Transport for the South East (TfSE) Shadow Partnership Board

Agenda

Friday, 14 June 2019, 10:00 – 13:00

Sofitel - North Terminal, N Terminal Approach, Horley, Gatwick RH6 0NP – map attached as Appendix 1

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 Rob Humby, Executive Member for Environment and Transport Hampshire County Council	Cllr Anne Pissaridou, Chair of the Environment, Transport & Sustainability Committee, Brighton & Hove City Council	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	Cllr Lynne Stagg, Portsmouth City Council	Cllr Colin Kemp, Deputy Leader, Surrey County Council
Cllr Roger Elkins, Cabinet Member for Highways and Infrastructure, West Sussex County Council	Cllr Alan Jarrett, Leader, Medway Council	Geoff French, Interim Chair, TfSE Transport Forum
Martin Harris, Coast to Capital LEP	Margaret Paren, Chair, South Downs National Park (representing protected landscapes)	Ross McNally, Enterprise M3 LEP
Borough and District Representative (TBC)		

Apologies
Cllr Lynne Stagg – Portsmouth City Council
Martin Harris – Coast to Capital LEP

Observers
Ben Smith, Director of Regions, Cities and Devolution

Item		Who
1	**Welcome and Apologies**	Cllr Keith Glazier
2	**Notes of previous meeting [pages 5 to 10]**	Cllr Keith Glazier
3	**Williams Rail Review Discussion with Keith Williams** • Discussion on the Williams Rail Review with Keith Williams	Rupert Clubb
4	**Governance - see Paper 1 [pages 11 to 14]** • Governance Arrangements • Governance Processes	Rupert Clubb
5	**Finance - see Paper 2 [pages 15 to 22]**	Rachel Ford
6	**Transport Strategy - see Paper 3 [pages 23 to 36]**	Rob Dickin
7	**MRN Update - see Paper 4** (to follow)	Sarah Valentine
8	**Communications and Engagement - see Paper 5 [pages 37 to 54]** • Strategy • Events Plan • Key messages	Russell Spink
9	**Transport Forum Update - see Paper 6 [pages 55 to 70]**	Geoff French
10	**Response to Consultations - see Paper 7 [pages 71 to 92]** • Williams Rail Review Call for Evidence • Light Rail Consultation • Pay-as-you-go Rail Consultation • Berkshire Local Industrial Strategy • Western access to London Heathrow Airport	Rupert Clubb
11	**AOB**	All
12	**Date of Next Meeting** Thursday 19 September 2019, 10:00-13:00	

Officers in Attendance

Secretariat

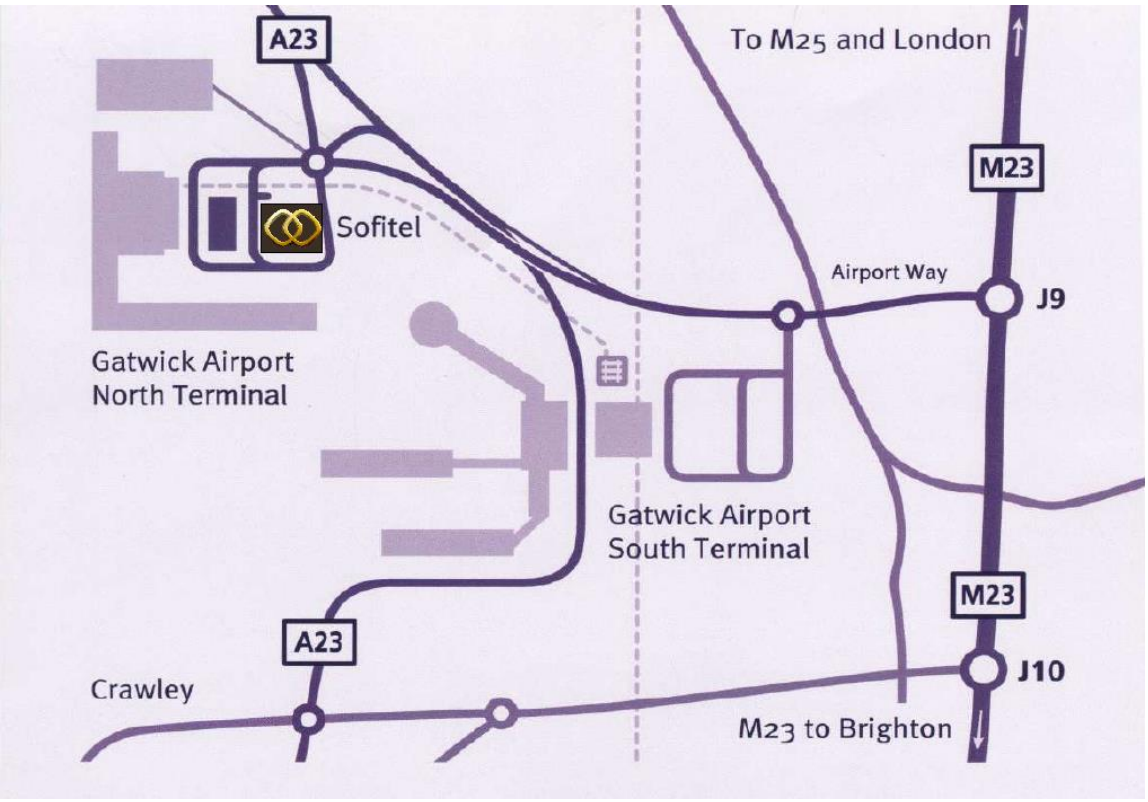
Rupert Clubb	Lead Officer	TFSE
Mark Valleley	Technical Manager	TFSE
Rachel Ford	Programme Manager	TSFE
Rob Dickin	Transport Strategy Manager	TFSE
Sarah Valentine	Transport Strategy Manager	TFSE
Benn White	Project Officer	TFSE
Russell Spink	Communications Manager	TFSE
Lucy Dixon-Thompson	Stakeholder and Engagement Manager	TFSE

Additional Attendees

Barbara Cooper	Corporate Director Growth, Environment and Transport	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
Tristan Samuels	Director of Regeneration	Portsmouth City Council
Wendy Perera	Head of Place	Isle of Wight Council
Keith Wilcox	Assistant Director – Transport	Hampshire County Council
Bill Hicks		Berkshire Local Transport Body/Berkshire Thames Valley LEP
Jonathan Sharrock	Chief Executive	Coast to Capital LEP
Pete Boustred		Southampton City Council
Tim Smith	Chief Executive	Thames Valley Berkshire LEP

Map to venue

SOFITEL
LUXURY HOTELS



From the West/M25/Heathrow:
Follow the M25 eastbound. Exit at Junction 7 to join the M23 southbound.

From East/A264/East Grinstead:
Exit the A264 to join the M23 northbound at junction 10…

From the South/Brighton A23:
Follow the A23 northbound and join the M23 at junction 11…

From M23:
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North Terminal, Gatwick Airport, West Sussex, RH6 0PH
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TfSE Shadow Partnership Board
18 March 2019
Minutes

Shadow Partnership Board Members		
Cllr Keith Glazier Leader East Sussex County Council	Cllr Michael Payne, Deputy Cabinet Member for Planning, Highways, Transport and Waste, Kent County Council (Representing Cllr Paul Carter CBE)	Cllr Roger Elkins, Cabinet Member for Highways and Infrastructure West Sussex County Council
Cllr Ian Ward, Cabinet Member for Infrastructure and Transport Isle of Wight Council	Cllr Alan Jarret Leader Medway Council	Cllr Tony Page, Deputy Leader Reading Borough Council (representing Berkshire Local Transport Body)
Cllr Jacqui Rayment Cabinet Member for Place and Transport Southampton City Council	Cllr Colin Kemp Deputy Leader Surrey County Council	Geoff French CBE Interim Chair Transport Forum
Cllr Garry Wall, Leader, Mid Sussex District Council (Representing district and borough authorities)	Margaret Paren, Chair, South Downs National Park (Representing protected landscapes)	Cllr Lynne Stagg Cabinet Member for Environment and Transport Portsmouth City Council
Cllr Gill Mitchell Deputy Leader Brighton & Hove City Council		

Apologies: Cllr Paul Carter, Cllr Rob Humby, Martin Harris, Ross McNally

Item	**Action**
1. Welcome and Apologies	
1.1 Cllr Keith Glazier welcomed Shadow Partnership Board members to the meeting and noted apologies. 1.2 Christina Ewbank from the Alliance of Chambers in East Sussex kindly agreed to represent the Local Enterprise Partnerships at this meeting.	
2. Notes from Previous Meeting	
2.1 The notes of the previous meeting were agreed.	
3. Future Transport Technology	
3.1 RC introduced Giles Perkins (Head of Future Mobility at WSP). RC stated the importance of the work being carried out around future transport	

technology how it will feed into the overall TfSE Transport Strategy. 3.2 GP delivered a presentation to members on the topic of future transport technology and the work that TfSE are currently carrying out. 3.3 GP led a Q&A session with members after the presentation. Discussions took place around topics including; power capacity concerns, funding problems, how the elderly population will use new technology and the emphasis on electric vehicles. 3.4 Members thanked GP for taking the time to deliver such an informative presentation on the topic.	
4. Developing the Proposal – Agenda Item 4	
4.1 Cllr Page introduced this item and guided the Shadow Partnership Board members through the key parts of the paper. 4.2 Cllr Page thanked Cllr Glazier for his efforts around meeting with constituent authorities through the period of informal engagement. 4.3 Cllr Page highlighted the latest feedback from the DfT (page 15). In terms of the powers and responsibilities that TfSE are seeking, Cllr Page stated that it may still be worth TfSE pushing for powers and responsibilities around bus franchising. 4.4 Members of the Partnership Board thanked TfSE and Cllr Page for the presentation of this report. Cllr Glazier welcomed further comments from the Partnership Board on the Paper and invited further support from stakeholders going forward. 4.5 All members agreed with the importance of proving that TfSE is speaking as one voice on behalf of all constituent authorities. Cllr Glazier reiterated the importance of partnership working for all levels within TfSE. Christina Eubank expressed support for the collaborative working with LEPs. 4.6 Ruth Harper welcomed the collaborative way in which TfSE are working and wanted to further highlight the importance of TfSE speaking with one voice. Ruth Harper reiterated DfT considered TfSE timescales as ambitious. Cllr Glazier stated that the TfSE team will continue to work closely with the DfT on this. 4.7 The recommendations in the Paper were **agreed**.	
5. Finance - Agenda Item 5	
5.1 Rupert Clubb introduced this item and guided the Shadow Partnership Board members through the key parts of the paper.	

