

**Sub-National Transport Body – Transport for the South East  
Shadow Partnership Board**

## Agenda

**29 September 2017, 10:00 – 13:00**

**Sofitel, North Terminal, N Terminal Approach, Horley, Gatwick RH6 0NP**

### Shadow Partnership Board Members

Cllr Keith Glazier, Leader East Sussex County Council	Cllr Paul Carter CBE, Leader Kent County Council	Cllr Tony Page, Deputy Leader Reading Borough Council (representing Berkshire Local Transport Body)
Cllr Louise Goldsmith, Leader West Sussex County Council	Cllr Gill Mitchell, Deputy Leader, Brighton & Hove City Council (representing Cllr Warren Morgan)	Cllr Vanessa Churchman, Isle of Wight Council (representing Cllr Ian Ward)
Cllr Jacqui Rayment, Cabinet Member for Environment and Transport and Deputy Leader Southampton City Council (jointly representing Southampton and Portsmouth)	Cllr Rob Humby, Executive Member for Environment and Transport Hampshire County Council	Geoff French CBE, Interim Chair Transport Forum
Cllr Phil Filmer, Portfolio Holder for Front Line Services, Medway Council (representing Cllr Alan Jarrett)	Margaret Paren, Chair, South Downs National Park (representing protected landscapes)	

### Apologies:

Cllr David Hodge CBE, Leader, Surrey County Council

Cllr Alan Jarrett, Leader, Medway Council

Cllr Warren Morgan, Leader, Brighton & Hove City Council

Cllr Ian Ward, Cabinet Member for Infrastructure and Transport, Isle of Wight Council

Dave Lees, Solent LEP

Steve Allen, Coast to Capital LEP

**Observers:** Andy Rhind (Deputy Director, Regional Strategies: London and South Division, Department for Transport)

Item	Who
1	<b>Welcome and Apologies</b> Cllr Keith Glazier
2	<b>Transport Strategy – see Paper 1 (<i>Appendix 1 to follow</i>)</b> <ul style="list-style-type: none"> <li>• Feedback from Vision Workshop</li> <li>• Development of a Roadmap</li> <li>• Agree next steps</li> </ul> Mark Valleley

3	<b>Mayor of London's Transport Strategy: TfSE Response – see Paper 2</b>	Mark Valleley
4	<b>Communications and Engagement – see Paper 3</b> • Events proposals	Warwick Smith
5	<b>Governance and Draft Order – see Paper 4</b> • Processes • Timescales	Philip Baker
6	<b>Transport Forum – see Paper 5</b> • Agree Terms of Reference	Geoff French
7	<b>Budget proposals – see Paper 6</b>	Kevin Lloyd
8	<b>AOB</b>	
9	<b>Date of Next Meeting:</b> 6 December 2017, 10:00 – 13:00	

### Officers in Attendance

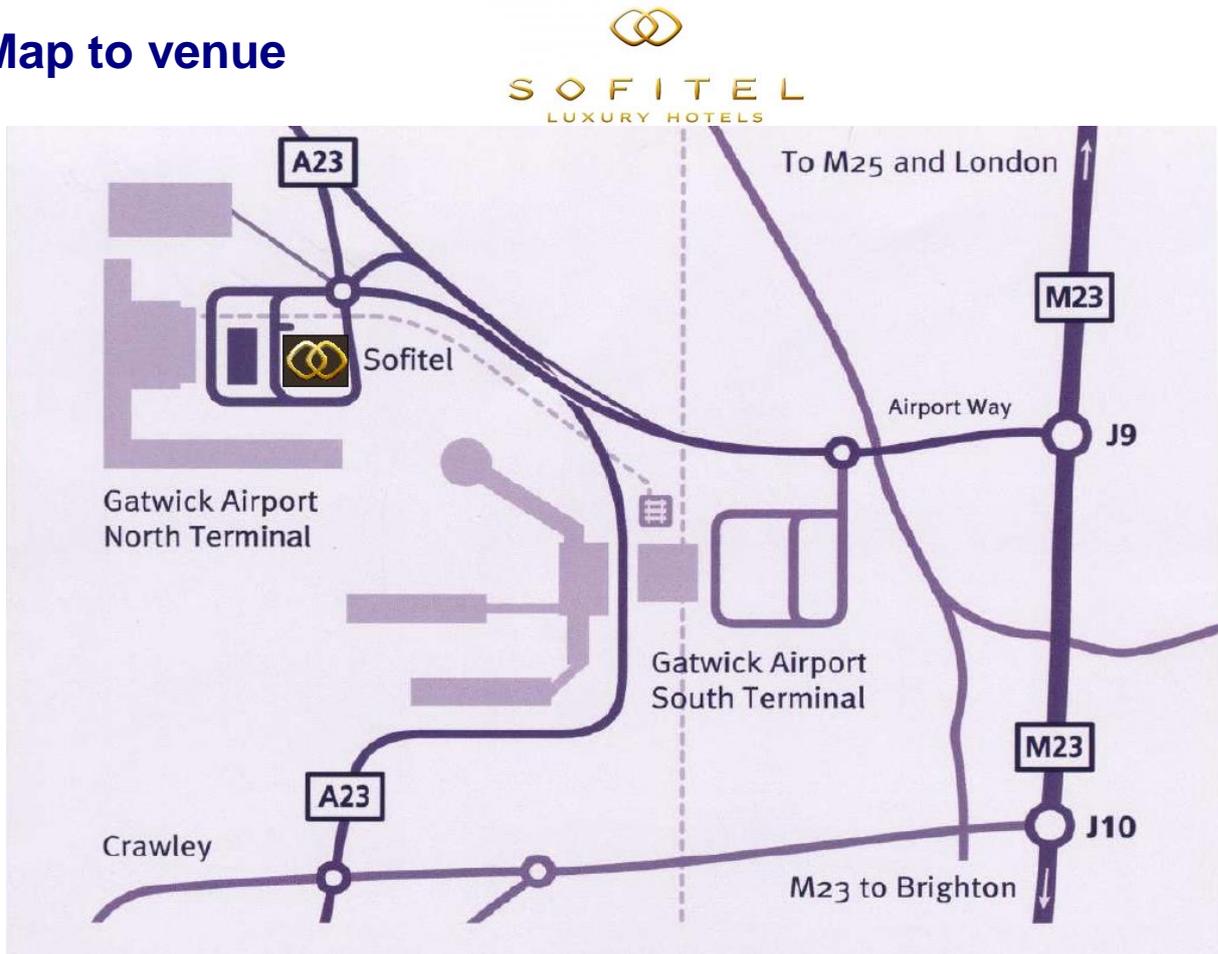
#### Secretariat

Mark Valleley	Communities, Economy and Transport	East Sussex County Council
Rachel Ford	Economic Growth	Surrey County Council

#### Additional Attendees

Philip Baker	Assistant Chief Executive	East Sussex County Council
Warwick Smith	Head of Communications and Marketing	East Sussex County Council
Kevin Lloyd	Head of Economic Growth	Surrey County Council
Joseph Ratcliffe	Transport Strategy Manager	Kent County Council
Ruth Du-Lieu	Assistant Director Frontline Services	Medway Council
Mark Prior	Assistant Director, City Transport	Brighton & Hove City Council
Matt Davey	Director of Highways and Transport	West Sussex County Council
Alan Cufley	Director of Transport, Environment and Business Support	Portsmouth City Council
Mike Harris	Service Director, Growth	Southampton City Council
Wendy Perera	Head of Place	Isle of Wight Council
Keith Willcox	Assistant Director – Transport	Hampshire County Council
Richard Tyndall	Business Consultant	Berkshire Local Transport Body /Berkshire Thames Valley LEP
Jonathan Sharrock	Chief Executive	Coast to Capital LEP
Stuart Baker	Head of Local Growth	Solent LEP

## Map to venue



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### From East/A264/East Grinstead:

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### From the South/Brighton A23:

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### From Heathrow Airport:

Take Speedlink or Jetlink coach to Gatwick airport North Terminal and follow the signs to Sofitel Gatwick.

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**Shadow Partnership Board Members**

Cllr Warren Morgan, Leader Brighton & Hove City Council	Cllr Michael Payne, Deputy Cabinet Member for Planning, Highways, Transport and Waste Kent County Council (Representing Cllr Paul Carter CBE)	Cllr David Hodge CBE, Leader Surrey County Council
Cllr Keith Glazier, Leader East Sussex County Council	Cllr Alan Jarrett, Leader Medway Council	Cllr Bob Lanzer, West Sussex County Council (Representing Cllr Louise Goldsmith)
Cllr Rob Humby, Executive Member for Environment and Transport Hampshire County Council	Cllr Tony Page, Deputy Leader Reading Borough Council (representing Berkshire Local Transport Body)	Steve Allen, Vice-Chair Coast to Capital LEP
Cllr Ian Ward, Cabinet Member for Infrastructure and Transport Isle of Wight Council	Cllr Jacqui Rayment, Cabinet Member for Environment and Transport and Deputy Leader Southampton City Council (representing Portsmouth and Southampton City Councils)	Dave Lees, Board Member Solent LEP

**Apologies:**

Cllr Paul Carter CBE, Leader, Kent County Council  
Cllr Louise Goldsmith, Leader, West Sussex County Council  
Geoff French CBE, Interim Chair, Transport Forum

**Observers:** Andy Rhind, Deputy Director, Regional Strategies: London and South Division, Department for Transport

Item	Action
<b>1. Welcome and Apologies</b>	
1.1 Rupert Clubb welcomed attendees to the inaugural meeting of the Transport for the South East (TfSE) Shadow Partnership Board and noted the apologies.	
1.2 Rupert explained that he would lead the meeting until the draft Constitution had been agreed and the Chair and Vice-Chair had been elected.	
<b>2. Draft Constitution and Governance</b>	
2.1 Philip Baker introduced the covering paper and thanked colleagues from across the Authorities for their support in the development of the paper and draft Constitution.	
2.2 Philip highlighted that during the shadow period, work will be undertaken to develop more formal proposals and, during this period, there is a degree of flexibility.	

