included within our SIP are prioritised.

We will continue to work with DfT including **collaboration** to help shape the programme around government priorities. We will continue to support our partner authorities as they develop and deliver highways schemes under the large local majors (LLM) and major road network (MRN) programmes, all of which are included within our SIP. Two schemes are currently under construction in the TfSE region (A35 Redbridge Causeway and A284 Lyminster Bypass (North)) for a combined total of nearly £57m with a DfT contribution of over £25m.

Three schemes in the last year have now received the green light and funding to proceed to the next stage of development (Outline Business Case) under the MRN and LLM programmes. These schemes are in Hampshire, Surrey, and Kent. We will continue to work with LTAs and the DfT to progress all eleven of the MRN and LLM schemes in the region which have a combined value of nearly £930m:

-  A22 Corridor Package (MRN)
-  A259 (King's Road) Seafront, Highway Structures Renewal Programme (MRN)
-  North Thanet Link (MRN)
-  A259 Bognor Regis to Littlehampton Enhancement (MRN)
-  A326 Waterside Improvements (LLM)
-  A31 Farnham Corridor (LLM)
-  Northam Rail Bridge (MRN)
-  A229 Blue Bell Hill Improvements (LLM)
-  A259 South Coast Road Corridor (MRN)
-  City Centre Road, Portsmouth (LLM)
-  West Quay Road Realignment, Southampton (LLM)

We will also work with DfT to prioritise any schemes for a second round of MRN/LLM funding using our strategic prioritisation framework and tool.





MAKING THE CASE FOR INVESTMENT

Investing in our buses and railways

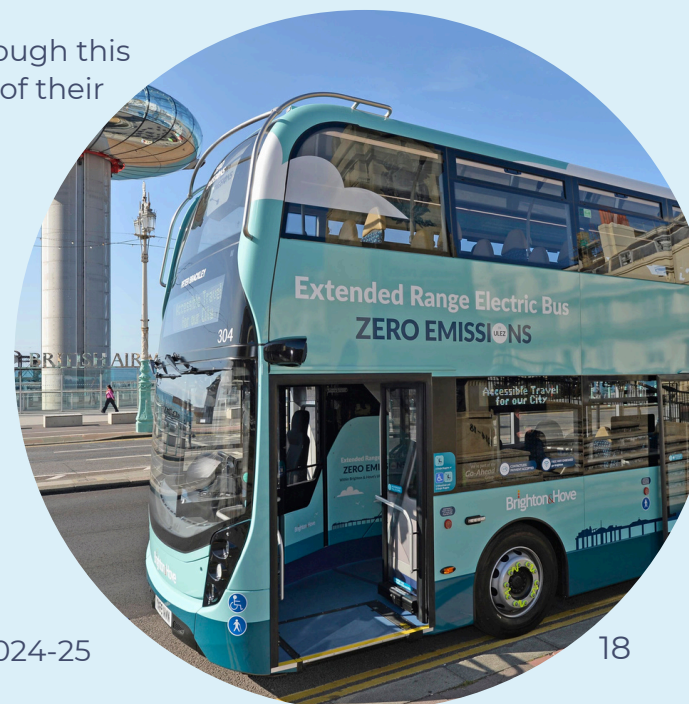
To encourage more people to use buses and railways, service levels, service quality and connectivity all need to improve significantly with better integration between modes. This is particularly important in the rural areas of our region where existing connectivity is poor. The south east is also home to tens of thousands of people who travel into London on a regular basis for work and they deserve a system they can afford and rely on.

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. Public transport has a vital role to play in reaching net zero by 2050.

Our partnerships with Network Rail (NR) continue to grow and we support the transition to Great British Railways (GBR) and the development of a new Long Term Strategy for Rail (LTSfR) which we have contributed to. We are keen to see rail priorities identified in our SIP progressed through the Rail Network Enhancement Pipeline (RNEP).

Together with EEH and TE we established a **Wider South East Rail Partnership** that brings together the three STBs with DfT and NR and Great British Railways Transition Team (GBRTT). It will provide strategic oversight of timetabling and infrastructure investments, to increase the financial viability of the railway and ensure a consistent customer experience for both passengers and freight.