5.2 Rupert Clubb advised that a more comprehensive set of budget proposals will be presented at the next Shadow Partnership Board meeting in June 2019. 5.3 The attention of the Partnership Board was brought to Appendix 1 (page 53). RC explained that the table presents the medium term financial plan for TfSE from 2018/19 to 2021/22. 5.4 Cllr Kemp asked a question around how TfSE will raise income going forward. Rupert Clubb explained that TfSE are not proposing to increase the level of the local authority contributions. 5.5 Cllr Page stated that TfSE will need to justify that the work that is being completed is offering value for money going forward. Cllr Payne asked the question around whether TfSE can be reassured by the DfT that work on a multi-year funding settlement for the STBs through the spending review is going ahead. Ruth Harper confirmed that this is the case and will include provision for all STBs. 5.6 The recommendations in the Paper were **agreed**.	
6. Business Plan - Agenda Item 6	
6.1 Rachel Ford introduced this item and guided the Shadow Partnership Board members through the key parts of the paper. At the last Shadow Partnership Board in December 2018, TfSE presented the Outline Business Plan to Board Members. 6.2 Rachel Ford explained that officers have now further developed the Business Plan. The design work on the Business Plan is progressing well and beginning to come together. 6.3 Cllr Page mentioned the point around ensuring that final images will be made more relevant to the TfSE region. Cllr Glazier reiterated this point. 6.4 An electronic version of the Business Plan will be shared with the Shadow Partnership Board once design work has been finalised. Rachel Ford explained that some minor changes have been made to the TfSE branding and logo. Final Business Plan to be published in the upcoming weeks. 6.5 The recommendations in the Paper were **agreed**.	
7. Transport Strategy Development – Agenda Item 7	
7.1 Rob Dickin introduced this item and guided the Shadow Partnership Board members through the key parts of the paper meetings. 7.2 Lot C has now been awarded to a supplier. The four Lots are now contracted to:	

- Lot A – Transport Strategy Development: Steer & WSP - Lot B – Freight Logistics and Gateways: WSP - Lot C – Smart and Integrated Ticketing: Viaqqio - Lot D – Future Transport Technology: WSP 7.3 Steven Bishop (Steer) delivered a presentation to Board members updating them on the progress being made with the TfSE Transport Strategy. Work is currently progressing well through the project Programme. Steven Bishop provided Board members with further detail on the work being carried out around Task 2 (Strategic Context), Task 3 (Relationship between South East and London and Task 4 (The Impacts of Brexit). 7.4 Members raised the importance of the work in the Transport Strategy needing to represent all areas within the TfSE region. Members reiterated that fact that TfSE needs to speak with one voice for all regions within the TfSE area. 7.5 Marc Griffin (WSP) provided updates to Board members on the work being carried out as part of Lot B and Lot D. Sarah Valentine gave a brief update on Lot C confirming that a supplier was now on board to begin progressing the work. 7.6 The recommendations in the Paper were **agreed**.	
8. Major Road Network – Item 8	

8.1 Sarah Valentine introduced this item and guided the Shadow Partnership Board members through the key parts of the paper.
 	
8.2 At the Shadow Partnership Board in March, Board members agreed with the TfSE response to Government consultation on creation of the MRN. This response was welcomed and a number of additions and deletions were made to the final MRN network.
 	
8.3 Sarah Valentine delivered a brief presentation to Board members displaying an overview of the final MRN network, plus the MRN assessment criteria.
 	
8.4 The MRN investment guidance was published by the DfT in late December 2018. The guidance set out criteria in which potential schemes will be assessed against. The criteria is as follows:
 	
- MRN Investment Criteria
  - *Reduce congestion*
  - *Support economic growth and rebalancing*
  - *Support housing delivery*
  - *Support all road users*
  - *Support the Strategic Road Network*
- Deliverability
- Value for Money	

- TfSE Objectives 8.5 Work around selecting TfSE's Top 10 potential MRN schemes will now be carried out with the help of the Transport Strategy Working Group and Senior Officer Group. A list of the Top 10 schemes will be presented to the Shadow Partnership Board in June 2019, before being submitted to the DfT in July 2019. 8.6 Cllr Rayment acknowledged the good work that TfSE have completed to date on the Major Road Network. 8.7 The recommendations in the Paper were **agreed**.	
9. Communications and Engagement – Item 9	
9.1 Russell Spink introduced this item and guided the Shadow Partnership Board members through the key parts of the paper. 9.2 The TfSE communications and engagements strategy will be presented at the next Shadow Partnership Board meeting in June. 9.3 Three transport strategy stakeholder events were held at Gatwick Airport in January 2019. 68 stakeholders, representing 63 organisations and user groups attended the events. The next round of stakeholder events is planned for April 2019. 9.4 As discussed at the Shadow Partnership Board meeting in December 2018, Cllr Humby currently holds regular engagement sessions with MPs in Hampshire. Cllr Humby has offered to run TfSE briefing sessions for MPs from across the TfSE area. The first briefing session will be held on Tuesday 26 March at Portcullis House, London. 9.5 Geoff French thanked the TfSE team for the support they have offered with the Transport Forum meetings. 9.6 The recommendations in the Paper were **agreed**.	
10. Transport Forum Update – Item 10	
10.1 Geoff French introduced this item and guided the Shadow Partnership Board members through the key parts of the paper. 10.2 Geoff French informed members that the Transport Forum has been working very well to date. With the Transport Forum entering a very important phase, Geoff French highlighted the importance of increased engagement with all stakeholders. 10.3 The recommendations in the Paper were **agreed**.	
11. Response to Consultations – Item 11	
11.1 Rupert Clubb introduced this item and guided the Shadow	

Partnership Board members through the key parts of the paper. 11.2 Timescales for the Williams Rail Review consultation have been extended. TfSE have invited Keith Williams to attend the June Shadow Partnership Board meeting. RC reiterated the importance of Keith Williams hearing the views of the TfSE. 11.3 The recommendations in the Paper were **agreed**.	
12. AOB – Item 12	
12.1 Cllr Glazier informed attendees that Cllr Mitchell won't be standing for election. Shadow Partnership Board members thanked Cllr Mitchell for her support for TfSE.	
13. Date of Next Meeting	
13.1 The next Shadow Partnership Board meeting will take place on Friday 14 June 2019.	

Paper 1

To:	**Shadow Partnership Board – Transport for the South East**
Date:	**14 June 2019**
Title of report:	**Shadow Transport for the South East Governance Arrangements**
Purpose of report:	**To agree the appointment of the Chair, Vice Chair and co-opted Board members for Transport for the South East in its shadow form**

Recommendations:
The members of the Shadow Partnership Board are recommended to:
i) Nominate and elect a Chair and Vice-Chair for the period of one year;
ii) Agree to co-opt for a period of one year to the Shadow Partnership Board:

a. The Interim Chair of the Transport Forum;
b. Two people nominated collectively by the Local Enterprise Partnerships;
c. A person nominated by the National Parks and other protected landscape designations;
d. A person nominated by the District and Borough Authorities; and
e. A representative from Highways England, Network Rail and Transport for London.

iii) Allocate voting rights of one vote each for the two Local Enterprise Partnership representatives, the Interim Chair of the Transport Forum and the nominated representatives of the district and borough authorities and the protected landscapes.
iv) Appoint for a period of one year an Interim Chair for the Transport Forum
v) Agree to establish a task and finish group to review the governance processes in preparation for becoming a statutory body.

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1. Introduction

1.1 The Shadow Partnership Board agreed the constitution for Transport for the South East in its shadow form in June 2017. The constitution set out proposals for the structure and composition of the Shadow Partnership Board. It was agreed that the arrangements should be reviewed on an annual basis.

2. Appointment of the Chair

2.1 The Shadow Partnership Board is recommended to nominate and elect a Chair and Vice-Chair.

2.2 As agreed in the constitution for the Shadow Partnership Board, the Chair and Vice Chair's term of office will be for a period of one year, when they are either reappointed or another member elected.

2.3 The Chair presides at Shadow Partnership Board meetings if they are present. In their absence, the Vice-Chair presides. If both are absent, the secretariat will start the meeting and the Shadow Partnership Board will appoint, from amongst its members, an Acting Chair for the meeting in question.

3. Co-opting additional Shadow Partnership Board members

3.1 The constitution for the Shadow Partnership Board allows for persons who are not members of the Constituent Authorities to be co-opted onto the Shadow Partnership Board, and affords the Shadow Partnership Board the power to allow them voting rights.

3.2 In June 2017, it was agreed that a number of organisations should be co-opted to the Shadow Partnership Board. These arrangements have ensured that businesses, district and borough councils and protected landscapes are represented on the Board and are involved in the decision making process.

3.3 The proposed arrangements for co-opted members reflect the structures for the Shadow Partnership Board as set out in the constitution. If agreed by members, they would reflect a continuation of the arrangements in place for the last 12 months. It is proposed that the Shadow Partnership Board give consideration to co-opting the following organisations and representatives:

- The Interim Chair of the Transport Forum – the Transport Forum has been in operation since September 2017 and brings together representatives from user groups, operators (bus, airport, ports, train and ferry), Government agencies, Local Enterprise Partnerships (LEP) business members, District and Borough Authorities and the potential supply chain to provide advice and guidance to the Shadow Partnership Board. The Forum is independently chaired by Geoff French.

  It is recommended that the Shadow Partnership Board co-opt Geoff French as the Chair of the Transport Forum with allocated voting rights.

- Two people collectively nominated by the LEPs – TfSE covers five LEP areas, namely Coast to Capital, Enterprise M3, Solent, South East and Thames Valley Berkshire LEPs. LEPs are partnerships between Local Authorities and businesses and play a central role in determining local economic priorities and undertaking activities to drive economic growth. The LEPs support TfSE in ensuring that economic growth is promoted and is central to the development of the Transport Strategy.

  It is proposed that two LEP Board members are co-opted to the Shadow Partnership Board to collectively represent the five LEPs. It is recommended that voting rights of one vote be allocated to each of the two LEP representatives.

  Currently this role is undertaken by Ross McNally from Enterprise M3 LEP and Martin Harris from Coast to Capital LEP.

• District and Borough (non-unitary) Authorities – it is proposed that the collective views of the district and borough authorities should be represented on the Shadow Partnership Board through one co-opted Board member. Cllr Garry Wall, Leader at Mid-Sussex District Council has filled this role on behalf of the districts and boroughs for the last two years, but has recently stood down as an elected member.

Due to changes resulting from the recent local elections, we are in the process of identifying the five district and borough representatives that will sit on the Transport Forum. Once they have been appointed, they will nominate a named person to sit on the Shadow Partnership Board. An update on this will be provided at the September 2019 meeting.

As agreed at the Shadow Partnership Board in July 2018, it is proposed that the district and borough representative should be allocated voting rights.

• National Parks and other protected landscape designations – the environmental impact of the Transport Strategy and proposed interventions will need to be considered by the Board. It is recommended that a representative from the South Downs National Park be co-opted to the Shadow Partnership Board to represent the collective interests of the National Parks and other environmental and protected landscape designations. Margaret Paren, Chair of the South Downs National Park has fulfilled this role for the last two years and it is proposed that this arrangement continues.