<p>2.3 It was noted that Portsmouth and Southampton City Councils have joint membership of the Shadow Board and one vote between them. The arrangement for amending the Constitution, should the partnership between the two Councils come to an end, was discussed: 75% of voting Shadow Board members would be required to agree the change. To ensure the Constitution of the formal Sub-National Transport Body (STB) reflects the wishes of all members, this matter will be discussed further and resolved before the STB is formally constituted.</p> <p>2.4 The budgetary position for TfSE was discussed (specifically in relation to the contributions from member organisations) and it was agreed that a paper on the budget will be tabled at the next meeting of the Shadow Partnership Board. It was highlighted that approval of the budget by the Shadow Partnership Board requires the support of more than 75% of present, voting members to be carried and that an Intra-Authority Agreement will be entered into to govern the budgetary arrangements.</p> <p>2.5 Cllr David Hodge nominated (seconded by Cllr Alan Jarrett) Cllr Keith Glazier to be the Chair of the Shadow Partnership Board. There were no additional nominations and the Board elected Cllr Keith Glazier as its Chair.</p> <p>2.6 Cllr David Hodge nominated (seconded by Cllr Keith Glazier) Cllr Tony Page to be the Vice-Chair of the Shadow Partnership Board. There were no additional nominations and the Board elected Cllr Tony Page as its Vice-Chair.</p> <p>The Shadow Partnership Board <b>agreed</b> to:</p> <ul style="list-style-type: none"> <li>i) Adopt the Constitution set out in Appendix 1;</li> <li>ii) Elect Cllr Keith Glazier as Chair and Cllr Tony Page as Vice-Chair for the period of one year;</li> <li>iii) The proposed governance structure as set out in the report; and</li> <li>iv) Appoint East Sussex County Council as the Lead Authority.</li> </ul>	<p>Secretariat</p>
<p><b>3. Co-opted Membership</b></p>	
<p>3.1 Rupert Clubb introduced the item on co-opted membership to the Board.</p> <p>3.2 Rupert outlined how the Board can co-opt people who are not elected Members of the Constituent Authorities and, where desired, can give the co-optees voting rights.</p> <p>3.3 The Board discussed the recommendations set out in the paper and <b>agreed</b> that those additional members co-opted to the Board will be appointed for a period of one year. The Board will reconsider the status of co-opted members at the inaugural meeting of the TfSE and at the meeting scheduled nearest to the 12 month anniversary of the inaugural meeting, every year thereafter. The Board <b>agreed</b> to amend the Constitution accordingly.</p> <p>3.4 It was clarified that the Transport Forum will bring together the voices of user groups, providers, etc to advise the Shadow Partnership Board and the Senior Officer Group.</p> <p>The members of the Shadow Partnership Board <b>agreed</b> to:</p> <ul style="list-style-type: none"> <li>1. Co-opt to the Shadow Partnership Board: <ul style="list-style-type: none"> <li>I. The Chair of the Transport Forum</li> <li>II. Two people nominated collectively by the Local Enterprise Partnerships</li> <li>III. A person nominated by the National Parks and other protected landscape designations</li> <li>IV. A person nominated by the District and Borough Authorities</li> </ul> </li> </ul>	<p>Philip Baker</p>

<p>2. Allocate voting rights of one vote each to the two Local Enterprise Partnership representatives and the Chair of the Transport Forum</p> <p>3. Appoint Geoff French CBE as Interim Chair of the Transport Forum</p> <p>4. Amend the Constitution to reflect that those co-opted to the Shadow Partnership Board are appointed for a period of one year</p>	
<p><b>4. TfSE Background – presentation</b></p>	
<p>4.1 Rupert Clubb gave a brief overview of the background to TfSE. It was noted that there needs to be a clear economic focus and the Transport Strategy will need to ensure economic growth. Copies of the presentation provided are attached to these notes as Appendix 1.</p> <p>4.2 The Shadow Partnership Board recognised the importance of collaboration and welcomed the creation of TfSE.</p>	<p>Secretariat</p>
<p><b>5. Approach to developing the Transport Strategy</b></p>	
<p>5.1 The Board discussed the emerging vision, strategic priorities and methodology for the Transport Strategy for TfSE, including:</p> <ul style="list-style-type: none"> <li>• How the vision and priorities need to be as ambitious as possible with a focus on ensuring that interventions are transformative;</li> <li>• The focus of TfSE needs to be on ensuring there is strategic added value (focusing beyond individual Local Authority areas);</li> <li>• Understanding the extent of the role that TfSE can play with rail and support for the creation of Rail South;</li> <li>• Consider the opportunities for ferries within the Transport Strategy;</li> <li>• How walking, cycling and air quality can factor into TfSE priorities;</li> <li>• Business will be looking to TfSE to deliver a transformational vision. Strategic Economic Plans are currently being reviewed and will offer an opportunity to align strategic and operational issues; and</li> <li>• The need for the Transport Strategy to use robust evidence to make the case for how activity/interventions will drive economic growth.</li> </ul> <p>5.2 The Board <b>agreed</b> that a workshop will be organised as soon as possible to explore further the priorities and vision for the TfSE Transport Strategy.</p> <p>5.3 Rupert Clubb confirmed that the Topic Papers (circulated with the paper for this agenda item) include more detail on each of the issues, including freight and rail.</p> <p>5.4 The Board <b>agreed</b> that it would exploit the opportunity of the Mayor of London’s consultation on the Transport Strategy for London to provide the collective views/input from TfSE.</p> <p>The Shadow Partnership Board <b>agreed</b> to:</p> <ul style="list-style-type: none"> <li>v) hold a workshop in July 2017 to review the vision and strategic priorities, ensuring they are ambitious and transformational;</li> <li>vi) utilise the outcome of the workshop to inform the development of a specification and associated methodology; and</li> <li>vii) consider a response to the Mayor of London’s Transport Strategy for London.</li> </ul>	<p>Secretariat</p> <p>Senior Officer Group</p>

<p><b>6. Communications and Engagement</b></p>	
<p>6.1 Warwick Smith presented the Communications and Engagement paper and proposed Communications Plan. The Plan has been developed through the Communications Working Group.</p> <p>6.2 Following the meeting, it was proposed that there should be a press release. This will be circulated to Shadow Board members for comment, prior to being sent to all press teams for issue. The press release is intended to signal intent to residents and Government.</p> <p>6.3 The Board also agreed to issue a letter, through the Local Authority Leaders, to all MPs in the TfSE area. The letter will contain simple messages to show the intent of TfSE and to set out the work undertaken to date.</p> <p>6.4 The LEP representatives signaled the importance of communicating with the business community. This will be the same messages and LEPs can play an important role in this.</p> <p>The Shadow Partnership Board <b>agreed</b> to:</p> <ul style="list-style-type: none"> <li>i) Approve the proposed Communication and Engagement Plan as a whole, including its suggested arrangements for publicity and stakeholder management;</li> <li>ii) Approve the proposed corporate visual identity for TfSE; and</li> <li>iii) Approve the proposed initial TfSE website, to be activated following the meeting of the Shadow Partnership Board.</li> </ul>	<p>Communication Working Group</p>
<p><b>7. Road Investment Strategy 2</b></p>	
<p>7.1 Rupert Clubb introduced the paper on Roads Investment Strategy 2 (RIS2). All STBs have been asked to submit their priorities to the Department for Transport (DfT) for consideration in the development of the RIS2. TfSE has been asked to identify the top 12 strategic schemes for investment during the 2020-2025 period. The Board broadly welcomed the request from DfT as it recognises TfSE as a STB and offers the opportunity to influence national investment decisions.</p> <p>7.2 The 12 priorities have been identified following a prioritisation process and largely reflect the existing priorities from across the area.</p> <p>7.3 Following a discussion about the priority schemes, it was <b>agreed</b> to add the following to the list:</p> <ul style="list-style-type: none"> <li>• M2 Junction 7 Brenley Corner, Kent;</li> <li>• Dualling of the A2 from Lydden to Dover, Kent;</li> <li>• A21 Kippings Cross to Lamberhurst, Kent; and</li> <li>• A21 Flimwell and Hurst Green Bypasses, Kent.</li> </ul> <p>7.4 In response to questions about the timing of the preparation of the list of priority schemes (particularly the short turnaround for submission of responses to the DfT and the sufficiency of engagement with businesses), It was confirmed that this is the first stage in a longer process and the list will be used by DfT to help inform a consultation on the priorities later in the year. It was also highlighted that businesses have been engaged through the development of Local Transport Plans. The response from TfSE to DfT will include a number of caveats indicating that the priorities may be updated as the Transport Strategy develops.</p> <p>The Shadow Partnership Board <b>agreed</b> to:</p> <ul style="list-style-type: none"> <li>i) Submit the proposed schemes to the DfT, with the additional M2, A2 and A21 schemes, as the initial priority schemes in the South East for inclusion in RIS 2. The submission will be accompanied by a number of caveats highlighting</li> </ul>	<p>Senior Officer Group</p> <p>Senior Officer Group</p>

that the TfSE priorities may be revised as the Transport Strategy is developed and as further information becomes available through the forthcoming consultation.	
<b>8. AOB</b>	
8.1 Cllr Keith Glazier thanked members of the Shadow Partnership Board and their teams for their support.	
8.2 Dates for future meetings of the Shadow Partnership Board will be circulated following the meeting.	

**In Attendance:**

**Secretariat**

Rupert Clubb	Director of Communities, Economy and Transport	East Sussex County Council
Mark Valleley	Communities, Economy and Transport	East Sussex County Council
Rachel Ford	Economic Growth	Surrey County Council
<b>Additional Attendees</b>		
Philip Baker	Assistant Chief Executive	East Sussex County Council
Warwick Smith	Head of Communications and Marketing	East Sussex County Council
Barbara Cooper	Corporate Director Growth, Environment and Transport	Kent County Council
Joe Ratcliffe	Transport Strategy Manager	Kent County Council
Ruth Du-Lieu	Assistant Director Frontline Services	Medway Council
Kevin Lloyd	Head of Economic Growth	Surrey County Council
Mark Prior	Assistant Director, City Transport	Brighton & Hove City Council
Matt Davey	Director of Highways and Transport	West Sussex County Council
Alan Cufley	Director of Transport, Environment and Business Support	Portsmouth City Council
Keith Willcox	Assistant Director – Transport	Hampshire County Council
Richard Tyndall	Business Consultant	Berkshire Local Transport Body / Berkshire Thames Valley LEP
Jonathan Sharrock	Chief Executive	Coast to Capital LEP
Stuart Baker	Head of Local Growth	Solent LEP

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To: **Shadow Partnership Board - Transport Body for the South East**  
Date: **29 September 2017**  
Title of report: **Transport Strategy Development**  
Purpose of report: **To agree the updated vision, strategic priorities and methodology for the Transport Strategy and agree to commission the first stage of the Strategy**

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**Recommendations:** the Shadow Partnership Board is recommended to:

- i) agree on the updated vision and strategic priorities for the Transport Strategy set out in Appendix 1 (to follow);
  - ii) agree the route map for the Transport Strategy set out in Appendix 2;
  - iii) agree that the Lead Authority undertake a procurement process and enter into the necessary arrangements on behalf of the Shadow Partnership Board to secure the external resources required to undertake the first stage of the Transport Strategy; and
  - iv) agree to endorse the letter of support for the Woking rail flyover scheme in Appendix 4.
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## **1. Introduction**

1.1 On 26 June 2017, the Shadow Partnership Board considered a paper on the development of the Transport Strategy. Since then, further work has been undertaken to develop a more comprehensive route map setting out the proposed various components of the Transport Strategy. The purpose of this report is to provide an update on the development of the Transport Strategy and its associated timeline and resourcing requirements.

## **2. Background**

2.1 As set out in the paper considered by the Shadow Partnership Board, the Cities and Local Government Devolution Act (CLGDA) 2016 contains the enabling powers for a Sub-National Transport Body (STB) to prepare a Transport Strategy.

2.2 The CLGDA gives STBs statutory status, which means the Secretary of State for Transport would be required to have due regard to the proposals contained in the Transport Strategy when determining how national policy proposals (e.g. investment proposals on the rail network or on the Strategic Road Network) are to be implemented. The Transport Strategy will, therefore, need to be a comprehensive evidence based document which is robust enough to stand up to scrutiny from Government and all other interested parties.

## **3. Emerging Vision and Strategic Priorities**

3.1 A draft vision and set of strategic priorities for the Transport Strategy were presented in the paper considered by the Shadow Partnership Board.

3.2 Having reviewed the draft, the Board agreed to organise a workshop to explore further the priorities and vision for the Transport for the South East (TfSE) Transport Strategy. This workshop took place on 28 July 2017 and the Shadow Partnership Board took part in a facilitated discussion about setting the ambition for TfSE and what

needs to be done to make the South East prosper. The emerging vision and strategic priorities were reviewed during the final session of the workshop.

3.3 The reviewed vision and strategic priorities have subsequently been shared with the Transport Forum for comment and consideration. The Forum welcomed the overall direction for TfSE and agreed with the Board's views that the priorities need to be more ambitious and bolder. A revised version of the vision and strategic priorities, incorporating feedback from the Board workshop and the Transport Forum, is set out in Appendix 1 (which will be circulated to the Shadow Partnership Board in advance of the meeting).