We established our **Bus Forum** in 2023/24 and through this we continue to support our LTAs with the delivery of their Bus Service Improvement Plans (BSIP), working towards better bus services for passengers across the region to deliver simpler fares, new buses, improved routes and higher frequencies. To date nearly £228m has been awarded to authorities in the TfSE region under BSIP in the years 2022-25. However, some authorities have benefited more than others and moving forward, we need to work to ensure there is 'levelling up' of any future BSIP funding.





ENGAGING WITH OUR STAKEHOLDERS

Successful and mutually beneficial **partnerships** are imperative to the ongoing success of what we do. This has been previously demonstrated throughout the work we have done in developing our Transport Strategy and SIP and continues to be a vital aspect of our work as we continue the implementation of the interventions contained within our SIP.

Going forward, engagement will be at the heart of our Transport Strategy Refresh activity under the banner of '**Your Voices**'. Activity will include attendance at a variety of events, online surveys, social media activity and dedicated podcasts.

Naturally, we will continue to communicate regularly with all stakeholders regarding all aspects of our work in a variety of ways. This includes physical and virtual meetings, social media, and regular website updates, along with our monthly newsletter and recently launched monthly podcast.

Bespoke engagement sessions will remain the backbone of much of our activity to ensure stakeholders are always fully briefed on our work programme as it develops in a timely and relevant fashion.

Embracing new ways of communicating

In September 2023, we launched '**The TFSE Podcast**' – a monthly podcast that is presented and produced by our

Communications and Public Relations Apprentice. The podcast allows us to **reach different and diverse audiences** including younger demographics and those who

are visually impaired. So far, we have covered a variety of topics

including electric vehicles and women in transport, as well as

using the podcast to communicate the current work of TfSE.

Future podcast episode ideas in 2024 include

decarbonisation, accessibility in rural areas and lorry freight (a day in the life of a driver).

YOUR

VOICES



ENGAGING WITH OUR STAKEHOLDERS

Engagement Events

Our flagship engagement event is our 'Connecting The South East' annual conference. The most recent event was held at the Amex Stadium in Falmer, Brighton and Hove in September and was one of the most well attended ever. Nearly 200 people attended from across the region representing county and local councils, transport groups and many other local organisations.

Panel discussions included participants from Department for Transport, Great British Railways, Network Rail, National Highways, Active Travel England, Surrey County Council, Solent Future Mobility Zone, e-bike company Beryl Bikes, Loud Mobility, Homes England, Brighton and Hove Buses, University of Sussex, Hydrogen Sussex, Confederation of Passenger Transport, RAC Foundation and the Chartered Institute of Highways and Transportation, along with many of the team members from TfSE. The keynote speech was given by Transport Minister Richard Holden MP.

We will continue to participate in various events in 2024/25 to raise the profile of TfSE and share the details and outcomes of our work with our stakeholders and others. Key TfSE staff will accept invitations to speak at events as they did in 2023.

Here are some of the events scheduled for 2024/25:

STB Conference 2024 - 28 February 2024

All seven STBs will come together for a joint event at The Manchester Central Convention Complex. The conference will focus on long-term and strategic issues with high-level speakers and delegates.

Connecting the South East - November 2024

Building on the success of the previous year, this event will bring together stakeholders and partners from across the region to discuss transport issues affecting the region. It will also serve as an opportunity to update all delegates on our work.

ENGAGING WITH OUR STAKEHOLDERS

Public affairs activity

With seventy-one MPs across our region (increasing to seventy-five constituencies at the next general election following a review by the Boundary Commission), it is vital we continue to inform all MPs of the contents of our SIP that are relevant to their own constituencies and of the wider work of TfSE in the region.

In the final quarter of 2023, we started a programme of MP engagement offering meetings (real or virtual) to allow us to talk through the relevant contents of the SIP and to answer any questions. So far, we have met with MPs representing Ashford, Chatham, Gosport, North Hampshire, North Thanet, Portsmouth North, Rochester and Strood. TfSE's Chair and Lead Officer have also presented to East Sussex and West Sussex MPs by joining the monthly meetings that they attend which are organised by their respective county councils.