As agreed at the Shadow Partnership Board in July 2018, it is proposed that the representative for the National Parks and protected landscape designations should be allocated voting rights.

3.4 In addition to the current list of co-opted members, the Board are asked to consider extending an invite to the following organisations to act as co-opted members. It is proposed that they should not be allocated voting rights at this time.

- Network Rail – it is proposed that a senior representative from Network Rail should be invited to join the Shadow Partnership Board as a co-opted member. As a statutory body, TfSE would have a key role in influencing strategic investment decisions in the rail network. Engagement with Network Rail at the Shadow Partnership Board will support this objective.

- Highways England – this arrangement would be similar to the one proposed for Network Rail and would support the aim of TfSE to influence investment on the strategic road network through the Road Investment Strategy (RIS) programme. It is proposed that a senior representative from Highways England is invited to join the Board.

- Transport for London – the relationship between the TfSE area and London is an important aspect of our economy, particularly in relation to transporting people and goods. It is proposed that a representative from the GLA or TfL should be invited to sit on the Board as a non-voting co-opted member.

4. Governance Review

4.1 Transport for the South East was established in June 2017 and it was agreed that East Sussex County Council would act as the accountable body for TfSE during its shadow operation. During the last two years the processes and procedures for TfSE have followed those of the lead authority.

4.2 Since its inception, TfSE has operated in the spirit of openness and transparency. As it moves towards statutory status, the STB will be expected to uphold high standards of accountability and transparency. It is likely that TfSE will need to establish more formal governance arrangements and put in place measures that will also offer assurance to the Department for Transport.

4.3 The draft proposal to Government sets out a requirement for a scrutiny function to support TfSE operations. This is an expectation from Government and will be required once TfSE starts operating as a statutory body. In addition to this, we are keen to ensure that we have in place robust mechanisms for governance and audit, considering issues such as financial reporting and risk management.

4.4 It is proposed that TfSE should establish a task and finish group to lead review our governance arrangements, test the assumptions that TfSE operates in a transparent and open manner and make suggestions for the formation of the scrutiny committee. The task and finish group would report back to the Shadow Partnership Board in December 2019.

5. Conclusion

5.1 The Local Transport Authority members of the Shadow Partnership Board are recommended to agree the arrangements set out in this report for the election of the Chair and Vice-Chair of the Shadow Partnership Board, Chair of the Transport Forum, the appointment of the co-opted Board members and the allocation of voting rights.

5.2 Members of the Shadow Partnership Board are also recommended to agree to the establishment of a task and finish group to review the governance arrangements as TfSE moves towards statutory status.

Rupert Clubb
Lead Officer
Transport for the South East

Paper 2

To:	**Shadow Partnership Board –Transport for the South East**
Date:	**14 June 2019**
Title of report:	**Financial update and budget for 2019/20**
Purpose of report:	**To update on the budget position for Transport for the South East**

Recommendations

The members of the Shadow Partnership Board are recommended to:

i) Note the final budget positon for 2018/19;

ii) Agree the proposed budget for 2019/20, noting the various scenarios depending on contribution from the Department for Transport; and

iii) Note the updated Medium Term Financial Plan.

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1. Financial Overview

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

1.2 The paper provides a final position for the 2018/19 revenue budget and proposes a budget for 2019/20.

1.3 In December 2018, the Shadow Partnership Board agreed a medium term financial plan which set out the forecast level of income and proposed annual spend. This demonstrated the need for additional funding from the Department for Transport to enable the transport strategy, specifically the corridor studies and the strategic investment plan, to be completed. This has been updated to reflect the revised budget position for 2019/20 and an updated version is attached as Appendix 3 for Board agreement.

2. 2018/19 Financial Year – final budget position

2.1 In May 2018 the DfT provided £1m in grant funding to support development of the Transport Strategy. This was welcome and TfSE has subsequently commissioned consultants to lead the development of the strategy.

2.2 Contributions from the constituent authorities also form part of TfSE's funding package and these important contributions enable TfSE to employ a small staff structure. The total raised from local contributions is just under £500,000 and it was agreed at the December meeting of the Shadow Partnership Board that levy would remain the same for all authorities in 2019/20.

2.3 Appendix 1 sets out the final budget position for 2018/19. There are some key points:

- The forecast income from constituent authorities is higher than anticipated as two authorities made early contributions for 2019/20 and receipt of an outstanding 2017/18 contribution. The overall amount raised from local contributions remains the same outlined in previous papers to Board members at £498,000 per annum.
- Salary costs are lower than forecast as the full staffing complement was not in place until early January 2019.
- The actual spend on the transport strategy spend is lower than forecast. The full amount has been committed, but as the strategy work did not commence until November 2018, it has not been possible to spend the full amount in 2018/19. The remainder amount for the Transport Strategy has been carried forward to 2019/20 and will be fully spent by the end of March 2020.
- The original budget for 2018/19 did not include forecasts for activities such as events, room hire, expenses and purchase of equipment for staff. Due to the evolving nature of TfSE, some expenses were incurred against these areas and this has been considered in budget setting for future years.

2.4 The total expenditure for 2018/19 was £471,680. In addition to this £674,483 is committed on transport strategy work, with a further £220,000 intended to be spent on corridor studies. This is reflected in the 2019/20 budget proposals.

3. 2019/20 budget

3.1 As outlined at the last meeting of the Shadow Partnership Board, work has been undertaken on the preparation of the revenue budget for 2019/20. The proposed budget builds on the 2018/19 budget position and includes three main areas of spend: development of the Transport Strategy; staffing costs; and the supporting work on the proposal and operational expenses.

3.2 The majority of the staff costs come from the salary budget, which is just over £500,000. Additional staff costs arise from travel and subsistence expenses and a small training budget allocation.

3.3 The Transport Strategy is the largest element of the proposed budget. The ongoing work on the transport strategy has been carried forward from 2018/19. The £675,000 associated with this has already been commissioned through the procurement of the transport strategy and therefore this amount is already committed.

3.4 In order to complete the Transport Strategy, TfSE will require a further grant contribution from the DfT which will ensure that we maintain the pace of development. A funding decision has not yet been announced by the Department, so the section of the budget focused on the Transport Strategy has been developed in a flexible way and as such can be adapted to reflect the level of funding made available for this activity.

3.5 Further elements of the Transport Strategy are due to be commissioned in 2019/20, the most significant of which will be the corridor studies. It is also likely that further technical work will follow on from the thematic studies that are currently being undertaken to inform the Transport Strategy. This work is included in the second scenario for the budget, but could be scaled up or down depending on the funding available.

3.6 The other costs proposed in the budget include work on the proposal to government, communications activities and operational expenses. It is also proposed that TfSE starts to build up a small reserve. This will be used to fund any staff and operational expenses that cannot be covered by local contributions for future years and, if required, be used to cover any expenses associated with closure of TfSE.

3.7 The intention is that the Board will receive a quarterly update report on the budget and assess the spend profile, including actual quarterly spend, variance and revised forecasts. The first quarterly budget report, for April – June 2019, will be presented in September 2019.

4. Medium Term Financial Plan

4.1 Members of the Shadow Partnership Board agreed the Medium Term Financial Plan (MTFP) in December 2018. Given our greater understanding of the funding required to produce the Transport Strategy and develop the organisation, the MTFP has been updated so that it reflects the emerging budgetary position.

4.2 As agreed at the December 2018 Board meeting, the MTFP makes a number of assumptions:

- The commitment constituent authorities have made to local contributions has given confidence to DfT to provide grant funding for TfSE. In establishing the MTFP it is assumed that the level of local contribution will remain the same for the 2020/21 and 2021/22. This will be subject to a Board decision at the September 2019 meeting. We recognise these are difficult time for local authorities and it is incumbent on TfSE to offer some planning certainty for budget setting;
- As we move into a statutory position, the level of work on the transport strategy and its components will be significant if we are to bring about a step change to facilitate economic growth. It is important for TfSE to remain a lean and efficient organisation, but we may need to increase technical capacity to support this. The MTFP therefore assumes there will be a small increase in staffing numbers once TfSE becomes a statutory body and this is reflected in 2021/22. The MTFP is not a commitment to any staffing structures and any proposals for how a statutory body might operate, including how it will be staffed, will be put to the Shadow Partnership Board in for approval in due course;
- The proposed costs for the Transport Strategy, particularly the corridor studies, have been based on discussions with our consultants. This reflects that the final investment plan will need to produce full outline business cases for the proposed interventions and will become an

important part of our negotiations with the Department for Transport, Highways England and Network Rail;

- It has been assumed that there will be some 'incorporation' costs for TfSE as it becomes a statutory body. These costs are an estimate and may change as TfSE agrees the form that it would like to take as a statutory body; and
- TfSE will continue to increase its reserves to ensure that the costs of closure could be fulfilled. The Intra Authority Agreement would cover any additional costs arising from potential closure.

4.3 The MTFP sets out our ambition and what we aim to achieve in terms of delivery of the strategy. It is important that TfSE is able to deliver a transport strategy and associated corridor studies that are based upon a robust evidence base. However, TfSE cannot do this alone. Local contributions are incredibly valuable, but in the current financial climate our constituent authorities cannot provide all the funding to support TfSE operations.

4.4 TfSE officers are using the draft MTFP in our discussions with DfT to demonstrate the level of funding required to enable us to deliver an ambitious Strategy within the agreed timescales.

5. Comprehensive Spending Review

5.1 TfSE officers are continuing to work with the DfT to influence the next spending review period. It is important to ensure TfSE is recognised as part of the spending review and the aim is to secure some core funding over the spending review period. The MTFP is being used to support these discussions.

6. Conclusions and Recommendations

6.1 It is recommended that the Board note the final budget position for 2018/19.

6.2 It is also recommended that the Board agrees the budget proposal for 2019/20 and notes the updated Medium Term Financial Plan.