3.4 The vision and priorities will be reviewed again at the end of the first stage of the development of the Transport Strategy, and members of the Shadow Partnership Board will have a further opportunity to comment at this time. The Shadow Partnership Board is asked to comment on and agree the emerging vision and strategic priorities which will be circulated in advance of the meeting.

#### **4. Methodology for the Development of the Transport Strategy**

4.1 An outline methodology for the development of the Transport Strategy was presented to the Shadow Partnership Board on 26 June 2017. Since then, further discussion has taken place at the Senior Officer Group and Transport Strategy Working Group considering the potential ways to approach the development of the Strategy. This has been informed by a review of the approaches that have been adopted by Midlands Connect and Transport for the North. As a consequence, a short piece of scoping work was commissioned to map out more thoroughly the work required to develop a robust Transport Strategy and address three issues:

- i) to reinforce the role of the Transport Strategy in promoting the delivery of transformational and sustainable economic growth;
- ii) to ensure key enabling components for the Transport Strategy are in place before the main work on the Strategy commences, including a clear understanding of the economic profile of the South East and the key drivers underpinning its performance and the potential opportunities for growth by sector in different parts of the region; and
- iii) to identify the likely timescale and cost of developing the Strategy to assist with the TfSE budget setting process and inform the ongoing discussions with the Department for Transport (DfT) about funding.

4.2 In July 2017 Atkins Consultants were commissioned by East Sussex County Council (as the lead Authority for TfSE) to undertake a short piece of work to scope and develop a route map for the Transport Strategy building on the work that had already been undertaken and the thinking outlined in the transport topic papers. Atkins have produced a technical report on their work which is available on request. An overall route map for the Strategy is contained in Appendix 2 and more information on the content of each of the work packages shown on the road map and their indicative costs are set out in Appendix 3.

4.3 The proposed first stage of the Strategy development would be the economic connectivity review. This would produce an economic profile of the South East area, building on the existing and emerging Strategic Economic Plans which are being

produced by the Local Economic Partnerships (LEPs). It would make the case for investment in the South East's strategic transport infrastructure including highlighting its importance in:

- facilitating increases in international trade to promote and accelerate growth in the South East and in the wider-UK economy through improved access to the key international gateways in the South East;
- ensuring that the South East's economy and its contribution to national GVA continues to grow by facilitating housing and commercial development that are necessary to facilitate economic growth.

4.4 The Economic Connectivity Review would identify the key areas and corridors for further study to identify the strategic interventions needed to facilitated economic growth.

4.5 As set out in the report considered the Shadow Partnership Board on 26 June 2017, there is insufficient capacity within the Constituent Authorities to undertake such a review. As shown in Appendix 3, Atkins' indicative cost estimate for this work if it were undertaken externally, would be between £75,000 and £150,000, subject to the outcome of a competitive tendering exercise. The review is forecast to take four to five months. The cost of this work would be met from the initial contributions that have already been levied, or are due from the Constituent Authorities.

4.6 The Transport Strategy needs to be suitably robust and evidence based to inform the decision making process within DfT. The Strategy must be accompanied by an Investment Plan that starts to set out the detailed business cases for investment in specific schemes. It must be able to compete with the proposals from other STBs who have invested a significant time and financial resource in ensuring that their Strategies meet the requirements for Government Green Book assessments.

4.7 Based on the route map, it is likely that TfSE will need to undertake a number of detailed corridor and area studies, although the level of detailed work will not be fully known until the Economic Connectivity Review concludes. There will also be a requirement to consult on various elements of the Strategy with stakeholders, businesses and residents.

4.8 The route map estimates that the cost of the further work will be between £1.6m and £2m over the next two years (subject to the outcome of a competitive tendering exercise). As identified in Appendix 2, this will deliver a robust and evidence based Strategy and Investment Plan that is on a par with the Transport Strategies that have been produced by other STBs. It would deliver a unified regional perspective which would make the case to the DfT and other audiences, about the economic benefit in the South East and the UK as a whole of transformational investment in the transport infrastructure in the region.

4.9 The cost of the Transport Strategy could not be met from contributions from the Constituent Authorities alone. The DfT has provided funding for the development of the Transport Strategies for Transport for the North, Midlands Connect and England's Economic Heartland. Discussions have commenced with the DfT about the possibility of a contribution towards the cost of the development of the Transport Strategy. The

route map shows the production of the Final Strategy and Investment Plan by the end of 2019.

4.10 The Shadow Partnership Board is recommended to agree the route map for the Transport Strategy as set out in Appendix 2. It is proposed that the Shadow Partnership Board agrees that the Lead Authority should undertake a procurement process and enter into the necessary arrangements to secure the external resources required to undertake the Economic Connectivity Review.

## **5. Letter of support for the Woking Rail Flyover scheme**

5.1 A copy of a letter to Network Rail (NR) from the Chair of the Shadow Partnership Board supporting the funding to take forward the development work on the Woking rail flyover scheme is set out in Appendix 4. NR approached a number of the LEPs and Local Authorities in the South East seeking support in advance of the submission of their Strategic Outline Business Case at the end of August 2017.

5.2 The proposed flyover scheme in the vicinity of Woking station would address a capacity and performance challenge for train services operating between London Waterloo and many destinations in the South and South West of England. As a consequence, it would have significant benefits for existing passengers, accommodate the forecast increases in passenger demand and facilitate economic growth within the TfSE area. The Shadow Partnership Board is recommended to endorse the letter of support to NR in relation to the Working flyover scheme.

## **6. Conclusions and Recommendations**

6.1 The vision and strategic priorities for the Transport Strategy have been amended following the workshop in July 2017 and a subsequent discussion at the first meeting of the Transport Forum. The Shadow Partnership Board is asked to agree the revised version.

6.2 A route map for the Transport Strategy has been produced consisting of a number of work packages to strengthen its focus on economic growth. The Shadow Partnership Board is recommended to agree that the first work package, comprising an Economic Connectivity Review, should be commissioned.

6.3 A letter has been sent to NR in support of their bid for funding to take forward further development work on the Working rail flyover scheme. The Shadow Partnership Board is recommended to endorse this letter.

### **Rupert Clubb**

Director of Communities, Economy and Transport  
East Sussex County Council

### The Proposed Transport Strategy Route Map

1.1 The purpose of this Appendix is to set out the content of the route map for the Transport Strategy in more detail.

1.2 The route map for the Transport Strategy, shown in Figure 1, has been developed by Atkins Consultants. It shows the wider interrelationship between the components of the Strategy, the ongoing engagement with the Shadow Partnership Board and Transport Forum and wider interaction with national decision making on road and rail investment programmes. The suggested timeline for the Strategy and key milestone outputs are also illustrated which would see the final Strategy being produced by the end of 2019.

1.3 One of the key differences between the route map shown in this Appendix and the outline methodology for the Transport Strategy presented in the paper to the Shadow Partnership Board on 26 June 2017, is that the baseline stage has been developed into an economic connectivity review. As set out in the tables in Appendix 3, the Economic Connectivity Review will profile the region's economic geography and functionality and role of transport within it to identify areas and corridors where improved connectivity could have the potential to drive transformational economic growth and improve linkages to the key international gateways in the South East to the benefit of the whole UK economy. The review would provide evidence of the national economic value of and case for investment in transport infrastructure in the South East.

1.4 The Economic Connectivity Review is forecast to take four to five months to complete and the indicative cost estimate for this work is between £75,000 and £100,000, subject to the outcome of a competitive tendering exercise.

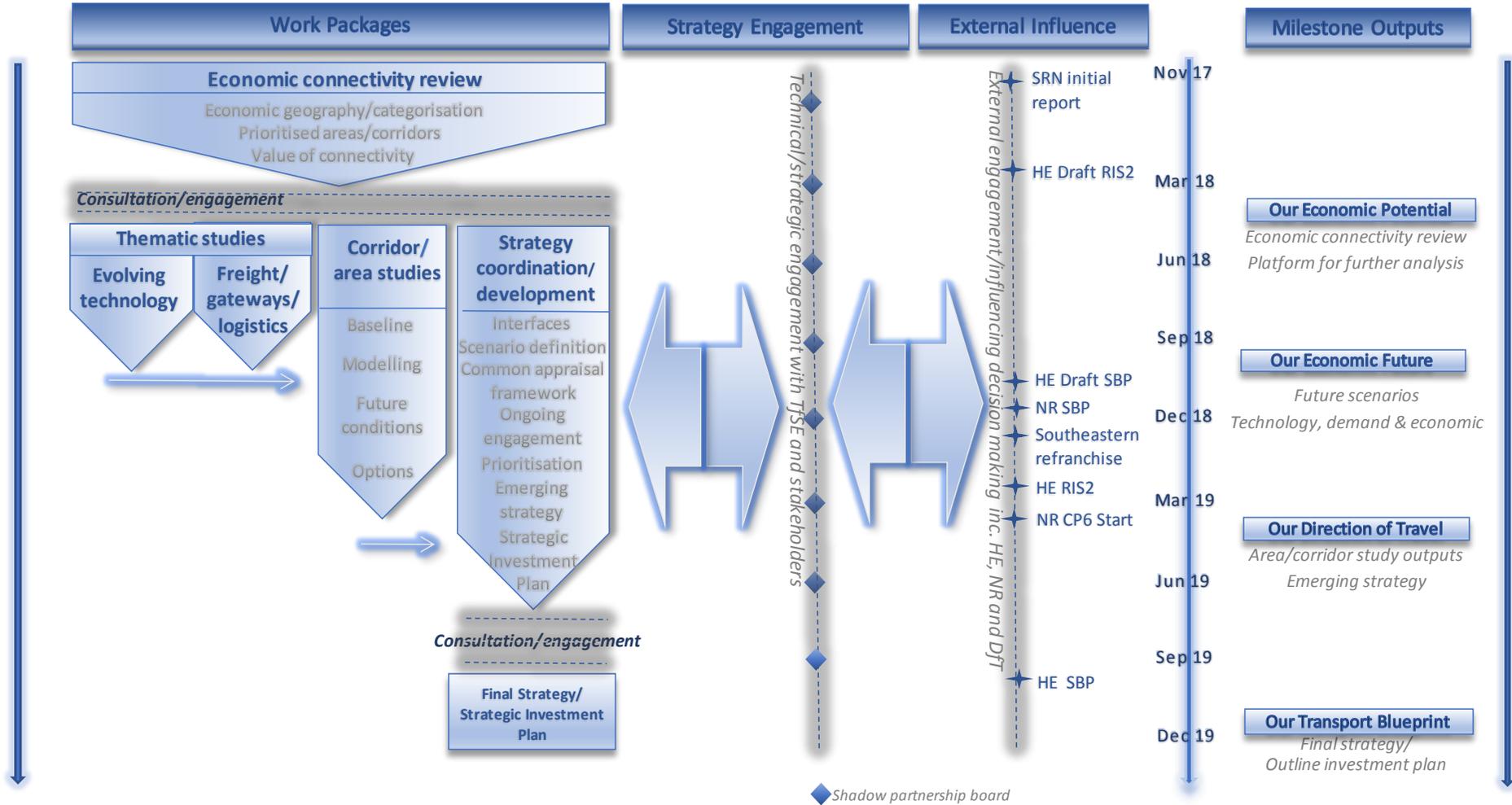
1.5 Following a consultation exercise, and a further tender process, the second stage of the study would be initiated. The need for two thematic studies has been identified at this stage with the first being a freight gateway and logistics study essentially to fill the gap in understanding about the operation of this important sector across the South East. The second is the evolving technology review which will assess the potential impacts of technological development and improved digital connectivity in the South East so that these can be taken into account in the development of the Transport Strategy.