All MPs across our region were sent constituency factsheets at the start of the year detailing local work that features in our SIP.

With a general election due in the next twelve months, we will ensure any new and existing MPs remain fully informed of our work and plans.

Joint working with other STBs

Meeting regularly and working closely with other STBs in England ensures the sharing of best practice and delivers efficiencies in our collective work. We have already worked together on a variety of issues including decarbonisation, electric vehicle charging infrastructure roll out, Bus Back Better support, the development of a Common Analytical Framework and Regional Centre of Excellence. Notable collaborations include working closely with EEH and TE on our Bus Back Better support programme, developing a Decarbonisation Playbook and our work programme to address public sector freight blindness. With them we have also established the **Wider South East Freight Forum** and the **Wider South East Rail Partnership**. Moving forward, we are keen to seek out further opportunities to work collaboratively with other STBs, so that we continue to ensure that we deliver best value for the taxpayer. In 2024/25 we have plans to undertake further freight work jointly with EEH and TE and will look to work with other STBs on the development of a mode propensity tool.

RESOURCES

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

Funding from our sixteen LTAs, which for 2024/25 amounts to just under £500k and is used in most part to fund some of our 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 five years.

DfT have awarded us with grant funding of £2.065m for 2024/25 to support the delivery of our technical programme. This will enable us to continue the delivery of the schemes and interventions within our SIP, as well as undertaking work to support DfT priorities. It will also enable us to establish our RCoE and continue to deliver our programme of communication and stakeholder engagement activities.

Our total income is £3.36m. This includes committed funding and carry-forward from 2023/24.

Income		£
Local Contributions		498,000
DfT Grant		2,065,000
Carry Forward from 2023/24		797,000
Total Income		3,360,000
Expenditure		£
Staffing		1,270,000
Technical Programme		1,932,000
Comms & Engagement		98,000
Operational Expenses		60,000
Total Expenditure		3,360,000
TfSE Reserves		406,730

More detail is provided on the content of the programme and the allocation of the DfT grant to individual work areas in [Appendix 1](#) to this plan.







RESOURCES

In line with DfT Business Planning Guidance, we have completed the **Business Plan Summary Sheets in Appendix 2**. These break down the funding by different workstreams, staff, and the funding needed to implement the CAF. We have also included a table in **Appendix 2** showing the additional work we could take forward in 2024/25 should any additional grant funding become available.

Receiving less funding than outlined in the indicative funding allocation will severely impact our ability to assist the DfT in achieving its key aims. If we receive less funding, we will need to reprioritise our work programme and seek further Partnership Board agreement.

If we were to receive less funding than sought it would adversely impact our ability to level up our analytical capability. We would risk falling further behind other STBs such as TfN. This capability is fundamental in delivering support to LTAs through the RCoE.

To further illustrate the consequence of a reduced funding allocation:

-  The level of support we could extend to our LTA delivery partners for scheme delivery would be reduced creating a gap in the future pipeline.
-  We would risk being able to develop our local freight forecasting tool or take forward any work in our future mobility workstream.
-  The scope of a number of technical work streams would have to be severely reduced including our work to address public sector freight blindness.
-  There would be a reduction in the schemes that we can support through early-stage business case development.

Combined, this would significantly restrict the government's potential to use transport investment to achieve economic growth and nationwide levelling up for the foreseeable future.



TEAM

Our team

TfSE has 18.6 full-time equivalent employees including one apprentice role and plans to recruit another. The team works closely with and draws additional support from officers from our constituent authorities and other stakeholder groups. This approach to partnership working ensures TfSE provides best value to our partners and taxpayers.





TEAM

TfSE Apprenticeships

It can be a real challenge to recruit skilled staff in many areas of the transport sector. The impact of this is far reaching and being unable to recruit the right talent to fill vacancies or skills gaps can affect the work capacity and growth of an organisation.

We have one apprentice in our team who works as Communications and Public Relations Assistant with her apprenticeship ending in September 2024. This role has become a valued member of TfSE and has grown as an individual in terms of confidence and taking on more responsibility in the organisation.