Rachel Ford
Programme Manager
Transport for the South East

Appendix 1: TfSE Budget – 2018/19 Final Position

2018-19	Budget	Actual	Notes
Income			
18/19 contributions	-496,000	-576,000	Includes KCC and SCC 2019/20 contributions, and BLTB 17/18 contribution. SCC 2018/19 contribution paid in 2017/18
DfT Grant	-1,000,000	-1,000,000	
Brought forward	0	-284,210	
Total Income	**-1,496,000**	**-1,860,210**	
Expenditure			
Staff costs			
Salaries	500,000	160,777	Staff recruited from Nov 2018 - Jan 2019, so not full year costs
Travel expenses	0	5,695	
Subsistence	0	0	
Training	0	0	
Strategy			
Transport Strategy	852,200	236,397	Include: transport strategy, thematic studies, MRN work
Communications and Engagement			
Proposal to Government	0	15,000	Consultancy support for informal engagement
Events	7,000	12,457	Includes some room hire costs for TfSE meetings
Advertising and publicity	35,000	6,872	TfSE video and collateral design/print for Highways UK
Operational Expenses	10,000	34,482	Includes: one off purchase of IT equipment, recruitment costs, subscriptions, room hire and general office costs
Contingency	91,800	0	
Total spend	**1,496,000**	**471,680**	
Balance	**0**	**-1,388,530**	

Appendix 2: Proposed TfSE Budget 2019/20

2019-20 Position				
	With DfT Funding		**No DfT Funding**	**Notes**
Brought forward	-1,388,530		-1,388,530	
19/20 Contributions	-382,000		-382,000	SCC and KCC paid in 2018/19
DfT Grant	-1,000,000			
	-2,770,530		**-1,770,530**	
Staff costs				
Salaries (including on-costs)	503,000		503,000	
Travel expenses	12,000		12,000	
Subsistence	1,000		1,000	
Training	1,800		1,800	
Strategy				
Transport Strategy	674,483		674,483	Includes commitments for LOTs A,B,C&D and MRN
Corridor Studies	1,000,000		220,000	
Smart Ticketing	70,000			
Freight, logistics and gateways	75,000			
Integrated Transport Technology	75,000			
Strategy Design and publication	15,000		15,000	
Communications and Engagement				
Proposal to Government	25,000		25,000	
Events	25,000		25,000	
Advertising and publicity	13,000		13,000	Includes £6,000 committed for design
Website	7,000		7,000	
Stakeholder Database	5,000		5,000	
Licenses / subscriptions	2,500		2,500	
Operational expenses	21,860		21,860	
Total spend:	**2,526,643**		**1,526,643**	
Carry forward to 2020-21/TfSE reserve	**-243,887**		**-243,887**	

Appendix 3 - Medium Term Financial Plan 2018/19 to 2021/22

Item	Prior year actuals 2016 -18	2018/19 actuals		2019/20 forecast	2020/21 forecast	2021/22 forecast
Income						
Carry Forward		284,210		1,388,530	-1,006,113	-3,546,173
LTA Contributions	276,000	576,000		382,000	498,000	498,000
DfT Grant	100,000	1,000,000		0	0	0
Total Income	**376,000**	**1,860,210**		**1,770,530**	**-508,113**	**-3,048,173**
Expenditure						
Staff costs						
Salaries		160,777		503,000	513,060	1,100,000
Travel expenses		5,695		12,000	12,000	20,000
Subsistence				1,000	1,000	3,000
Training				1,800	2,000	5,000
Strategy						
Transport Strategy	79,110	236,397		674,483	0	0
Corridor Studies				1,000,000	1,500,000	500,000
Strategic Investment Plan				0	0	500,000
Smart Ticketing				70,000	250,000	500,000
Freight, logistics and gateways				75,000	250,000	250,000
Integrated Transport Technology				75,000	0	0

Strategy Design and publication				15,000	7,000	7,000
Communications and Engagement						
Proposal to Government		15,000		25,000	25,000	0
Events		12,457		25,000	30,000	30,000
Advertising and publicity		6,872		13,000	10,000	15,000
Website				7,000	5,000	5,000
Stakeholder Database				5,000	5,000	0
Licenses / subscriptions				2,500	3,000	5,000
Operational expenses	12,680	34,482		21,860	25,000	35,000
Incorporation Costs		0		0	100,000	150,000
Total Expenditure	**91,790**	**471,680**		**2,526,643**	**2,738,060**	**3,125,000**
TfSE Contingency/reserves				**250,000**	**300,000**	**500,000**
Balance		**1,388,530**		**-1,006,113**	**-3,546,173**	**-6,673,173**

Paper 3

To:	**Shadow Partnership Board - Transport for the South East**
Date:	**14 June 2019**
Title of report:	**Transport Strategy Development**
Purpose of report:	**To provide a progress update on the development of the Transport Strategy**

Recommendations:
The members of the Shadow Partnership Board are recommended to:
i) Note the progress on the tasks associated with the development of the Transport Strategy.
ii) Note the progress with the three thematic studies on Freight Logistics and Gateways, Smart and Integrated Ticketing and Future Transport Technology
iii) Note the outcomes from the three Stakeholder Engagement Workshops held in April/May 2019.
iv) Note the key outputs due to be delivered before the next Shadow Partnership Board meeting in September 2019.
v) Agree that TfSE will begin to prepare tender documentation for the corridor studies.

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1. Introduction

1.1 The purpose of this report is to provide a progress update on the development of the Transport Strategy.

2. Background

2.1 In March 2019 the Shadow Partnership Board considered a report setting out the progress with the development of the Transport Strategy. This is being undertaken in four component parts by consultants as follows:

- Lot A – Transport Strategy Development - Steer/WSP
- Lot B – Freight Logistics and International Gateways - WSP
- Lot C – Smart and Integrated Ticketing - ESP Group/Consult Hyperion
- Lot D – Future Transport Technology - WSP

3. Progress To Date

3.1 The development of the main Transport Strategy (Lot A) is made up of 12 tasks. The progress on delivery of the tasks and the three thematic studies (Lots B, C & D) is presented in Appendix 1. The draft Strategy is due to be presented to the Shadow Partnership Board in September 2019. A launch event is planned for 10 October 2019 and following a three month public consultation period, the final version of the strategy is due to be considered and approved by the Board in March 2020.

3.2 A progress update detailing the work completed on the Transport Strategy and each of the three thematic studies is contained in Appendix 2. This demonstrates good progress to date with the work required to deliver the draft Strategy.

3.3 Copies of the following completed task reports will be available at the June meeting:

- Task 2 – Strategic Context
- Task 3 – Relationship between the South East and London
- Task 4a – Potential Brexit Impacts

3.4 Stakeholder engagement is an important part of the Transport Strategy development process, and the Stakeholder Engagement Plan identified three rounds of stakeholder workshops as the mechanism for achieving this. Each round of workshops has sought to elicit stakeholder responses to ensure that their views are taken into account in the strategy development.

The invitees to these workshops included a broad range of stakeholders and included organisations represented on the TfSE Transport Forum. The make-up of the workshops was as follows:

- Workshop 1 – local authority officers
- Workshop 2 – transport operators and business representatives
- Workshop 3 – special interest and transport user groups

3.5 The first workshops were held in January 2019, with the purpose of finding out what stakeholders wanted from the Transport Strategy, along with what the strategic objective priorities should be. Stakeholders were also asked what they thought the issues that could prevent the priorities from being achieved were, as well as how the Transport Strategy can help to deliver the priorities.

3.6 Three further stakeholder workshops were held in April/May 2019. The purpose of the second round of workshops was to capture stakeholder views on issues and opportunities along the economic corridors identified in the Economic Connectivity Review. Their views were also sought on Network Rail, Highways England and other local schemes already identified for delivery up to 2025. Stakeholders were also asked to identify priority areas for intervention, including policy interventions, over the longer term.

3.7 Further workshops will take place with each of the stakeholder groups in July 2019 to obtain their views on the emerging strategy before it is considered by the Shadow Partnership Board in September 2019.

4. Forthcoming Activity

4.1 Over the next three months the key activities to be undertaken will be as follows:

- The completion of Task 5 which will set out the baseline transport conditions, socio economic and environmental characteristics of each of the 30 economic corridors identified in the Economic Connectivity Review and including the Major Road Network corridors in the TfSE area;
- The outputs from Task 8, future demand forecasting, will be used to identify changing employment and land use patterns, and concurrent future transport demand in the period up to 2050 and inform the narrative for the Transport Strategy;
- The prioritisation of the major transport schemes that are already known about for possible introduction (2020 to 2025) to be included in the draft Transport Strategy;
- The delivery of Task 10 identifying the potential funding sources for schemes, including private and public sources;
- The drafting of the Transport Strategy for consideration by the Shadow Partnership Board at the meeting in September 2019.

Further details of the work required to complete each of the tasks is in Appendix 2

4.2 A further report seeking approval to consult on the draft Transport Strategy, will be presented to the Shadow Partnership Board in September 2019.

5. Corridor Study Procurement

5.1 At their meeting in July 2018 the Shadow Partnership Board agreed the overall Routemap for the Transport Strategy, a copy of which is presented in Appendix 3. The second stage in the development of the Transport Strategy is to initiate a number of corridor studies to identify the interventions and initiatives that will be needed to deliver the strategy. The route map presented in Appendix 3 shows the corridor studies being initiated midway through 2019. The funding of the corridor studies, and the pace at which they can be completed, will be determined by the availability of external funding. We are in discussions with the DfT who have previously provided grant funding to allow us to progress the transport strategy. We remain optimistic that further grant funding will come forward. In the meantime, the Shadow Partnership Board is recommended to agree that work should commence now on the preparation of the tender documentation. This is to reduce the time taken to mobilise the tender process in the event a grant award is confirmed. A further report will be presented to the Shadow Partnership Board in September 2019 which will seek agreement to initiate the tender process.

5.2 A preliminary costs estimate suggests that the corridor studies could cost up to £2.5m to complete. One of the transport strategy tasks has been to develop a detailed methodology for the corridor studies. This will allow the strategic interventions and initiatives that will be needed to deliver sustainable economic growth on each of the multimodal corridors to be identified and prioritised for potential inclusion in a strategic investment plan. The corridor studies will involve extensive stakeholder engagement,

data collection and modelling work to provide the evidence needed to support the need for the interventions, which is compliant with the requirements of the Department for Transport's appraisal process. The overall cost estimate reflects the costs that other STBs have incurred in undertaking their corridor study work. The actual cost will not be known until Task 5 – baseline review of corridors is complete. If we are successful in securing further grant funding for 2019/20 it is reasonable to assume it will not cover the total cost of the corridor studies and we are planning to phase the work over two financial years. A further report will be presented to the Shadow Partnership Board in September 2019, by which time it is hoped that the DfT funding for 2019/20 will have been confirmed. This will seek agreement to the proposed phasing of the corridor studies and to the commencements of the procurement process.

6. Financial Considerations

6.1 In May 2018, the DfT made an award of £1m to TfSE towards the development of the Transport Strategy. The total cost of the work commissioned to date is £819,074 which is £180,926 less than the DfT allocation of £1m. The remainder will be allocated as contingency in the budget to cover actual outturn costs or be used to contribute towards the cost of corridor studies due to commence in mid-2019.