1.6 A series of corridor or area studies would be used to identify the strategic transport interventions needed to drive transformational growth. It is not known at this stage how many of these studies there would be as this would be dependent on the outcome of the Economic Connectivity Review but they are expected to cost in the region of £100,000 to £200,000 each and the final cost would be dependent on the outcome of a competitive tendering exercise.

1.7 In keeping with the strategies that are being developed by the other Sub-National Transport Bodies, the Transport Strategy will need to include a sustainable sub-regional investment programme with a robust evidence base to demonstrate to the Department for Transport and other key partners the added value of the interventions that are being proposed.

1.8 The appraisal and prioritisation of the strategic interventions that had been identified in each of the corridor/area studies would take place as part of the strategy co-ordination and development work package. A common appraisal framework which would seek to assess the benefits of the interventions including the wider economic impacts. Following a public consultation exercise, a final Strategy would be produced. A wide, indicative cost range has been given for this work package which would in part be dependent on whether an investment plan containing Strategic Cases for those interventions being sought in the first five years of the Strategy would be included in this point or whether this further work would be undertaken subsequently.

Figure 1: The proposed TFSE Transport Strategy Route Map



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## Transport Strategy workpackages and associated costs

Work Package	Aim	Approach	Output	Time-scale	Indic. Cost
Economic Connectivity Review	<ul style="list-style-type: none"> <li>Develop understanding of region's economic geography and functionality and role of transport within it</li> <li>Identify clear focus for subsequent work packages</li> <li>Provide early output for engagement</li> </ul>	<ul style="list-style-type: none"> <li>Review of economic characteristics, building on existing evidence, studies such as Highways England's SEGP and economic datasets to review factors such as: <ul style="list-style-type: none"> <li>economic metrics and characteristics (e.g. GVA/head)</li> <li>sectoral composition, including transport sensitive sectors</li> <li>potential growth sectors</li> <li>supply chains and markets for key sectors</li> <li>labour markets</li> <li>housing market areas</li> <li>growth areas</li> <li>patterns of trip making and high level transport statistics (e.g. delay, crowding)</li> </ul> </li> <li>Draw on review above to identify economic clusters and corridors, with clear understanding of roles in relation to labour markets, business to business connectivity and freight movement.</li> <li>Define economic/transport geography (e.g. hubs/corridors/gateways)</li> <li>Draw on evidence review to provide initial view on future potential growth scenarios</li> <li>Estimate of indicative value of connectivity improvements by corridor/area (using WebTAG Wider Economic Impact guidance)</li> <li>Prioritise corridors/areas for further study</li> <li>Provide technical input to engagement/consultation process run by TfSE</li> </ul>	<ul style="list-style-type: none"> <li>Summary of economic geography and functionality, accounting for location and nature of economic activity and housing <ul style="list-style-type: none"> <li>reflecting different layers of economic functionality e.g. regional growth areas, international gateway function and contribution to national economy, linkages with London, differential performance in region (and associated need for rebalancing)</li> <li>producing categorisation of different areas of the region e.g. hubs and corridors and gateways.</li> </ul> </li> <li>Different perspective for considering transformative spatial and planning change and associated infrastructure requirements</li> <li>Indicative national value of connectivity improvements in areas/corridors</li> <li>Articulation of the role the region plays in supporting the national economy</li> <li>Prioritisation of areas/corridors for further study</li> <li>High quality document for engagement/profile raising by spring 2018</li> </ul>	Nov 17 – Mar 18	£75k - £150k
Evolving	<ul style="list-style-type: none"> <li>Develop</li> </ul>	Literature review, analysis and engagement with	Report reviewing evolving technologies and	May 18 –	£50k -

Work Package	Aim	Approach	Output	Time-scale	Indic. Cost
technology review	<p>understanding of current and potential role of technology in region for influencing demand, operational efficiency and interventions</p> <ul style="list-style-type: none"> <li>Review of key constraints, opportunities and trends</li> </ul>	<p>key stakeholders to identify:</p> <ul style="list-style-type: none"> <li>Current conditions, issues and opportunities</li> <li>Emerging trends and influences on demand and interventions</li> <li>Research and evidence on evolving technology</li> <li>Stakeholder views (e.g. technology providers)</li> <li>Potential future scenarios and uncertainty</li> </ul>	<p>potential influences on the region, providing:</p> <ul style="list-style-type: none"> <li>Information to fill key gaps in evidence base</li> <li>Summary of relevant trends and changes in digital connectivity and other relevant technologies and their implications and potential (including the role of big data) for achieving operational efficiencies on the transport network and to impact on the need to travel and travel demand.</li> <li>Identification of potential interventions (including smart and integrated ticketing and 'pay as you go' mobility initiatives)</li> <li>Views on TfSE's possible alternatives for interacting with/influencing technological change</li> <li>Specification of scenarios for area/corridor studies.</li> </ul>	Sep 18	£75k
Freight/ gateways/ logistics review	<ul style="list-style-type: none"> <li>Develop understanding of freight trip patterns and the role of freight, gateways and logistics in the region, including freight between ports and airports, the region and the rest of the country.</li> <li>Review of key constraints, opportunities and trends.</li> </ul>	<p>Literature review, analysis and engagement with key stakeholders to identify:</p> <ul style="list-style-type: none"> <li>Current conditions, issues and opportunities</li> <li>Emerging trends and influences on demand and interventions</li> <li>Existing freight statistics and data from ports, airports and operators</li> <li>Research and evidence on relevant economic conditions (e.g. Brexit border changes)</li> <li>Stakeholder views (e.g. ports, airports and operators)</li> <li>Potential future scenarios and uncertainty.</li> </ul>	<p>Report reviewing freight, gateways and logistics and potential influences on the region, providing:</p> <ul style="list-style-type: none"> <li>Information to fill key gaps in evidence base</li> <li>Summary of available information on trip patterns, relevant issues, trends and opportunities and their implications, including those associated with role as a gateway region especially in the context of Brexit</li> <li>Identification of potential interventions for consideration in strategy</li> <li>Specification of scenarios for area/corridor studies.</li> </ul>	May 18 – Sep 18	£50k - £75k

Work Package	Aim	Approach	Output	Time-scale	Indic. Cost
Area/ corridor studies	<ul style="list-style-type: none"> <li>Detailed review of transport conditions, economic development, planning issues and environmental context in prioritised areas/corridors.</li> <li>Identification/early sifting of potential interventions</li> </ul>	<ul style="list-style-type: none"> <li>Baseline review of transport conditions, issues and opportunities, development planning, proposed growth areas and socio-economic and environmental context</li> <li>Identification of appropriate modelling</li> <li>Application of forecast modelling and common scenario definitions (including transformative change)</li> <li>Derivation of long list of diverse intervention options, including transformative changes and associated development implications, from literature review, analysis and stakeholder engagement</li> <li>Modelling and initial sifting using common appraisal framework</li> </ul> <p>Drawing on:</p> <ul style="list-style-type: none"> <li>Transport metrics e.g. Highways England congestion data, rail crowding</li> <li>Model forecasts – SERTM, PLANET South</li> <li>Previous transport studies – Highways England, Network Rail, DfT etc.</li> <li>Stakeholder views on interventions</li> </ul>	<ul style="list-style-type: none"> <li>Baseline review of transport conditions and development, economic and environmental context</li> <li>Modelled forecast transport and development conditions <ul style="list-style-type: none"> <li>using commonly defined scenarios and representations of potential transformative change in development associated with transport investment</li> </ul> </li> <li>Long list of potential interventions, including transformative changes and associated development implications</li> <li>Initial appraisal and filtering <ul style="list-style-type: none"> <li>using common appraisal framework</li> </ul> </li> </ul>	May 18 – Apr 19	£100k - £200k each
Strategy development co-ordination	<p>Co-ordination of:</p> <ul style="list-style-type: none"> <li>Parallel work packages; and</li> <li>Ongoing communication, engagement and inputs to decision making.</li> </ul> <p>Development of strategy, drawing on outputs from other work packages</p>	<ul style="list-style-type: none"> <li>Establish and co-ordinate cross work package communication</li> <li>Work with TfSE to engage with stakeholders</li> <li>Support TfSE engagement with decision making processes and identifying potential roles</li> <li>Establish future scenarios</li> <li>Establish common appraisal framework to be used on area/corridor studies <ul style="list-style-type: none"> <li>Capturing full range of objectives and feasibility issues such as funding</li> </ul> </li> <li>Prioritise interventions and develop emerging strategy</li> </ul>	<ul style="list-style-type: none"> <li>Clear, effective work package interfaces</li> <li>Co-ordination of engagement and input to TfSE to inform RIS2, CP6 and other decision making processes throughout</li> <li>Summary of TfSE's possible roles for supporting progress at different stages of strategy development</li> <li>Development of common inputs to area/corridor studies: future scenarios &amp; appraisal framework</li> <li>Final sifting and prioritisation of interventions from area/corridor and thematic studies</li> <li>Proportionate EQIA and SEA</li> </ul>	May 18 – Nov 19	£150k - £400k

Work Package	Aim	Approach	Output	Time-scale	Indic. Cost
		<ul style="list-style-type: none"> <li>Provide technical input to engagement/consultation process run by TfSE and feed outputs into final strategy</li> </ul>	<ul style="list-style-type: none"> <li>Emerging strategy</li> <li>Engagement report</li> <li>Final strategy, sequencing and strategic investment plan</li> </ul>		

## Letter to Network Rail – Woking Rail flyover scheme

County Hall  
St Anne's Crescent  
Lewes  
East Sussex  
BN7 1UE

01273 335020  
cldr.keith.glazier@eastsussex.gov.uk



Emailed to: [Jaime.Rockhill@networkrail.co.uk](mailto:Jaime.Rockhill@networkrail.co.uk)

31 August 2017

Dear Jaime

### Woking Flyover Rail Improvement Scheme

I am writing to you as Chair of Transport for the South East (TfSE), the Shadow Sub-National Transport Body (STB) for the South East, to offer provisional support for the funding bid that Network Rail is submitting to develop the case for the Woking flyover scheme.

The proposed flyover scheme in the vicinity of Woking station would address a capacity and performance challenge for train services operating between London Waterloo and many destinations in the South and South West of England. As a consequence, it would have significant benefits for existing passengers, accommodate the forecast increases in passenger demand and facilitate economic growth within the TfSE area.

I understand that you need this letter of support for the funding to take forward the scheme development work before the end of August 2017, to enable it to be submitted with the Strategic Outline Business Case. The offer of support is provisional at this stage, as it will need to be formally endorsed at the next meeting of the TfSE Shadow Partnership Board on 29 September 2017.

I hope to hear that the bid has been successful so that the work on this important improvement scheme which will deliver significant benefits for the South East can be progressed.

Yours sincerely,

A handwritten signature in black ink, appearing to be "K. Glazier".

Councillor Keith Glazier  
Chair of TfSE Shadow Partnership Board and Leader of East Sussex County Council

CC:

Members of the TfSE Shadow Partnership Board - Steve Allen, Cllr. Paul Carter CBE, Geoff French CBE, Cllr. Louise Goldsmith, Cllr. David Hodge CBE, Cllr. Rob Humby, Cllr. Alan Jarrett, David Lees, Cllr. Warren Morgan, Cllr. Tony Page, Margaret Paren, Cllr. Jacqui Rayment, Cllr. Ian Ward

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To: **Transport for the South East - Shadow Partnership Board**  
Date: **29 September 2017**  
Title of report: **Mayor of London's Transport Strategy**  
Purpose of report: **To agree the Transport for the South East response to the Mayor of London's Transport Strategy**

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**Recommendations:**

The Shadow Partnership Board is recommended to:

- i) Note the progress on the developing relationship with Transport for London; and
  - ii) Agree the proposed response to the Mayor of London's Transport Strategy.
- 

**1. Introduction**

1.1 The consultation draft of the Mayor of London's Transport Strategy was published by Sadiq Khan, Mayor of London, in June 2017. It will be the third Mayor's Transport Strategy. The consultation closes in early October, with the final version of the Strategy launched in early 2018.