At the start of 2024, we plan to recruit an administration apprentice to assist with the work of the team. But this is just the beginning. We have seen first hand how valuable apprentices are to an organisation and our aspiration is to grow an apprenticeship framework within TfSE to help us develop a diverse talent pipeline and grow a motivated, skilled, and qualified workforce.

TfSE Secondments

The transport sector is more effective when organisations work collaboratively, with individuals understanding how other organisations work and how to engage with them. To that end, TfSE is exploring how we can encourage and facilitate reciprocal secondments between TfSE, our constituent authorities, DfT, and its delivery bodies.

We have set up our first secondment this year, with the Head of Programme and Policy, who we have seconded from DfT. We will review the effectiveness of this secondment and explore how best we can facilitate more secondments in future.



MOVING EVEN FURTHER FORWARD

RUPERT CLUBB, LEAD OFFICER, TFSE

There should be no doubt of the space that TfSE occupies when we consider the necessity of having a transport system that is fit for purpose to meet both current and future needs, including changes in working practices, climate change and a challenging financial environment.

The role of STBs will become even more vital as part of the devolution debate and we can play an important role in securing the right tools to ensure our region prospers.

STBs play an integral role in shaping and meeting the transport needs of a region, based on a clear understanding of its geography, social make-up and distinct needs – this knowledge is unrivalled.

Our functions are vital when it comes to developing and implementing a Transport Strategy, providing advice to the Secretary of State, support to partners and stakeholders and speaking as one voice to government to help deliver an integrated regional transport network that is fit for the future.

We are also ideally placed to bring together private sector businesses with other stakeholders and partners to develop mutually beneficial funding opportunities to see new projects or transport infrastructure enhancements achieved at pace.

STBs are grounded in local democratic accountability in the way they are constituted which offers transparency and greater local input. STBs determine the priorities for investment, through the line of sight between national policy and local delivery and support our LTAs to bring about the improvements needed to grow our economy.

MOVING EVEN FURTHER FORWARD

RUPERT CLUBB, LEAD OFFICER, TFSE

However, it is important to note that we don't replicate the work of LTAs – we work with them to ensure that the plans we put forward reflect the needs and priorities of the communities they represent.

Our plan for 2024/25 clearly sets out our future objectives whilst acknowledging the very real challenges ahead. Our partners and stakeholders will expect us to work smarter and there will rightly be a greater demand for value for money. We know this and will meet this challenge head on.

TfSE's track record to date speaks for itself. We are nimble and have built excellent partnerships and relationships with stakeholders from across our patch. They have come to look to us for back-up, advice and knowledge. Our plans are realistic, achievable and will continue to ensure that the south east is the most economically productive region outside of London.

We look forward to continuing to work alongside government to achieve its national objectives over the next twelve months and to further assist in making the south east a place where people want to continue to work, live and prosper.



Rupert Clubb

APPENDIX 1

WORK PROGRAMME FOR 2024/25 AND THE ALLOCATION OF DFT GRANT TO INDIVIDUAL WORK AREAS

Expenditure	£	DFT Grant
Staffing	£1,270,000	£870,000
Transport Strategy	£434,000	£300,000
SIP Implementation	£500,000	£300,000
Analytical Framework	£277,000	£175,000
Future Mobility	£45,000	£25,000
Active Travel	£66,000	£40,000
Decarbonisation	£40,000	£20,000
Freight	£172,000	£110,000
Electric Vehicle Infrastructure	£74,000	£2,000
Centre of Excellence	£276,000	£160,000
Other costs/ technical support	£48,000	£15,000
Technical Programme	£1,932,000	£1,147,000
Events	£40,000	£15,000
Communications	£12,000	£5,000
Publications	£5,000	£0
Website	£21,000	£0
Stakeholder Database	£18,000	£0
Media Subscriptions	£2,000	£0
Communications/ Engagement	£98,000	£20,000
TfSE Governance	£10,000	£0
Operational Expenses	£50,000	£28,000
Total Expenditure	£3,360,000	£2,065,000
Funding	£	
Local Contributions	£498,000	
DFT Grant	£2,065,000	
Carry Forward	£950,880	
c/f TfSE Reserve	£406,730	
TOTAL INCOME	£3,766,730	
Carry Forward		
TfSE Reserve	£406,730	