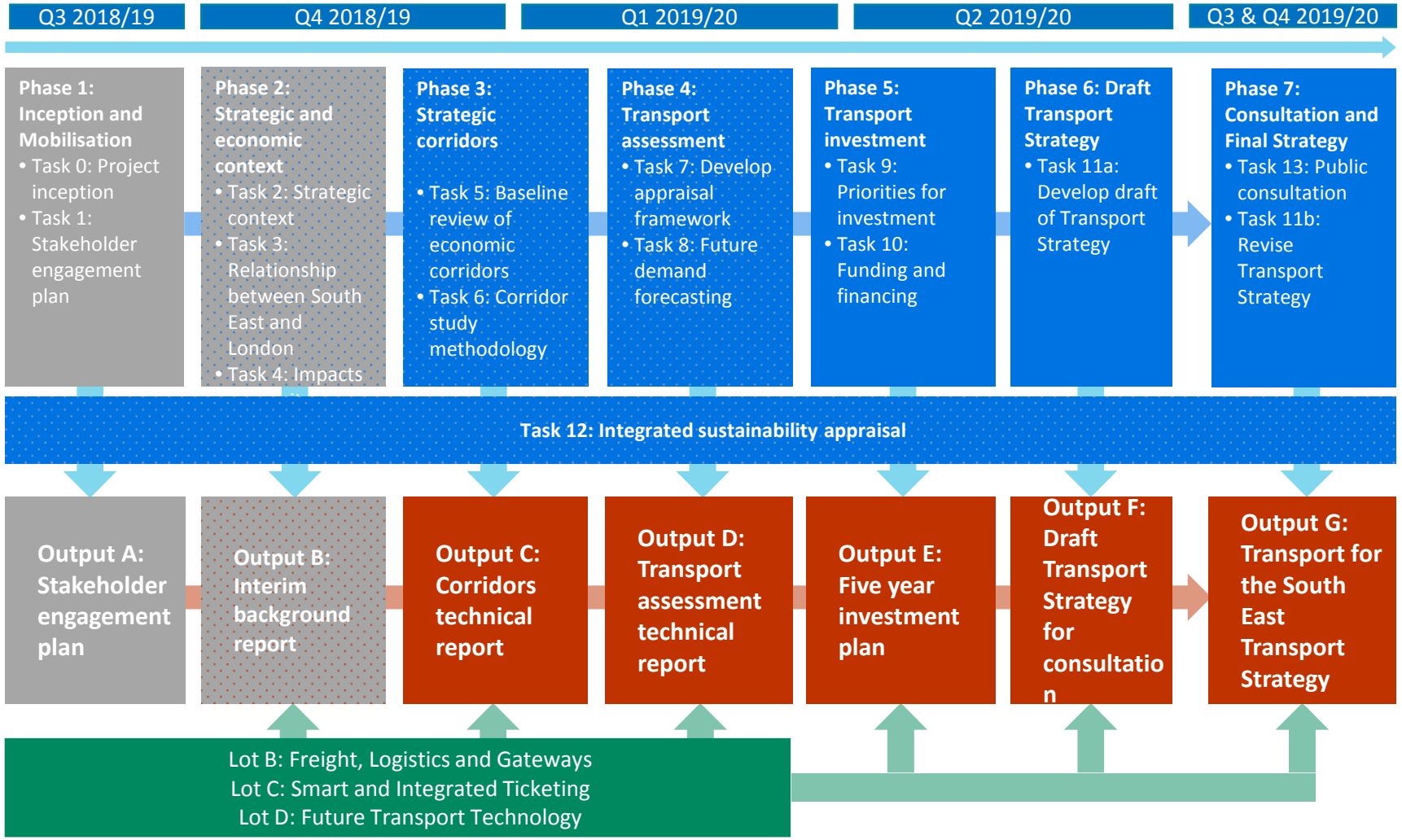
6.2 The total work commissioned to date includes an additional £25,000 for additional modelling work required to produce road and rail demand flows and volume/capacity statistics, and to present as GIS mapping data to be included in the TfSE evidence base.

7. Conclusion

7.1 The development of the Transport Strategy and the three thematic studies is progressing well with clear evidence of progress on each of the tasks. The Strategic Context, Relationship between the South East and London, and potential impacts of Brexit reports have been completed. Two rounds of stakeholder workshops have been held, to ensure their views are taken into account in the emerging strategy, and to capture their views on potential schemes and policy interventions. A further progress report will be presented to the Shadow Partnership Board at the September 2019 meeting, which will include a draft version of the strategy and seek approval to begin a three month long public consultation.

Rupert Clubb
Lead Officer
Transport for the South East

Appendix 1: Transport Strategy Progress



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Appendix 2 – Transport Strategy Progress Update

1. Introduction

1.1 The purpose of this appendix is to set out the progress update on each of the Tasks required to deliver the Transport Strategy (Lot A) as well as progress to date on each of the three thematic studies (Freight Logistic and Gateways, Smart and Integrated Ticketing and Future Transport Technology) that make up the Transport Strategy. The work that is due to be completed in the next three months is also set out.

2. Lot A – Transport Strategy

2.1 Task 1 – Stakeholder Engagement Plan – Delivered February 2019.

2.1.1 A key aim of the Transport Strategy development process is to ensure that all key stakeholders are involved and kept informed throughout the development of the strategy. This is to ensure that as far as possible their views have been taken into account and are reflected in the draft strategy. To this end the provider was required to develop a Stakeholder Engagement Plan which has now been finalised.

2.2 Task 2, 3 and 4 - Strategic and Economic Context – Final reports completed May 2019

2.2.1 The three tasks which provide the Strategic and Economic Context for the development of the strategy are as follows:

- Task 2 – Strategic Policy Context,
- Task 3 – Relationship between London and the South East, and
- Task 4a – The potential Impacts of Brexit (before Brexit).

Background technical reports setting out the outputs from the tasks will be available to the Board at the June meeting.

2.3 Task 5 – Baseline Review of Economic Corridors – Report to be delivered June 2019

2.3.1 This task will deliver a baseline review of each of the economic corridors identified in the Economic Connectivity Review (ECR). It will include an examination of existing transport conditions, issues and opportunities, development planning proposals, proposed growth areas and the socio-economic and environmental context for each of the corridors. The outputs of this task will be presented in a series of ‘dashboard’ documents, a technical report, and visually presented as maps in the GIS ‘Projectview’ software.

Progress to date

2.3.2 To date, WSP/Steer have incorporated transport modelling outputs from Network Rail and Highways England into the evidence base, including socioeconomic and administrative data.

2.3.3 A Projectview usergroup, comprising local authority officers with an interest in GIS mapping, has met to identify improvements to the accessibility of the mapping software, to ensure that it is useful for all users in future.

2.3.4 Local authorities have reviewed and submitted up to date Local Plan Allocation data to ensure that it is accurate.

2.3.5 Meetings have taken place with Local Transport Authority and LEP officers to discuss and update priority schemes, policies and initiatives for inclusion on the mapping tool, and to inform the baseline review of corridors

Upcoming Work

- Further refinement of the GIS mapping tool, to present the data which makes up the regional evidence base.
- Analysis of the data to ensure the regional evidence base is robust, revise the sequencing of corridors, and development of the 'dashboard' documents for each corridor.

2.4 Tasks 6 and 7 – Corridor Study Methodology and Appraisal Framework – Final Technical Report delivered June 2019

2.4.1 The aim of task 6 is to develop the corridor study methodology which will be used to study each of the corridors in more depth to identify, assess and prioritise the measures that will be needed to deliver the strategy.

The purpose of Task 7 is to develop an appraisal framework to help prioritise different scheme options for investment.

Upcoming work

- Subject to the agreement of the Shadow Partnership Board, the Technical Report setting out the methodology for Task 6, and also the development of the appraisal criteria for Task 7, will be utilised to begin preparing for the procurement process to secure providers to undertake the additional corridor studies as set out in the Transport Strategy Roadmap, presented in Appendix 3.

2.5 Task 8 – Future Demand Forecasting – Report to be delivered June 2019

2.5.1 The aim of this task is to establish the future travel demand patterns that would arise in the TfSE area as a consequence of future economic growth. This will enable an understanding of the location and scale of improved connectivity and infrastructure investment that will be required to support this growth. The task involves the development of a dynamic transport/land-use interaction model to test a number of potential future economic scenarios.

Progress to date

- The model has been built and validated, with sensitivity tests completed to ensure it responds as expected.
- Data has been received from Cambridge Econometrics' Local Economic Forecasting Model.

Upcoming Work

- Steer has been instructed to undertake an additional task to develop the dynamic transport/land-use model, to produce road and rail demand flows and volume/capacity statistics that can be assigned to a visual representation of the road and rail network.
- The outputs from Task 8, future demand forecasting, will be used to identify changing employment and land use patterns, and concurrent future transport demand in the period up to 2050 and inform the narrative for the Transport Strategy
- To develop the technical report setting out the future demand forecasts.

2.6 Task 9 – Initial Priorities 2020-2025 – Report to be delivered June 2019

2.6.1 The aim of this task is to provide an initial view of TfSE priorities for investment in the short term 2020 to 2025, as well as for the longer term, for inclusion in the Transport Strategy.

Progress to Date

- Stakeholders were consulted on their views on short term priorities at the Stakeholder workshops in May. These will be taken into consideration when forming the initial priorities for 2020 – 2025.
- Meetings have taken place with the Local Transport Authorities and LEPs to discuss and update priority schemes, policies and initiatives, which will be taken into account when setting out the initial priorities.

Upcoming Work

2.7 Task 10 – Funding and Financing – Report to be delivered June 2019

2.7.1 This task will involve a review of the potential funding sources and mechanisms required for delivery of the programme to be identified in the Strategic Investment Plan which will be produced as part of a separate commission.

Upcoming Work

- A funding and financing workshop will take place with representatives from the private sector, to identify potential innovative future funding solutions.

2.8 Task 11 – Produce Draft and Final Transport Strategy – Draft Strategy to be delivered August 2019, Final Strategy to be published March 2020

2.8.1 The deliverables for Task 11 will include the draft Transport Strategy for public consultation, and the production of the final document incorporating changes following the public consultation.
The draft strategy will follow the completion of Tasks 1 – 10.

Upcoming Work

- An internal workshop has taken place to begin the process of informing the narrative for the Transport Strategy,

2.9 Task 12 – Integrated Sustainability Appraisal – Draft Final Report for public consultation to be delivered September 2019

2.9.1 The Integrated Sustainability Appraisal will consider the wider social, economic and environmental impacts of the transport strategy. It is being developed independently of the Transport Strategy and will ensure that all relevant legislative requirements are met. The template for the Integrated Sustainability Appraisal Scoping Report has been developed.

Progress to Date

- The Integrated Sustainability Appraisal scoping report has been sent to statutory and interested parties for the statutory 5-week consultation period.

3. Lot B – Freight, Logistics and Gateways – completion June 2019

3.1 The aim of this thematic study is to provide a consistent view of current and future pattern of activity and key cross-cutting issues relating to freight logistics and gateways across the TfSE area and beyond to ensure that these issues can be taken into account in the development of the Transport Strategy

3.2 A national and local policy review has been completed, including all of the LEP's work in the region in terms of the freight and logistics strategies and targets. A review of future trends has taken place, and has been cross referenced with Lot D – Future Transport Technology. Freight flow data has been obtained from Network Rail and the DfT.

3.3 Consultation has been undertaken with stakeholders from the freight industry, including the distribution of a questionnaire to freight operators and businesses who rely on the movement of goods. A number of one to one interviews with freight operators have also taken place.