1.2 The relationship with London is a crucial consideration for Transport for the South East (TfSE) and it is proposed that a response be submitted to the consultation. This paper sets out an overview of the key issues raised in the consultation document and provides an update on the emerging relationship with Transport for London (TfL).

**2. Mayor's Transport Strategy**

2.1 The Mayor's Transport Strategy is a detailed document that addresses a number of issues, ranging from health, security, environment and strategic infrastructure. It sets out ambitious plans to change the way that people travel, with an aim for 80% of Londoners' trips to be on foot, or by cycle or using public transport by 2041. This is a considerable modal shift and will have significant benefits for the health and well-being of people living and working in the capital.

2.2 Given the proximity of the TfSE area to London, this will have clear implications for residents, particularly in the Authorities around the London fringe. It is proposed that TfSE will need to work with TfL as plans are developed to ensure that they benefit residents and businesses across the TfSE area.

2.3 There are five specific areas identified in the consultation document that will have a direct impact upon the TfSE area:

- Strategic Infrastructure Investment Corridors;
- The extension of the Elizabeth Line (Cross Rail 1) from Abbey Wood to Ebbsfleet
- Crossrail 2;
- Heathrow Expansion – specifically the surface access arrangements; and
- Devolution of inner suburban rail services to TfL.

2.4 Working with the Greater London Authority, TfL has identified a number of "**strategic infrastructure investment corridors**" in the draft Mayor's Transport Strategy. It is recognised that the relationship between London and the wider-South East, and subsequent economic growth, are dependent upon improvements to connectivity and capacity of the strategic transport network. The proposals for the

“strategic infrastructure corridors” will have a considerable impact on Authorities in the London fringe and wider-South East and need to be considered alongside the emerging London Plan. The proposed TfSE response expresses a keen interest in exploring how the growth proposals can be mutually beneficial, with areas of “search” to identify willing partners for “good” growth that includes both housing and employment opportunities which serve to deliver well designed, sustainable communities.

2.5 **The extension of the Elizabeth Line from Abbey Wood to Ebbsfleet**, would deliver a step-change in rail connectivity between north-west Kent and the wide range of destinations served by Elizabeth Line and Thameslink services. The proposed extension, on which work has already commenced, will provide an essential transport corridor to serve the significant uplift in housing, employment and leisure developments planned, or already being built, in Ebbsfleet Garden City and in the wider-Thames Estuary area.

2.6 The proposal for **Crossrail 2** will offer improved connectivity from Surrey to Hertfordshire and will free up capacity on existing infrastructure, reducing journey times across London. Importantly, the proposals will connect with other national and international rail services ensuring that the benefits are dispersed across the South East and beyond.

2.7 Within the TfSE area, there will be benefits from Crossrail 2, including freeing up capacity on the south west mainline. There will be economic benefits through the construction period and once the line is operational. However, the proposals link to the planned strategic infrastructure investment corridors and more work is needed to understand the implications for this within the TfSE area.

2.8 The Mayor is opposed to expansion at Heathrow Airport and this position is reiterated in the Mayor’s Transport Strategy. However, the stance has been softened slightly to recognise that investment is needed in **surface access networks**. As part of these proposals, TfL has suggested a route for southern rail access to Heathrow, which will impact upon the TfSE area. The proposed TfSE response to the consultation suggests that the rationale for this option is unclear and that a new Governance for Railway Investment Projects (GRIP) study should be used to assess the various proposals. The proposal for western rail access to Heathrow is also supported and we are keen for the scheme to be developed.

2.9 TfSE recognises that there is a wider context for issues relating to the proposed expansion at Heathrow, such as air quality, and individual Local Authorities will engage with the Mayor’s Office and Heathrow Strategic Planning Group to ensure that these issues are given appropriate consideration.

2.10 The Shadow Partnership Board could also suggest that the Mayor’s Transport Strategy should include reference to the requirement for improvements to surface access to Gatwick airport. Passenger numbers are increasing at Gatwick and the airport has a considerable focus on expanding its operations even in the absence of an additional runway.

2.11 The Mayor is keen for **suburban rail services to be devolved to TfL**. The draft Mayor's Transport Strategy outlines that this would offer a more reliable service and improved off-peak services. However, there is a considerable amount of additional detail needed to inform these discussions and the political context needs to be determined. The proposed response from TfSE sets out that it is unclear how this will impact upon areas outside of the devolved areas or the role that organisations, such as TfSE and its partners, will play in the governance and oversight of such a system.

2.12 Appendix 1 sets out the draft TfSE response providing more detail on each of these points and proposes that TfSE should be a key partner in the next stages and discussions.

### **3. Relationship with Transport for London**

3.1 Work is already underway to develop the relationships with TfL and the Mayor's Office. A meeting is currently being scheduled for Cllr Keith Glazier to meet with Val Shawcross, Vice-Chair of Transport for London. This will be a joint meeting with the Chair from England's Economic Heartlands (the STB for the area north of London).

3.2 Additionally, relationships are developing at officer level. TfL officers attended a recent meeting with TfSE Senior Officer Group to present the initial concepts on Crossrail 2, surface access to Heathrow and suburban rail services. Arrangements are being developed to ensure that there is alignment between the Mayor's Transport Strategy and the emerging TfSE Transport Strategy.

### **4. Conclusions and Recommendations**

4.1 It is important that TfSE influences the development of the Mayor's Transport Strategy. There are clear opportunities for TfSE to work with TfL and the draft response welcomes the opportunity to develop the emerging relationships.

4.2 The Shadow Partnership Board is asked to consider the proposed response to the Mayor's Transport Strategy set out in Appendix 1 and is recommended to approve the draft response for submission in advance of the 2 October 2017 deadline.

**Rupert Clubb**  
**Director of Communities, Economy and Transport**  
**East Sussex County Council**

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## Draft Response to the Mayor's Transport Strategy

### Transport for the South East response to the consultation on the Mayor's Transport Strategy

I am writing to you as Chair of the Shadow Partnership Board for Transport for the South East (TfSE) to provide a response to the consultation on the Mayor's Transport Strategy.

TfSE is a newly formed shadow Sub-National Transport Body (STB), which is led by South East Local Authorities including Brighton & Hove, East Sussex, Hampshire, Kent, Medway, Surrey, West Sussex, the Isle of Wight, Portsmouth, Southampton and representation for the 6 Berkshire Unitary Authorities. It also has representation from five Local Enterprise Partnerships.

We have come together because of the scale of the South East's economy which is reflected in the national and international importance of its transport network. The area includes both of the nation's busiest airports, a string of major ports including Dover, Portsmouth and Southampton, many of the country's most vital motorways and trunk roads and crucial railway links to London, the rest of Britain and to mainland Europe.

High-quality transport infrastructure is critical to making the South East more competitive and to improving the lives of our residents. Our relationship with London is central to this and is particularly important in the context of transport planning arrangements, including travel to work arrangements for our residents and investment.

The overall focus of the draft Strategy is broadly welcomed, with a clear emphasis on encouraging modal shift. The document recognises the important links between London and the wider South East and aims to support economic growth. The consultation report goes some way to recognising the significance of digital technology in transport planning, but it is considered that it does not go far enough in considering the full impact that increasing digital connectivity will have on physical connectivity.

This specifically relates to three areas:

1. how smart technology will facilitate change in terms of transport systems;
2. how far it will affect the need to travel; and
3. expectations about mobility which may rely less on owning equipment such as cars and more about being able to access it.

TfSE has a major interest in the spatial and housing planning basis for the Mayor's Transport Strategy. There is a clear relationship with the London Plan in terms of assumptions that are being made about population growth and intensification. However, the timetables for the production of the London Plan and the Mayor's Transport Strategy do not align perfectly so TfSE reserves the right to consider any further implications when the London Plan documents are published.

There are five specific areas that we would like to provide comment on in response to the draft Strategy. These areas will have a considerable impact on the South East and require further discussions with TfSE and the relevant authorities.

It is recognised that the **relationship between London and the wider-South East**, and subsequent economic growth, are dependent upon improvements to connectivity and capacity of the strategic transport network. The proposals for the “strategic infrastructure corridors” will have a considerable impact on Authorities in the London fringe and wider-South East and need to be considered alongside the emerging London Plan. These corridors will require considerable infrastructure investment to rectify the existing deficits. TfSE would be keen to explore how the growth proposals can be mutually beneficial, with areas of “search” to identify willing partners for “good” growth that includes both housing and employment opportunities which serve to deliver well designed, sustainable communities.

The emphasis on the role of public transport in enhancing connections with the South East is welcomed. Upgrading existing routes is an important element of strategic transport interventions and the Mayor’s support in the lobbying of prioritisation of planned improvements, such as Brighton Mainline and Woking Flyover, will help to reinforce the importance and need for early implementation. TfSE would welcome the support of TfL in promoting transport infrastructure that supports economic growth in the TfSE area, as the economy of London and the wider-South East will be compromised without fast, efficient and safe links.

**The extension of the Elizabeth Line from Abbey Wood to Ebbsfleet**, would deliver a step-change in rail connectivity between north-west Kent and the wide range of destinations served by Elizabeth Line and Thameslink services. This proposed extension was planned as part of the original Crossrail but at the time the business case was not compelling. A decade on, the development opportunities now more than prove the case. The proposed extension will provide an essential transport corridor to serve the significant uplift in housing, employment and leisure developments planned, or already being built, in Ebbsfleet Garden City and in the wider-Thames Estuary area. TfSE supports the work of Kent County Council with other Local Authorities in Kent, the London Borough of Bexley, TfL, the Greater London Authority and the Ebbsfleet Development Corporation to develop a full business case for the proposed extension demonstrating the economic benefits and necessary uplift in rail capacity.

The proposal for **Crossrail 2** will have economic benefits for the TfSE area, providing increased capacity, direct employment opportunities during the construction period and enabling faster journeys upon completion. In addition to the benefits to the immediate area, it is considered that the project will bring potential benefits to rail services across the South East by freeing up capacity on the South West Mainline and providing connections to the wider UK. However, the proposal is linked to the development of considerable levels of mixed use development, which will require enhancements to local infrastructure, including highways, that will need to be planned alongside the strategic changes. These proposals need to be developed collaboratively with the relevant authorities and Local Enterprise Partnerships.

The draft Strategy outlines the Mayor’s plans for the further **devolution of suburban rail services** to TfL. Individual Local Authorities have been making their positions clear and there is scope for a more detailed discussion between TfL and TfSE and associated Transport Authorities about the interface and how it is developed, whether current concessions (e.g. Crossrail/Elizabeth Line) or proposed future concessions. This would include the impact on services outside the devolved area and the role that

Local Authorities and LEPs would play in the governance and oversight of the service. It is also important that London is not given a priority over other areas and services.

Recent discussions with DfT have offered an opportunity for Local Authorities to influence the development of the franchise arrangements for rail services, for example the forthcoming franchise arrangement for South Eastern services. We would expect that TfSE will play a role in these discussions in future.

The Mayor recognises the importance of improved **surface access networks to airports**. This is welcomed, but it is critical that enhanced surface access addresses both connectivity and capacity. TfSE would expect that any enhancements will have a clear funding arrangement which should be agreed as part of the planning arrangements being put in place for the new runway. The rationale behind the proposed TfL preferred option for Southern Rail Access to Heathrow is unclear and there may be more beneficial routes. TfSE would suggest that all options for southern rail access should be considered in a new GRIP study so that all of the possible routes are being considered on a consistent basis. The proposal for western rail access to Heathrow is also supported and we are keen for the scheme to be developed.