APPENDIX 2

2024/25 WORKSTREAM EXPENDITURE

Work area	Specific Workstream	Cost 2024/25	Key Milestones	End Date
Transport Strategy Refresh	Continued work to deliver a refresh of the Transport Strategy involving future scenario planning, drafting the strategy document, full public consultation and development of integrated sustainability appraisal.	£434,000	<ul style="list-style-type: none"> Future scenarios report Draft integrated sustainability appraisal Draft transport strategy document Report on the public consultation exercise 	<ul style="list-style-type: none"> May 2024 Oct 2024 Oct 2024 Jan 2025
Analytical Framework and STB Common Analytical Framework (CAF)	Work to maintain our evidence base implementing our analytical framework routemap support the continued roll out of our instance of the STB CAF and undertake the monitoring and evaluation	£277,000	<ul style="list-style-type: none"> Renewed map based data viewing platform Implementation of data management plan Enhanced south east modelling capability STB common data standards Revised "State of the Region" Report 	<ul style="list-style-type: none"> Dec 2024 Mar 2025 Mar 2025 Mar 2025 Mar 2025
SIP Implementation	Scheme development support, prioritisation of schemes for direct or funded feasibility studies or SOBC support, further development of future pipeline of schemes, development of strategic cases and monitoring and evaluation	£500,000	<ul style="list-style-type: none"> Updated Delivery Action Plan Delivery of final feasibility studies/SOBC's Provide support to NH and Network Rail for strategic schemes 	<ul style="list-style-type: none"> Dec 2024 Mar 2025 Mar 2025

APPENDIX 2

2024/25 WORKSTREAM EXPENDITURE

Work area	Specific Workstream	Cost 2024/25	Key Milestones	End Date
Centre of Excellence	Delivery of an online platform offering a library of resources, tools and training packages. The platform will enable knowledge sharing amongst users via webinars and chat functions.	£276,000	<p>First assessment of areas for support with local authorities, that will be relevant to the capability and capacity gaps.</p> <p>Publish first version of knowledge library</p> <p>Identify physical locations and programme of in person training and events.</p> <p>Measure impacts of the RoCE and report to DfT and local authorities</p> <p>Ongoing engagement, management, and maintenance of the platform to ensure it remains up to date, relevant, and meeting the objectives.</p>	<p>April 2025</p> <p>Mar 2024</p> <p>Jun 2024</p> <p>Mar 2025</p> <p>Ongoing</p>
Electric Vehicle Charging Infrastructure	Completion of work to identify the impacts of the electrification of vehicle fleets on demand for public and depot based charging infrastructure. Outputs from this work incorporated into the EVCI Visualiser Tool. Further development of the EVCI Locate Tool.	£74,000	<p>Report of the impacts of the electrification of vehicle fleets on charge point demand</p> <p>Incorporation of fleet forecasts into EVCI visualiser tool</p> <p>Refinement of fleet electrification forecasts</p> <p>Identification of business models for area wide EVCI procurement and roll out</p>	<p>July 2024</p> <p>June 2024</p> <p>Mar 2025</p> <p>Dec 2024</p>