3.4 Profiles have been developed of each of the key gateways in the TfSE area. For each gateway this considers both the current and future scale of activity, market drivers, access arrangements along with issues and opportunities. This will be displayed as an easy to read dashboard for each gateway.

3.5 The draft report has been received and is currently being reviewed.

4. Lot C – Smart and Integrated Ticketing – completion June 2019

4.1. The aim of this thematic study is to consider the case for the development of further smart and integrated ticketing arrangements in the TfSE area and the potential role of TfSE in facilitating this.

4.2 To date a policy audit has been undertaken which provides a clear reference against which alternative smart ticketing arrangements can be prioritised. In addition, a scheme audit has been finalised which outlines current ticketing arrangements in the South East and underpinning technologies which highlight gaps and overlaps in the current situation.

4.3 Interviews have been undertaken with a number of other STBs, local authorities and operators (the latter organised in collaboration with the Confederation of Passenger Transport) in order to understand aspirations of operators and the potential barriers/drivers to any new arrangement.

4.4 A stakeholder workshop was held on 6 June 2019, where the findings of the policy audit and individual interviews were presented to stakeholders for their further input and to enable a discussion on the emerging thinking.

4.5 The outputs from the workshop will feed into the final report which is expected in draft form on 20th June 2019.

5 Lot D – Transport Technology – completion April 2019

5.1 The aim of this study is to identify the potential role of TfSE in sponsoring the development of new mobility solutions stemming from the disruptive impact of new technology in the transport sector such as connected and autonomous vehicles and ‘pay as you go’ mobility.

5.2 A technical report setting out an overview of the technological and societal trends that will affect future mobility has been completed, with presentations on the first stage of the report given to the Transport Strategy Working Group and the Senior Officer Group. A presentation to the Shadow Partnership Board took place on 18 March 2019.

5.3 An assessment of potential new mobility elements on demand has been completed. This assessment looked at how these new mobility elements such as connected and autonomous vehicles and ‘pay as you go’ mobility will supplement existing private and public transport, which themselves will be influenced by wider changes. This was then followed by a review of existing initiatives to consider how each new mobility component could be influenced by TfSE’s future characteristics, initiatives and planned interventions.

5.4 This will be followed by a review of potential government roles and an assessment of new mobility business models.

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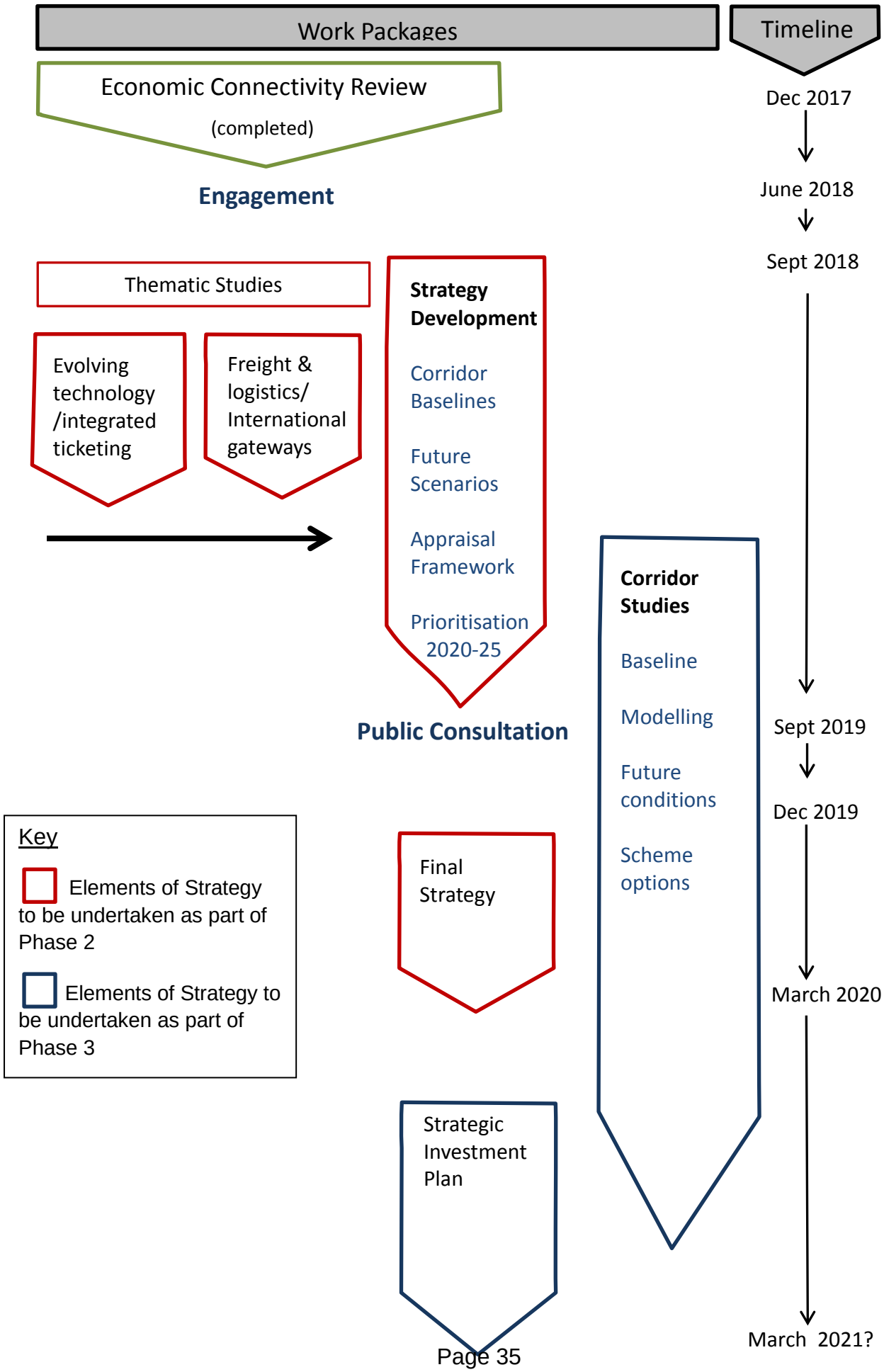
Appendix 3 - Transport Strategy Route map agreed in July 2018



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Paper 5

To:	**Shadow Partnership Board –Transport for the South East**
Date:	**14 June 2019**
Title of report:	**Communications and Stakeholder Engagement**
Purpose of report:	**To update the Board on TfSE communication and engagement activity**

Recommendations:
The members of the Shadow Partnership Board are recommended to:
i) Agree the 'Communications & Stakeholder Engagement Strategy 2019-21' (Appendix 1).
ii) Agree the 'TfSE core narrative and messaging' (Appendix 2).
iii) Note the diary dates for forthcoming events in section 5 below.
iv) Note the planned communications and engagement activity and inform the TfSE team if attendance or support is required at forthcoming events.

---

1. Introduction

1.1 As agreed at the previous board meeting, this paper presents a draft communications and stakeholder engagement strategy and revised narrative.

1.2 A large amount of communications and engagement activity has been undertaken in the three months to June 2019, including targeted engagement with partners and stakeholders around the launch of our draft proposal consultation, which went live on 3 May 2019.

1.3 Positive links have been made with new sector representatives including youth groups, potential scheme funders/financers, vulnerable users and disability champions and TfSE has received some positive press coverage.

1.4 Interest in TfSE continues to grow, with more and more requests for meetings, briefings, conversations and information, with 750 individual stakeholders now held on our database.

1.5 We have also held the first meeting of the Communications & Stakeholder Engagement Working Group, providing a forum for discussion and planning joint activity with constituent members and partners.

2. Engagement activity

Political engagement

2.1 Stephen Lloyd (LD, Eastbourne) and Richard Benyon (Con, Newbury) attended our first MP engagement session at Portcullis House on 26 March. The next session is planned for July; formal invitations will be sent in early June though the date has already been flagged via a recent MP email update with some initial interest.

Transport strategy development

2.2 The Chartered Institution of Highways and Transportation (CIHT) hosted an event on 21 March for us to present our transport strategy development. This was well attended by 60 sector representatives and feedback was very positive. CIHT filmed the event and session footage can be viewed here[1].

2.3 A series of three transport strategy stakeholder workshops were held during late April and early May for (i) local authority officers, (ii) business/LEP representatives and (iii) user groups. These sessions were the second of three phases of engagement, with the final round planned for July. The events were well received, with 85 attendees representing 80 different organisations. Outputs continue to be fed into the draft strategy development.

2.4 The Transport Forum met on 22 May. Attendees participated in workshop sessions on future demand scenarios and the prioritisation of transport interventions. The findings will be incorporated into the draft transport strategy.

Constituent authority / local authority engagement

2.5 Following feedback from district and borough colleagues, targeted engagement activity has been undertaken with planning policy officers. Meetings have been attended in Kent and Surrey, sessions are booked for East and West Sussex and we are in conversation with Berkshire and Hampshire & Isle of Wight.

2.6 A member induction plan and information pack has been developed to support our new Board members and Transport Forum representatives.

Other engagement activity

2.7 TfSE hosted an interactive engagement session at the West Sussex County Council Youth Cabinet meeting on 2 May. Around 20 young people aged between 11-18 attended and their thoughts and views will be included in the draft strategy development. Contact has been made with youth cabinets in other parts of the region and similar sessions are currently being planned.

2.8 Numerous other meetings, briefings and telephone conversations have taken place with a number of stakeholders including: district and borough authorities; neighbouring authorities; local, national and trade press; business leads; transport operators; and infrastructure providers.

2.9 TfSE have spoken at a recent Berkshire Officer LEP meeting and are due to attend Solent, South East and BLTB meetings over the next few weeks.

[1] https://www.youtube.com/playlist?list=PLRtUjcubdyjfSNKBByX0Qm5TXlLnXx8hi

Draft proposal to government consultation launch

2.10 In addition to our constituent authorities and LEPs, all leaders, chief executives and lead directors of our 46 district and borough authorities, 17 neighbouring authorities and five neighbouring LEPs have received an invitation to participate in the proposal consultation.

2.11 All c.750 stakeholders on our database have been alerted to the consultation via the May editions of our *Connections* newsletter. This includes links to a new web page providing background on the consultation, instructions on how to take part and all relevant documents.

3. Strategic communications

3.1 A communications and stakeholder engagement strategy (Appendix 1) has been drafted for approval, alongside a revised core narrative (Appendix 2) to support TfSE staff and Board members in their communications and engagement. This narrative has been tested with colleagues and is designed to provide consistency of messaging in support of our communication and organisation objectives.

3.2 A brand 'refresh' has been completed, which will be reflected in forthcoming improvements to our website and other communications materials.

3.3 We are developing a range of printed and digital materials to support October's transport strategy consultation launch and regional engagement events.

4. PR and social media

4.1 A press release marking the launch of our draft proposal has been picked up by a number of transport trade publications as well as local press publications. Local Government Chronicle has followed up on it with a request for a more in-depth feature.