TfSE shares the Mayor's view that expansion at Heathrow should be conditional on exacting noise, air quality and other environmental conditions. TfSE recognises the work being done by the Heathrow Strategic Planning Group in this area, and encourages the Mayor's Office to consider working more closely with this group.

TfSE would also suggest that the Transport Strategy should include reference to the requirement for improvements to surface access to Gatwick airport. Passenger numbers are increasing at Gatwick and the airport has a considerable focus on expanding its operations even in the absence of an additional runway. Gatwick has ambitious targets for increasing the number of passengers accessing the airport via public transport and the Mayor's Transport Strategy should support this.

TfSE is particularly keen to work in partnership with the Mayor for the benefit of all those living and working in London and the South East. We have started to develop relationships with TfL and we have had initial discussions with Val Shawcross planned. We believe that a reciprocal arrangement could be developed to ensure that Board level engagement allows these issues to be explored and developed in more detail.

Work is currently underway to develop a Transport Strategy for the TfSE area and we look forward to working with you to ensure that we can develop initiatives that have mutual benefit for London and the South East.

Yours sincerely

Cllr Keith Glazier  
**Chair of Transport for the South East**

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To: **Shadow Partnership Board – Sub-National Transport  
Body for the South East**  
Date: **29 September 2017**  
Title of report: **Communications and Engagement**  
Purpose of report: **To agree the next phase of communications and engagement  
work for Transport for the South East**

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**Recommendations:** The Shadow Partnership Board is asked to:

- i) Note arrangements for a House of Commons event to introduce Transport for the South East (TfSE – *see Appendix 1*);
  - ii) Approve the commissioning of a short video to explain the TfSE aims and potential impact to a general audience (*see Appendix 2*); and
  - iii) Agree to commence preparations for a formal launch event for TfSE in early 2018.
- 

## **1. Introduction**

1.1 Engagement work with politicians, transport organisations and businesses in the South East is the current priority. The aims are to build recognition of TfSE, and the understanding of its aims and potential with key interest groups. The suggested approach is to then hold a formal and large-scale launch event in early 2018.

## **2. Engagement and Communication Activity**

2.1 A parliamentary reception to introduce TfSE takes place at the House of Commons on 31<sup>st</sup> October 2017, hosted by Huw Merriman MP, who is a member of the Transport Select Committee and MP for Bexhill and Battle. All South East MPs have been invited. The aim of the event is to introduce TfSE, to demonstrate the strategic benefits for MPs' constituents and businesses and to be clear about how parliamentarians can support our work. Full event plans are set out in Appendix 1.

2.2 The Communications and Engagement Working Group is proposing to commission a short video to communicate TfSE's aims and impact to a general audience, including businesses and the public. This would allow us to tell our story in an accessible and engaging way and re-use it across websites, social media and email communication. The video can be funded from existing resources and the commissioning brief is set out in Appendix 2.

2.3 It is proposed that preparations commence on a formal launch event for TfSE to be held in March 2018. This would be a large event for stakeholders from across the South East to hear about, and discuss, TfSE's developing vision. The aim would also be to secure ministerial attendance. It is suggested that the event should also be linked to publication of the first phases of Transport Strategy work – particularly the economic connectivity review which is now being commissioned.

2.4 Other continuing communications and engagement work includes stakeholder communication and management, development of our social media and web channels, planning and benchmarking, media work and collaboration on internal communications. This work is currently met from partners' existing resources.

**Warwick Smith, Head of Communications and Marketing  
East Sussex County Council**

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### Outline for MPs Engagement Event, 31<sup>st</sup> October 2017

The event will be held in House of Commons Terrace Dining Room B, between 4pm and 6pm on 31<sup>st</sup> October 2017.

The aim of the event is to increase awareness amongst our MPs about TfSE prior to a launch event next spring. It's an opportunity to update MPs on the work to develop a robust Transport Strategy for the South East; how TfSE is working as a team; and about the support that is now being sought from the Department of Transport (DfT) and from our local MPs.

#### Format

This will be an informal tea reception for the 60 MPs whose constituencies fall within the TfSE geography, so they can learn more about TfSE and meet members of the Board.

The event is being sponsored by Huw Merriman, MP for Bexhill and Battle. As this is a "drop in event" for Parliamentary colleagues there will be no formal presentations or lengthy speeches. However, it is expected that Huw Merriman will say a brief word of welcome and then hand over to Cllr Glazier to say a few formal words about TfSE.

The Board will be supported by Rupert Clubb, Chair of the TfSE Senior Officers Group and Director of Communities, Economy and Transport at East Sussex County Council, who will be on hand to help answer any detailed queries. Rachel Ford, Mark Valleley and Warwick Smith from the Project Team, will also be present to help set up and deal with any general issues.

#### Venue

Terrace Dining Room B, which is relatively small, will be laid out to provide plenty of standing room with some seating and side tables to the edge of the room. There will be pop up banners with TfSE's branding and a large TV screen with rolling slides of the TfSE geography and high impact photos which have been selected to illustrate the scale and diversity of the region's economy, as well as the critical importance of its transport infrastructure.

#### Desired Outcomes

- **There is a good level of attendance from South East MPs** – it is hoped that Board Members will be able to encourage their own MPs to attend and that by holding a mid-week reception within the main parliamentary building more MPs will be able to drop in.
- **South East MPs gain a better understanding of TfSE** – both in terms of its ambitions to improve transport infrastructure and services for their constituents and the wider impact its strategy could have on the UK economy if it can secure the necessary support and engagement from DfT and its agencies. MPs should leave with an overview of the "next steps" for TfSE: developing the Transport Strategy, legal work to prepare for becoming a statutory body, and emerging as the unified voice on strategic transport issues for the South East.
- **MPs note the strength and unity of TfSE's partnership** – by being able to chat informally to Board members from across the region, including our LEP representatives, each of whom can emphasise the partnership's shared priorities, and also by hearing about TfSE's broader engagement with local operators and user groups through its recently established Transport Forum.
- **MPs are better able to promote TfSE with Government Ministers** – the reception is an opportunity for MPs to raise any concerns they have with the Board and also to understand the next steps for TfSE and how they might help, both in terms of lobbying

for Government support and through other general communications.

**Key Messages**

Speaking notes and briefing for Board members will be prepared and circulated in advance. The same help will be offered to Huw Merriman MP.

**Publicity and Follow-up Communications**

It is not proposed to invite any media to this event – it may be appropriate to issue local press releases after the event to highlight MPs involvement and photographs will be taken at the event.

We will also prepare a follow-up email for both attendees and non-attendees to highlight the messages from the event and signpost next steps.

**Brief for TfSE video – Request for Proposal (budget £15,000)****Overall Aim**

To produce a **creative concept and short video to summarise the aims and purpose of Transport for the South East (TfSE)** in a way that makes explicit the potential benefits to travellers and businesses.

TfSE is working to make sure the SE's transport needs are high on the national agenda, to secure the investment this region needs and to deliver real benefits to the everyday travelling public.

**Summary of Requirements**

1. A creative concept to meet the above aim.
2. Produce storyboard and video script based on the creative idea.
3. Film, edit and produce video.

**Timescales**

Brief issued	2 <sup>nd</sup> October 2017
Deadline for responses	20 <sup>th</sup> October 2017
Decision to award	27 <sup>th</sup> October 2017
Creative idea expansion/storyboard and script by	10 <sup>th</sup> November 2017
Production and publishing form	22 <sup>nd</sup> December 2017

**Background**

Council Leaders and partners from across the South East have launched an ambitious new partnership to transform the transport network for the travelling public and businesses and to ensure the area remains a driver of the UK economy.

Transport for the South East (TfSE) will speak with a single voice on the area's transport priorities. It will devise an integrated Transport Strategy to focus the attention of Ministers on the area's needs and will directly influence when and where money is invested in the South East's transport network.

The area covered by TfSE takes in Berkshire, Brighton & Hove, Kent, Hampshire, the Isle of Wight, Medway, Portsmouth, Southampton, Surrey, East Sussex and West Sussex. It has 7.5m residents and more than 24,000 miles of road while its ports collectively handle 81m tonnes of freight each year.

The transport network in the South East is nationally and internationally significant, taking in two of the country's biggest airports, many of its busiest motorways, a string of major ports and crucial railway links to London, the rest of Britain and to mainland Europe. There is currently no single body directing this area's network, and that's the vitally important job for TfSE.

The new partnership brings together the area's 16 Transport Authorities and five Local Enterprise Partnerships to work directly with the Department for Transport. It

will also involve road and rail-builders, Highways England and Network Rail, transport operators, transport users and other key interest groups.

Partners have ambitions to not only deliver smoother, congestion-free journeys and make the best use of digital and emerging technology in transport, but also to enhance the South East's vital role in national growth.

As a Sub-National Transport Body (STB), TfSE is currently operating in shadow form but intends to secure full Government backing and statutory powers within two years. Work is now beginning to prepare for a comprehensive future Transport Strategy for the South East, identifying where investment and innovation can transform journeys for travellers and businesses. This will include examining the options for smart, integrated ticketing to allow more seamless travel across a wide area.

### **This Requirement**

#### Developing the creative concept

The aim is to emphasise the economic importance of the TfSE area and highlight the high level transport issues currently faced by the South East. The creative concept should raise awareness of the key messages of TfSE, focusing on the need for an STB for the South East and the benefit such a body will have in influencing transport investment in the area.

The desired outcome is to make the audience aware of TfSE and its purpose and aims through the production of a short video or similar digital presentation.

#### How it will be used

The concept should be developed into a video to be able to be used across different channels. It is intended for the video to be hosted and shared on TfSE social media channels, its website ([transportforthesoutheast.org.uk](http://transportforthesoutheast.org.uk)) and partner Authority websites and shared on their social media channels.

#### Subjects

The video should represent the views of:

- Members of the public;
- Business representatives; and
- Transport operators.

It is envisaged the video will consist of a montage of clips raising awareness of the current issues around freight, motorways, rail and public transport in the TfSE area, and outlining what the future might look like with TfSE influencing solutions to existing transport problems. The video must be 1 to 2 minutes and no more than 512 mb in size (to also be suitable for Twitter; include text captions).

#### Thought to leave behind in the mind of the consumer

Develop a message to communicate the importance the South East has in contributing to the national economy and the rationale behind why an STB for the South East would benefit businesses, visitors and residents of the partner authorities.

### Brand and tone

TfSE branding must be applied.

Tone: engaging, informative, enthusiastic.

### **Your Submission**

Please provide concise responses to the following:

- a. How would you go about meeting the requirements set out in this document? In particular please describe (in words) the **creative concept** or idea at the heart of your proposal (20% of total score)
- b. How will you optimise the finished products to maximise their value and reach on **social media**, both in terms of their content and technical specification? (10% of the total score)
- c. How will your **project management** approach ensure delivery of the project on time and to budget? Please include an outline project plan showing key milestones/deliverables and state any assumptions or dependencies (5% of total score)
- d. What is your proposed approach to **evaluating** the success and value of the videos produced? (5% of total score)
- e. Please provide **total costs** for this project showing the cost of the creative development and story board (to be completed by 31<sup>st</sup> March) and the cost of production and post production as separate items (60% of total score)

**We will use the following scoring system to evaluate your responses to each of the questions below**

The decision to appoint will be based only on the written submissions.