APPENDIX 2

2024/25 WORKSTREAM EXPENDITURE

Work area	Specific Workstream	Cost 2024/25	Key Milestones	End Date
Active Travel	Completion of our Regional Active Travel Strategy and commencement of stage 1 work on the accompanying action plan	£66,000	Active Travel Strategy completed Stage 1 implementation of action plan	Oct 2024 Mar 2025
Freight	Completion of studies on the potential for modal shift to waterborne freight, future warehousing requirements in our area and the identification of suitable sites for road/rail interchange facilities. Development of a local freight forecasting tool	£172,000	Report on potential for modal shift to waterborne freight Report on future warehousing requirements in the TfSE area Report on identification of suitable sites for road/rail interchange facilities. Development of a local freight forecasting tool.	July 2025 July 2025 Mar 2025 Mar 2025
Future Mobility	Report on potential for modal shift to waterborne freight July 2025 Report on future warehousing requirements in the TfSE area July 2025 Report on identification of suitable sites for road/rail interchange facilities.	£45,000	Delivery of mode propensity tool Delivery of a package of practical mobility hub assistance	Oct 2024 Dec 2024
Decarbonisation	Delivery and improvements and refinements to the Decarbonisation Playbook developed jointly by the STBs.	£40,000	Delivery and improvements and refinements to the Decarbonisation Playbook	Dec 2024

APPENDIX 2

2024/25 WORKSTREAM EXPENDITURE

If additional funding was available, there are a number of elements of our work programme where we could extend the reach of existing work streams during 2024/25. There are also a number of potential deliverables that we haven't included in our 2024/25 programme that could be brought forward. Both existing and additional work areas are set out in the table below to a total of £320k- £370k.

Work area	Deliverable	Cost
Regional Centre of Excellence (RCoE)	Theory of change tool – to enable LTAs to identify the steps in reaching a goal and better articulate and connect strategies and plans to overall aims and spot potential risks.	£30,000
	Embedded Carbon Assessment Tool - to help LTA's identify the embedded carbon in future transport schemes and the opportunities for reduction	£50,000
Electric Vehicle Charging Infrastructure (EVCI)	Fleet electrification study – extension of scope to enable identification of potential local fleet vehicle charging hubs	£25,000
Freight	Addressing “freight blindness” - deliver additional elements of this existing multi-year programme into 2024/25	£25,000
Future Mobility	Shared mobility best practice guidance (bikes, scooters, cars) – undertake a review of the existing schemes in the TfSE area to identify best practice to share with other LTAs	£30,000
	Behaviour change best practice – to develop practice guidelines for selecting a travel behaviour change approach for use by LTAs	£30,000
Analytical Framework and STB Common Analytical Framework (CAF)	Invest in improved data processing and interrogation to accelerate progress with our Analytical Framework , and the STB CAF enabling greater support to LTA's through the CoE and improving the advice we can offer government on prioritisation and value.	£50,000
	Additional analytical and modelling capability to share with our partners to support early-stage scheme business cases and increase the effectiveness and range of support we can offer to LTAs, whilst also improving the advice we can offer government on prioritisation and value.	£30,000
SIP Implementation	Provide additional support to LTA and national partners in developing early-stage scheme business cases. There is significant demand from our LTAs for support on feasibility studies early-stage scheme business cases and this work could be scaled up to more constituent authorities if more funding was available. With an additional £50k we could advance another feasibility study, with an additional £100k we could take a scheme through an SOBC.	£50,000- £100,000

APPENDIX 2

2024/25 WORKSTREAM EXPENDITURE

Staff cost allocation 2024/25

Core Staff - Paid for using DFT Funding		
Business Area	Headcount	Cost
Programme Team	5.8 FTE	£320,000
Strategy Team	2 FTE	£180,000
Analysis Team	5 FTE	£370,000
Total	12.8 FTE	£870,000
Core Staff – Paid for using Local Authority Contributions		
Business Area	Headcount	Cost
Programme Team	3 FTE	£200,000
Strategy Team	2.8 FTE	£200,000
Analysis Team	0 FTE	£0
Total	5.8 FTE	£400,000
Total Staffing Budget	18.6 FTE	£1,270,000

TfSE costs to Implement the Common Analytical Framework*

Requirements	Costs
Staff Needed	Headcount
Portion of Analysis Team Salary Costs: <ul style="list-style-type: none"> • 0.5 Head of Analysis and Appraisal • Analysis Manager • 0.5 Data and Analytics Officer 	£155,000
Subtotal	£155,000
Products Needed	
Implementation of Data Management Plan to support evidence base	£75,000
Regional Modelling capability	£145,000
Licence agreements	£5,000
Subtotal	£225,000
Total	£380,000

*These costs are included in the resource cost set out in the Resources section in the main body of the Business Plan.