4.2 The consultation launch has been supported by social media activity, as have our events and speaking slots. Followers across all channels are increasing.

5. Upcoming events

5.1 We have a full schedule of events to the end of November 2019 including:

- MP briefing session at Portcullis House, likely to be in July. This follows the successful session held earlier this year and provides an opportunity for MPs to discuss both strategic and local issues with a TfSE board member (Cllr Humby, Deputy Leader Hampshire CC) and officer lead.
- Transport strategy launch event at Farnborough International (10 Oct). An opportunity for MPs, political leaders, senior officers, operators and senior representatives of other key audience groups to attend an event to launch the consultation period for the draft transport strategy. This event is being organised by Essential Infrastructure Events in partnership with TfSE and will be funded by third parties, with no cost to TfSE.

- A series of five regional events to launch the draft transport strategy, venues are being confirmed but will spread across the five LEP areas (14-25 Oct). We will work collaboratively with our constituent authorities to ensure that the correct people are invited to these events, including local politicians, officers, user groups and local operators.
- Parliamentary reception (15 Oct). All of the MPs in our region will be invited to this event which will focus on the launch of the transport strategy consultation and will also update on the status of our proposal submission. We are hopeful that this event will secure good attendance from senior politicians, being held at the House of Commons.
- Highways UK, Birmingham NEC (6-7 Nov). Highways UK is the flagship event for the people and organisations involved in the planning, designing, building, operating and future-proofing of the UK's road network. As we did last year, we will share an event space with other STBs and develop a joint programme, whilst ensuring that TfSE's voice is heard.
- ADEPT autumn conference, London (20-21 Nov). The Association of Directors of Environment, Economy, Planning and Transport (ADEPT) brings together directors from county, unitary and metropolitan authorities, along with Local Enterprise Partnerships. They focus on roads and transport, the environment, the local economy and wellbeing, alongside future plans for an area. TfSE will be providing a speaker at this event.

6. Planned communication and engagement activity

6.1 We will continue to process responses to the proposal consultation until the closing date of 31 July 2019. Our offer for officer attendance at meetings, the supply of briefing packs or telephone conversations remains open to any stakeholder who would like more information about the proposal specifically or TfSE more generally.

6.2 We are developing a speaking programme at meetings and events from October to December 2019 specifically to raise awareness of the draft strategy and encourage responses to the consultation.

6.3 A media and PR plan is also being formulated to support the launch of the draft strategy and raise awareness of TfSE more broadly across local, regional and national news and trade press.

6.4 A range of improvements to the TfSE website, including additional information (e.g. consultation responses) and an updated 'look and feel', will be carried out over the summer.

Rupert Clubb
Lead Officer
Transport for the South East

DRAFT

Communications & Stakeholder Engagement Strategy, 2019-20

May 2019

TRANSPORT FOR THE South East

The communications context

As a sub-national transport body, Transport for the South East exists to grow the regional and national economy, improve quality of life and protect and enhance the environment through targeted investment in our region's transport infrastructure.

We know that awareness of TfSE among many of our key audiences is relatively low – however this is based largely on informal feedback rather than any kind of robust, measurable insight. This needs to change.

In the public eye, devolution of transport decision-making (and political devolution more broadly) has been strongly linked with efforts to rebalance the UK economy and support growth in the former industrial areas of the Midlands and the North of England.

At the same time, investment in the South East's transport infrastructure is assumed by many to be far higher than the reality, including London schemes such as Crossrail and Thameslink which benefit a relatively small proportion of the regional population.

The pockets of economic and social deprivation which exist in the region are also not widely recognised or understood. Indeed 'the South East' is often used as shorthand for wealth and privilege despite the huge disparities between skilled and unskilled, urban and rural, coast and commuter-belt.

Attitudes and behaviours towards climate-related issues have shifted in an incredibly short period of time. Newspaper campaigns are calling for action on air pollution; consumers are boycotting brands which persist with wasteful practices and flocking to those who are seen to put the planet first; schoolchildren are leading climate marches in cities across the UK.

Transport for the South East is a partnership comprising 16 local transport authorities, five LEPs and with strong links to a wide range of other groups and stakeholders. That is both a challenge and an opportunity.

We need to be mindful of this context in setting our communications and engagement strategy and to confront it – embrace it, even – as part of our narrative and messaging, highlighting the ways in which the South East is different politically, economically, geographically, socially and environmentally.

The communications context (2)

Based on this context, we can make the following informed decisions about our communications and engagement activity:

The challenge of a new organisation

✓ Our communications and engagement activity should be insight-driven wherever possible, using evidence and insight to prioritise activity which delivers most benefit in achieving our objectives.

Perceptions of what an STB in the South East is for

✓ We need to be clear on the value that investment in the South East's transport network can add – not just to the region but to the UK as a whole.

Assumptions about the South East

✓ We need to educate local, regional and national audiences about the South East and the challenges and opportunities from an economic, social and environmental perspective.

Shifting attitudes towards climate change

✓ While STBs exist first and foremost to drive economic growth, we must make a clear and unequivocal commitment to reducing the harmful impacts of transport and to creating a better, more sustainable future.

Speaking with one voice

✓ We need to provide our internal and external partners and stakeholders with clear, timely and relevant communications, enabling them to share a consistent story about TfSE.

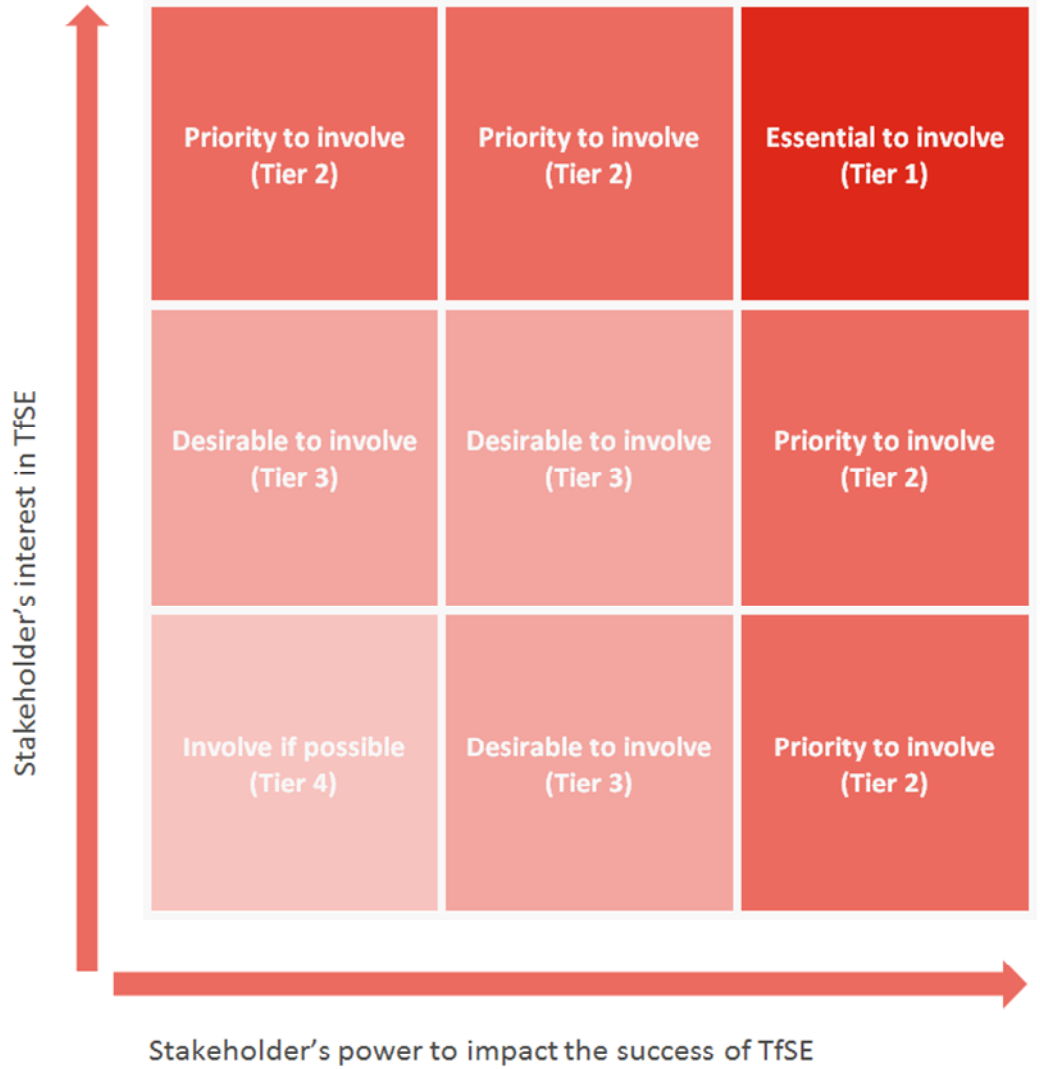
The role of communications and stakeholder engagement at Transport for the South East

Managing our relationships

Transport for the South East is a relatively new organisation with multiple external influences. It is a complex environment from a communications perspective, with audiences spanning every level from local residents and small businesses to government ministers.

We will manage our external relationships through effective strategic communications: establishing clear business objectives, mapping relevant stakeholders and developing targeted engagement plans with defined outcomes.

Business objective › **Target audience** › **Comms objectives** › **Outcome**



INSIGHT

Understanding our audiences

- Strong relationships exist with our **constituent authorities and LEPs** – though this does not necessarily extend far beyond those officers and elected members with whom we hold direct relationships.
- Good relationships exist with some officers in some of our **district and borough authorities**. Relationships with planning officers in particular need to be developed and strengthened to reflect the close link between the emerging transport strategy and local plans.
- Similarly, strong relationships have been built with key individuals at **transport industry** partners including owners, operators and the supply chain.
- Initial engagement with **political stakeholders** has provided a good base, with strong support from a small group of key individuals – but we should not assume universal awareness among our regional MPs. Face-to-face engagement is key here.
- Awareness of TfSE among local, regional and national **media** is low – though coverage of other STBs means there is awareness of STBs and broader regional transport devolution. Trade press awareness is relatively high by comparison with recent coverage to prove it.
- Very low levels of awareness exist among **residents** in the region. While we have engaged directly with some **businesses**, awareness among the wider business community will be low.

INSIGHT
Current engagement

The recent formation of our communications and engagement function means there is **little available quantitative data** regarding levels of awareness, understanding or advocacy among our key audiences.

Our top priority is to **develop an insight framework**, enabling us to rate the effectiveness of our comms and engagement activity. This will include analysis of our website, social media and press activity.