- 0 Meets none of the requirement
- 1 Meets some of the requirement
- 2 Meets most of the requirement
- 3 Meets the requirement
- 4 Exceeds the requirement
- 5 Greatly exceeds the requirement

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To: **Transport for the South East - Shadow Partnership Board**  
Date: **29 September 2017**  
Title of report: **The Legal Process for the Establishment of the Sub-National Transport Body for the South East**  
Purpose of report: **To note the process and timetable for securing statutory status for Transport for the South East**

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**Recommendations:**

The Shadow Partnership Board is recommended to note the process and timetable for securing statutory status for TfSE.

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**1. Introduction**

1.1 The Cities and Local Government Devolution Act 2016 inserts a new Part 5A after Part 5 of the Local Transport Act 2008 (“Part 5A”) to make provision for the establishment of Sub-National Transport Bodies (STBs) to operate at a sub-national level in transport matters, with the purpose of furthering economic growth.

**2. The Legal Process**

2.1 The Secretary of State is able to establish, by regulations, statutory STBs following receipt of a proposal from Local Transport Authorities in the area of the proposed STB, provided the following conditions are met, namely:

- a) the STB would facilitate the development and implementation of transport strategies for the area; and
- b) the objective of economic growth in the area would be furthered by the development and implementation of such strategies.

2.2 The regulations can only be made by the Secretary of State if the constituent authorities have together made a “proposal” to the Secretary of State for there to be an STB for the area, and those authorities have consented to the making of the regulations.

2.3 Before making a proposal to the Secretary of State, the constituent authorities must consult with –

- a) each appropriate authority (if it is not a constituent authority), and
- b) any other persons whom the constituent authorities consider it is appropriate to consult.

2.4 The Secretary of State may also require the constituent authorities to consult any other persons (not already consulted) whom the Secretary of State considers should be consulted in connection with a proposal.

**3. The Proposal**

3.1 There is no set range of functions for an STB, and Transport for the South East (TfSE) will need to decide whether it is content continuing to operate as a collaborative partnership or whether it wishes to have the additional weight of statutory status. In preparing the “proposal”, the constituent authorities will need to consider what functions the STB wants to perform, and what powers the STB

will need to have to be able to perform these. This will in part be informed by the Transport Strategy. The wider the scope of any functions devolved to TfSE, the greater resource needed to be able to exercise those functions.

#### **4. Statutory Instrument**

4.1 Should it be considered desirable to apply for statutory status, the Secretary of State will have to make a Statutory Instrument which is subject to the affirmative resolution procedure.

4.2 The Statutory Instrument may not be made unless a draft of the Instrument has been first laid before, and approved by a resolution of, each House of Parliament. To do this, a motion approving the Statutory Instrument has to be passed by each House of Parliament. The responsibility lies with the Minister, having laid the Statutory Instrument, to move the motion for approval.

4.3 At the same time as laying a draft of a Statutory Instrument containing regulations before Parliament, the Secretary of State must lay before Parliament a report explaining the effect of the regulations and why the Secretary of State considers it appropriate to make the regulations. This is a short document which explains in plain English what the Statutory Instrument does and why.

4.4 The parliamentary process presents a difficulty in that parliamentary time is limited, and we have been informed that other priorities (such as the process of leaving the European Union) will mean that it is unlikely that the necessary parliamentary time will be available until 2019/20.

4.5 Whilst this is disappointing, it does not stop TfSE from working to strengthen the partnership to deliver its aspirations.

#### **5. Next Steps**

5.1 To complete the Transport Strategy and engage with the Department for Transport to establish what functions it is proposed that TfSE performs and the timescales for achieving this. Once this has been established, to bring back a further paper to the Shadow Partnership Board setting out the options open to it in terms of the potential models for TfSE.

**Philip Baker**  
**Assistant Chief Executive**  
**East Sussex County Council**

To: **Shadow Partnership Board – Transport for the South East**  
Date: **29 September 2017**  
Title of report: **Terms of Reference for the Transport Forum**  
Purpose of report: **To agree the Terms of Reference for the Transport Forum**

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**Recommendation:** the Shadow Partnership Board is recommended to agree the terms of reference for the Transport Forum set out in Appendix 2.

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## **1. Introduction**

1.1 The purpose of this report is to provide an update on the establishment of the Transport Forum for Transport for the South East (TfSE) and seek agreement on its terms of reference.

## **2. Background**

2.1 On 26 June 2017, the Partnership Board considered a paper on the Governance arrangements for TfSE whilst it is in shadow form. The structure is attached as Appendix 1. It includes a Transport Forum, which is an advisory body to the Senior Officer Group and Shadow Partnership Board, comprising a wider group of representatives from passenger and freight transport operators, ports, airports, user groups, Local Enterprise Partnerships (LEPs), Borough and District Councils as well as Government and National Agency representatives. The Transport Forum will provide technical expertise, intelligence and information to Senior Officer Group and the Shadow Partnership Board. It is proposed that the Forum will meet on a quarterly basis in advance of the Shadow Partnership Board.

2.2 The Chair of the Transport Forum has a seat and one vote on the Shadow Partnership Board. Geoff French CBE has been appointed as Interim Chair of the Transport Forum. Until recently, Geoff was Chair of the Enterprise M3 Local Economic Partnership and is a highly experienced transport planning and engineering professional, who was Chairman of Scott Wilson and a Past President of the Institution of Civil Engineers. Geoff has been appointed as Interim Chair in order to expedite the establishment of the Transport Forum. This non-salaried position will be formally advertised in due course.

## **3. Transport Forum Meeting**

3.1 The first meeting of the Transport Forum took place on 21 September 2017. Those who attended the meeting took part in two workshop sessions; the first considering membership and ways of working, and the second the priorities for TfSE

3.2 The Forum was well attended by representatives from a number of operators, supply chain, user groups, government agencies, LEPs and businesses. The tone of the meeting was overwhelmingly positive, with the creation of TfSE welcomed and a clear willingness for the Forum members to act as a route to provide technical advice and guidance to the Board.

3.3 The initial discussion focused on the ways of working for the Transport Forum. There was broad agreement that membership of the Forum needs to be controlled, with agreement that there would be only one or two representatives from each sector / operator group. This will enable business to be conducted in the most effective manner. However, it is important that all stakeholders have the opportunity to input to

the discussion and therefore the sector / operator groups will meet in advance of the Forum to gather broad views. Additionally, there will be some occasions, for example during consultation on the emerging Transport Strategy, when a plenary session is needed to engage with all operators and stakeholders.

3.4 It was suggested that membership should be widened to include more representation from user groups. It was also considered that utility providers, particularly electricity suppliers, should be involved in the Forum. This particularly relates to the proposed use of electric vehicles and ensuring that the associated infrastructure is available to cater for the future needs of businesses and residents.

3.5 It is proposed that Transport Forum meetings will be held quarterly, in advance of Shadow Partnership Board meetings. It is anticipated that a wider meeting of the Transport Forum will be held every 12 months, although this may increase in frequency during the development of the Transport Strategy. Extraordinary meetings may also be called to ensure the Forum is able to feed into key work streams.

3.6 The Transport Forum also considered the draft vision and strategic priorities for the emerging Transport Strategy. The general view is that TfSE should be bolder and more assertive in the development of the strategic priorities, ensuring that they are specific to the TfSE area. There was also some concern in relation to the perceived role that TfSE will be adopting, with a request that the distinction between delivery and facilitation is recognised in the priorities.

3.7 The Forum clearly recognised that transport is an enabler and was keen that various elements of the priorities were given greater recognition, such as economic growth, health and wellbeing and air quality. The amendments suggested by the Transport Forum will be made to the draft Vision and Strategic Priorities and circulated to the Board in advance of the meeting.

3.8 It is proposed that a calendar of regular Transport Forum meeting dates will be developed and shared with the wider membership of the Forum. This will enable the various interest groups to meet in advance and also identify likely times that a larger plenary meeting will be appropriate.

#### **4. Terms of Reference**

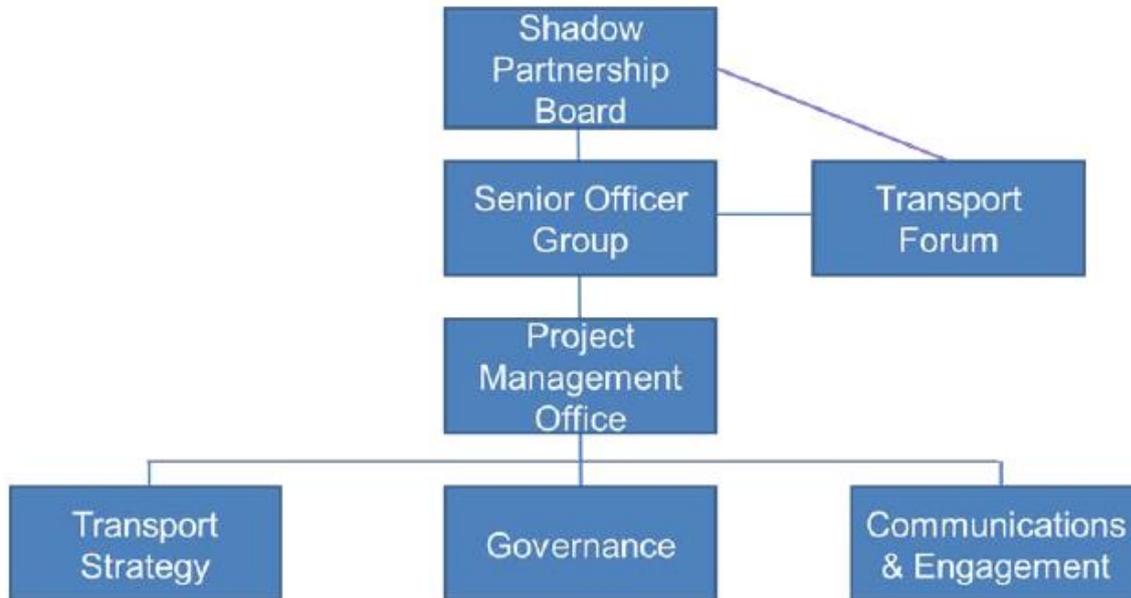
4.1 Draft Terms of Reference were circulated in advance of the first meeting of the Transport Forum for discussion. A copy of the Terms of Reference agreed is set out in Appendix 2 and the Shadow Partnership Board is asked to agree these.

#### **5. Conclusions and Recommendations**

5.1 The Transport Forum is a key component of the governance arrangements for TfSE providing the mechanism for constructive engagement with a wider group of key stakeholders. The Shadow Partnership Board is recommended to agree the Terms of Reference for the Transport Forum.

**Rupert Clubb, Director of Communities, Economy and Transport  
East Sussex County Council**

**Governance arrangements for Transport for the South East whilst in Shadow Form**



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**Terms of Reference for the Transport Forum****Transport for the South East****Transport Forum  
Terms of Reference**

The Transport Forum is part of Transport for the South East (TfSE), reporting into the Shadow Partnership Board. The Transport Forum has a clearly defined remit and purpose.

**Purpose**

The purpose of the group is to provide technical guidance and expertise to the TfSE Shadow Partnership Board and Senior Officer Group. The Forum will ensure that a broad range of stakeholder and partner views are recommended to the Shadow Partnership Board and Senior Officer Group, ensuring that the following key areas are considered:

- Integration of various modes of transport and the impact of technology;
- Enhanced user experience;
- Changing the approach to connecting people across the South East; and
- Freight and logistics.

If a recommendation proposed by the Transport Forum is not agreed by the Shadow Partnership Board, an explanation will be provided to the Interim Chair of the Forum so that feedback can be shared with all members.

Members of the Forum will have the opportunity to shape and guide the development of the Transport Strategy for TfSE.

**Objectives of the Transport Forum**

The objective of the Forum is to:

- Bring together a wide range of stakeholders to gather views on strategic transport issues to feed into the Shadow Partnership Board;
- Provide technical guidance and expertise to the Shadow Partnership Board on key issues, including integration of modes, the impact of emerging technology and user experience;
- Support the development of the emerging Transport Strategy and provide guidance on how to consult and engage with different audiences and stakeholders;
- Share evidence and data to support the development of business cases;
- Develop shared understanding of the key issues facing users, operators and the supply chain; and
- Provide support to the Shadow Partnership Board on influencing Government decisions around TfSE.

## **Accountability**

The Transport Forum will report to the Shadow Partnership Board. Appendix 2 contains a diagram showing the relationship between the Transport Forum and the Shadow Partnership Board.

## **Appointment of Chair**

It will be chaired by an independent representative. The Chair will be appointed by the TfSE Shadow Partnership Board for an interim period in 2017, with a view to running a formal recruitment process for 2018.

The Chair will be appointed by the TfSE Shadow Partnership Board for the period of two years, with an option to reappoint for a further term.

The Chair of the Transport Forum will have a voting role on the Transport for the South East Shadow Partnership Board.

## **Membership**

Following the discussion at the first meeting of the Transport Forum, sector / operator groups will confirm their nominated representatives. The table below gives an indication on the likely composition of the Forum.

Members will be selected by their representative groups for a period of two years.

When appropriate, subject matter experts may be invited to attend the Transport Forum to support and inform the discussion.

## **Frequency of Meetings**

The Transport Forum will meet on a quarterly basis, in advance of the Shadow Board meeting.

## Potential membership of the TfSE Transport Forum

Transport Forum Member	Representing
<b>Geoff French CBE, Interim Independent Chair</b>	
<b>Rail Delivery Group 1 x TOC</b>	South Western Railway South Eastern Govia Thameslink Railway Great Western Railway Cross Country Arriva Rail London First Rail DB Cargo UK Freightliner Direct Rail Services GB Railfreight Rail Delivery Group
<b>1 x Association 1 x Port</b>	Dover Southampton Portsmouth Folkstone Eurotunnel Group London London Medway (Sheerness & Chatham) Newhaven Shoreham-by-Sea London Thamesport British Ports Association UK Major Ports Group
<b>1 x Airport</b>	Southampton Gatwick Heathrow
<b>Passenger Shipping Association / 1 Ferry Operator</b>	Redfunnel Hovertravel Wight Link
<b>Freight Transport Association</b>	Freight Transport Association Road Haulage Association
<b>Confederation of Passenger Transport 1 Bus Operator 1 Coach Operator</b>	All bus and coach operators in TfSE area
<b>5 x Borough and District Councils</b>	Surrey (Cllr Paul Spooner, Guildford) Kent (Cllr Jeremy Kite MBE, Dartford) East Sussex (Cllr Andy Smith, Lewes) West Sussex (Cllr Gary Wall, Mid Sussex) Hampshire (TBC)

<b>5 x LEP Business representatives</b>	Enterprise M3 (Mike D'Alton) Thames Valley Berkshire (Charles Eales) Solent (Kevin George) Coast to Capital (Martin Heffer) South East (TBC)
<b>1x consultancy / planning</b>	Supply Chain
<b>Civil Engineering Contractors Association</b>	
<b>Transport Focus</b>	User Group
<b>1x Representative from Senior Officer Group (Rupert Clubb)</b>	LTAs
<b>TfL</b>	Richard McGreevy
<b>Department for Transport</b>	Dr Nicky Reynolds
<b>Highways England</b>	Ian Parsons
<b>Network Rail</b>	Mike Smith
<b>Business Representatives</b>	FSB (Tim Colman) Chambers of Commerce CBI (Malcolm Hyde)

To: **Transport for the South East - Shadow Partnership Board**  
Date: **29 September 2017**  
Title of report: **Transport for the South East Budget and Resources**  
Purpose of report: **To set out the proposed budget for Transport for the South East in 2018/19 and the level of contribution from the relevant Authorities**

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**Recommendations:**

The Shadow Partnership Board is recommended to:

- i) agree the tiered approach for contributions from the Constituent Authorities; and
  - ii) agree the current budget position for 2017/18 set out in Appendix A and draft budget proposals for 2018/19 set out in Appendix B.
- 

**1. Introduction**

1.1 Transport for the South East (TfSE) will require a budget to support operational costs, including staff, strategy development and communications activity.

1.2 This paper sets out the current budget situation and a budget proposal for 2017/18 and 2018/19, including the likely level of contribution from the relevant Authorities. It is proposed that a more detailed three year business plan is submitted to the Board for consideration in December 2017.

**2. Current Budget Position**

2.1 Each of the Local Transport Authorities, as the relevant Authorities, have been asked to make a contribution to the initial set up of TfSE. The contribution for each voting member was agreed at £20,000, which would be split between the relevant Authorities where the vote is shared (for example, Portsmouth and Southampton; and the six Berkshire Unitary Authorities).

2.2 To date, initial £20,000 contributions have been received from nine Local Transport Authorities. A contribution has not yet been collected from the Berkshire Local Transport Body (BLTB) as they were invited to join TfSE after the SE7 Authorities had agreed to make an initial contribution of £20,000. The current budget position for 2017/18 and proposal 2018/19 are set out in this paper showing the current and forecast expenditure against these contributions. A request for the initial £20,000 contribution from BLTB will be sent once the Shadow Partnership Board agrees the current and forecast budget position set out in Annex A.

2.3 The 2017/18 budget has supported the running costs of TfSE, which have mainly related to room hire charges for Senior Officer Group and Shadow Partnership Board meetings, facilitator costs for workshops and the recently commissioned Transport Strategy “route map”. Anticipated costs for the remainder of the financial year relate to the development of the Economic Connectivity Review for the Transport Strategy, communications activity and day to day running costs.

2.4 There have not been any staff costs associated with TfSE for 2017/18. Support has been provided “in kind” through East Sussex County Council and Surrey County Council, with additional support from officer groups for Transport Strategy,

Communications and Governance. However, as TfSE becomes more established it will require dedicated officer support.

2.5 The current budget position is summarised in Appendix A.

### **3. Draft Budget for 2018/19**

3.1 Given the early stage of TfSE, it is difficult to calculate a full operational budget for 2018/19. However, given the budget setting timescales for the relevant Authorities, we need to give an indication of the likely level of contribution needed for 2018/19 so that it can be built into budgets at an early stage.

3.2 Some likely costs for the operation of TfSE have been estimated, including the staffing costs, strategy development and communications activity. These are set out in Appendix B. These figures give a high level indication of likely spend, but will be firmed up through discussions with key partners over the next few months. The intention is to have a three year business plan, including a firm budget proposal and proposed staff structure, for the TfSE Shadow Partnership Board in December 2017.

#### *Staffing assumptions*

3.3 The staffing assumptions for TfSE have been based upon research from other sub-national partnership bodies. Research has shown that Transport for the North has a sizable staff structure (around fifty officers) covering various different roles and responsibilities, whereas Midlands Connect has used consultancy support to provide its considerable officer support. England's Economic Heartlands has a smaller, but still substantial officer structure (around 7 full-time equivalents [FTEs]) covering key issues, such as communications, project management, digital connectivity and rail.

3.4 It is envisaged that a number of roles are needed for TfSE to take forward the work streams. It is not proposed to develop a large secretariat function. It is proposed that TfSE has approximately 6 FTEs. This will include a senior officer role, along with dedicated posts for programme management, strategy development and communications. Further posts will cover key topics including technology (such as smart ticketing) and rail/roads. A staffing paper with a proposed structure will be presented at the next Shadow Partnership Board meeting.

#### *Strategy Development, Communications and Drafting the Order*

3.5 The other costs outlined in the proposed budget include:

- Communications – TfSE will be required to undertake a number of consultation exercises on the development of the Transport Strategy and the Draft Order. The proposed consultation costs will cover this activity, including any related events;
- Development of the Draft Order – discussions with other STBs have highlighted that external legal advice is valuable during the drafting of the Order;
- Transport Strategy – the estimated costs for the development of the Transport Strategy will be developed in more detail following the completion of the Roadmap. The costs could include the development of work associated with the impact of digital technology, commissioning further research into the freight sector, etc.

#### **4. Contributions from Local Authorities**

4.1 The budget proposal for 2018/19 includes contributions from the relevant Authorities named in the legislation. This means that the total contribution to TfSE will be split between 10 voting seats.

4.2 The estimated costs have been used to calculate a potential overall budget, which can then be used to calculate the potential costs for the relevant Authorities. Under the draft budget proposals set out in Appendix B the relevant Authorities will provide collective funding of £496,000.

4.3 It is proposed that a tiered approach to contributions is adopted for 2018/19:

- County Councils will contribute £58,000 each;
- Authorities with shared votes (i.e. Berkshire Local Transport Body and Southampton & Portsmouth) will contribute £58,000 per vote;
- Unitary authorities (where the vote is not shared) will contribute £30,000.

4.4 It is not proposed at this point to seek formal contributions from the LEPs, although we are keen to discuss with the LEPs how we can access in-kind and financial support for discrete work packages, such as events and specific studies to support the delivery of the Transport Strategy. The overall approach to contributions will be revisited when the three year business plan is presented to the Shadow Partnership Board in December 2017.

#### **5. Department for Transport Funding**

5.1 Based upon discussions with other emerging STBs, we expect to negotiate with Department for Transport (DfT) for funding to support the development of the Transport Strategy. We have made a working assumption that funding to support the development of the Transport Strategy may initially be forthcoming.

5.2 The initial discussions with DfT are planned for September 2017. The successful operation of TfSE is dependent upon support from DfT and we will need to make a business case to secure investment. Planned meetings with Rt Hon Chris Grayling MP, Secretary of State for Transport, will also be used to make the case for initial investment in TfSE, with a view to developing a three year business plan for submission to DfT to secure long-term funding.

5.3 It is recognised that the draft budget includes a substantial risk with the assumption of funding from DfT. In the event that TfSE was unable to secure DfT match funding, it is proposed that the staff budget would be reduced and there would be an increased reliance on in-kind support from partner organisations. The timescale for the development of the Transport Strategy would be increased and the scope would be reduced. This will be informed by the current work on the Transport Strategy Route Map.

5.4 An oral update on the discussions with DfT will be provided at the Shadow Partnership Board meeting.

**Rupert Clubb, Director of Communities, Economy and Transport  
East Sussex County Council**

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## Appendix A: Current Position 2017/18 Budget

<b>Income</b>	
Standing Balance	£80,000
LTA contributions	£200,000
<b>Total Income</b>	<b>£280,000</b>
<b>Confirmed Expenditure</b>	
Room Hire, etc	£1,819
Facilitator costs	£3,500
Strategy Route map	£15,000
<b>Total</b>	<b>£20,319</b>
<b>Expected Expenditure</b>	
Room Hire	£6,000
Transport Forum - expenses	£5,000
Economic Narrative	£100,000
Events / Communications	£25,000
Staff recruitment	£10,000
<b>Total</b>	<b>£146,000</b>
<b>Balance</b>	<b>£113,681</b>

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## Appendix B: Draft Budget proposal for 2018/2019

<b>Estimated Expenditure</b>	
Staff costs (including on-costs)	£430,000
Communications Activity	£75,000
Statutory Order Development	£75,000
Strategy Development	£1,000,000
Room Hire, etc	£15,000
Transport Forum - expenses	£7,000
<b>Total</b>	<b>£1,602,000</b>
<b>Estimated Income</b>	
Potential carry forward	£113,000
LTA Contributions	£496,000
DfT Contribution	£1,000,000
<b>Total</b>	<b>£1,609,000</b>
<b>Balance</b>	£7,000

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