In the meantime, available analytics show that:

- Twitter followers increased by 21% in the three months to end March 2019 as a result of increased activity
- Engagement levels (a combination of likes, retweets and comments) almost doubled compared with the previous three months
- 40% readership rate of our new 'Connections' stakeholder newsletter, with 20% click-through rate

Transport strategy stakeholder workshops attendee survey, January & April 2019 (46 respondents):

- 82% can see a clear link between their organisation's vision and objectives and TfSE's
- 78% agree that TfSE is proactive in its engagement with stakeholders
- 80% agree that TfSE has done a good job of engaging with them/their organisation
- 98% say that ongoing engagement with TfSE will be beneficial

Transport Forum member survey, May 2019 (18 respondents – *not statistically significant but useful insight nonetheless*):

- 57% found the forum to be useful
- 47% would like to be more engaged with the forum
- 25% gathered information from their wider stakeholder group prior to forum meetings
- 44% shared feedback to their wider stakeholder group following the forum

Key takeaways:

- ✓ A clear link exists between our objectives and those of our partners and stakeholders
- ✓ The quality and value of our stakeholder engagement is widely understood and supported
- ✓ A more effective forum for engaging with key stakeholders has the potential to deliver significant additional value

Our channels

	Tier 1 Essential to involve	Tier 2 Priority to involve	Tier 3 Desirable to involve	Tier 4 Involve if possible
Comms and engagement method	As appropriate, involvement in SPB, Transport Forum (and/or working groups), Senior Officer Group Personalised email or phone contact Access to senior team 1:1 briefings 'Connections' newsletter	Regular email or phone contact Transport Forum working groups 1:1 briefings if unable to attend workshops Access to senior team 'Connections' newsletter	Email Transport forum working groups Raise interest through media and social media Access to TfSE comms and engagement managers 'Connections' newsletter	Email Raise interest through media and social media 'Connections' newsletter

As well as targeted communication and engagement activities, all interested parties have access to TfSE news and updates via:

- transportforthesoutheast.org.uk
- LinkedIn
- Facebook
- Twitter
- 'Connections' newsletter (distributed to entire stakeholder database)
- Blog posts (on our own or partner websites)

In addition, we regularly use:

- Survey Monkey – to gather feedback and views on recent TfSE events
- Menti – an interactive voting tool that can be used during a meeting or event to gather 'live' views and feedback
- Smart Survey – for public consultations

Comms themes around a single vision

"We will grow the South East's economy by facilitating the development of a reliable, high-quality, integrated transport system that **makes the region more productive and competitive, improves the quality of life for all** and **protects and enhances the environment** ."

Highlight the value of the South East Economy to UK plc and the potential for additional growth that transport investment can help drive

Educate and inform re: deprivation and social / demographic challenges as well as opportunities to link more people with jobs, education and public services

Demonstrate clear commitment to reducing transport emissions, encouraging modal shift and supporting protected landscapes

Comms & engagement strategy on a page

Business objective	Recognised and valued as the single voice for the South East's strategic transport needs
Communication & engagement objectives	• To build awareness, understanding and advocacy of who we are, what we do and the value we add • To work with partners and stakeholders to communicate a consistent, compelling narrative in support of our vision • To be recognised as a leader in promoting truly sustainable economic growth with a focus on reducing emissions • To build a strong alliance of advocates for statutory status from across our audiences • To support the successful launch and delivery of our transport strategy consultation • To develop all members of our organisation so that everyone plays their part in delivering outstanding communications and engagement activity in support of our business objectives
Strategy	• Embrace our difference as a strength – tell the South East story to correct misconceptions and underline TfSE's value • Demonstrate the strength of our partnership through joined-up comms and engagement activity wherever possible • Develop our public communications through the lens of the region's people and businesses and their transport challenges • Listen, respond and explain with a human face • Build up a robust baseline for insight-driven comms and engagement in future
Audiences	• Members, partners, transport operators, supply chain, residents, businesses, media, funders, MPs, government
How	• Develop a wide-ranging programme of events and speaking opportunities to broaden awareness and advocacy • Increase media activity to highlight areas where TfSE is already delivering value (for example MRN) • Joined up communications and engagement activity with partners wherever possible • Provide members, partners and stakeholders with clear, consistent content and messaging to support 'speaking with one voice' • Brand refresh to support more effective digital communications

Summary of activity

Media & PR	Digital & Social media	Events	Member/partner engagement
• Engagement programme targeting key journalists in the local and national media and trade press • Frequent proactive releases to position TfSE as a 'go to' voice on transport issues • Support the TfSE board team and leadership team with media training • Work with partners/stakeholders to deliver joint media opportunities wherever possible (for example MRN schemes) • Complete 'soft rebrand' to update and improve TfSE visual identity	• Improve website to add more information, more intuitive navigation and a better user experience • Regular updates to website to demonstrate breadth of activity • Encourage partners and stakeholders to share our digital content • Proactively use social media to target key audiences, show a 'human face' and build a strong following • Monitor and respond where appropriate to conversation on social media to manage our reputation	• Rolling plan identifying key exhibitions and speaking opportunities • Deliver high-quality launch event for transport strategy in October • Demonstrate genuine openness and accountability through transport strategy consultation 'roadshow' • Ensure value for money through joint working with other STBs where appropriate	• Review effectiveness of Transport Forum and support any changes as required • Explore improvements to 'Connections' newsletter to ensure stakeholders get best possible quality comms • Develop comms and engagement working group as a forum for planning joint activity • Procure improved tools/software to support improved stakeholder management and insight-gathering

Measuring success

Audience outcomes

TfSE members/partners

✓ Are confident speaking on behalf of TfSE and able to clearly and consistently communicate our vision, value and purpose.

Stakeholders

✓ Feel informed about our work and able to advocate for us publicly and with their stakeholders; recognise the value of a mutually beneficial relationship with TfSE

MPs

✓ Understand our value to the region and to their constituents and are willing and able to advocate for us in public and with stakeholders and colleagues

Media

✓ See us as a respected source of insight and comment on relevant issues and a source of news of interest to their readers/viewers

Public

✓ Are aware of TfSE, know where to find out more about us and to how engage in conversation with us

Key Performance Indicators

NOTE: A robust set of key performance are currently being developed – the following is an example only:

❑ Have engaged via face to face meetings with at least 20 South East region MPs by June 2020

❑ All constituent authorities to agree formal consent for the Proposal to Government by November 2019

❑ Achieve at least 70% 'overall positive' response rate to draft proposal consultation by 31 July 2019

❑ At least 70% to rate Transport Forum as useful by June 2020

❑ Improve response to 'TfSE is proactive in its engagement with stakeholders' stock survey question by at least 3% points by March 2020

❑ Increase number of Twitter followers by at least 40% by March 2020

❑ At least eight news items published in national trade press by end Dec 2019

❑ At least three news items published in national press by end Dec 2020

Strategic narrative and key messages

To build understanding and awareness of Transport for the South East and advocacy for our role, purpose and vision, we want our stakeholders to be effectively engaged and communicated with.

This short narrative is designed to provide Transport for the South East employees and members of our Shadow Partnership Board, Senior Officer Group and Transport Forum with structured, clear and consistent messaging to support communications and engagement activity. It is accurate for the period prior to the publication of our transport strategy in autumn 2019.

If you have any questions about the content of this document or would like any more information on any of the key messages contained below, please contact our communications manager, Russell Spink at russell.spink@eastsussex.gov.uk.

Top line narrative ('elevator pitch')

- The South East is a powerful motor for the UK economy and the country's principal international gateway for people and goods. When the South East prospers, the whole country prospers.
- A high quality, integrated and sustainable transport network is vital to economic growth in the South East and across the UK – creating jobs, supporting new housing, connecting communities, reducing greenhouse gas emissions and improving quality of life.
- Transport for the South East is best placed to deliver that, filling the gap between local and national transport bodies. We bring together the region's local transport authorities, businesses, user groups and transport operators to speak with one voice on the South East's strategic transport needs and directly influence where and how money is spent.
- Our transport strategy will support and sustain a prosperous future for the South East, growing the region's economy by up to an additional 50% and creating as many as 3m additional jobs over the next thirty years.

TRANSPORT FOR THE South East

Narrative on a page

1. **The South East is a powerful motor for national prosperity, adding more than £200 billion to the UK economy - more than any region outside the capital.** It is a huge economy in its own right, home to 7.5 million people, many national and international companies and a large number of thriving, innovative SMEs. When the South East prospers, so does the UK.

2. **Our transport network is nationally and internationally significant, taking in the country's two biggest airports, many of its busiest motorways, a string of major ports and crucial railway links to London, the rest of Britain and mainland Europe.** Two national parks, five areas of outstanding natural beauty, hundreds of miles of coastline, historic towns and vibrant cities make the South East a hugely attractive place to live, study, work and visit.

3. **But we face a real challenge. Our transport infrastructure is reaching full capacity and can't accommodate future growth.** Roads are congested and rail travel is often unreliable. Urgent investment is needed to meet existing demands and cater for future growth and to help unlock new housing, attract inward investment and support deprived communities.

4. **Until now, no single body has been responsible for planning strategic transport across the South East. Transport for the South East meets that need.** Our partnership brings together 16 local transport authorities and five local enterprise partnerships to speak with one voice on our region's transport priorities. Working with the DfT, Highways England and Network Rail, we can directly influence how and where money is spent.

5. **Our aim is not just to grow but to transform the region's transport network, creating as many as three million new jobs and growing the region's economy by up to an additional 50% to £500bn by 2050.** Together, we will create a reliable, high-quality, integrated transport system that makes us more productive and competitive, improves quality of life, increases access to opportunities for all and protects and enhances the environment.

6. **Our transport strategy will provide the blueprint to deliver that transformational change.** It will examine how technology will change the way we think about and access transport services and how better connected ports and airport can support a thriving, internationally facing UK economy. It will identify how investment can support the high-growth sectors of our economy and improve access to jobs and skills in our deprived areas. It will consider a future where clean-fuelled, connected and autonomous vehicles are part of our everyday lives. And it will include a targeted investment plan that provides for private as well as public funding, reducing the burden on taxpayers and making sure our plans can be delivered efficiently and effectively.

7. **However, there is no 'silver bullet' for meeting the South East's transport challenges, no one road or rail scheme which will unlock the jobs, housing and economic growth that our region needs.** Our focus is on getting the most out of the transport network we already have and understanding how it needs to change to meet the mobility needs of the future.

8. **The prize for all this is huge - not just in terms of the economic growth and improved opportunity and quality of life that investment can unlock, but also the legacy we leave for the future.** The stark reality of climate change means that bold action is needed - quickly - to avoid the worst impacts.. For us, that means pursuing schemes and policies which will reduce the transport network's greenhouse gas emissions and recognising that integrated transport planning and demand management could offer a better alternative to building more roads.

9. **These are not small challenges and solving them will require more than just partnership working.** That's why we want to formalise our role as the South East's voice for strategic transport by becoming a statutory body with the powers and responsibilities to make a real difference. Our partners are clear that this is the best way forward for our region and would, collectively, give us the tools to ensure the South East and the UK continue to grow.

Paper 6

To:	**Shadow Partnership Board –Transport for the South East**
Date:	**14 June 2019**
Title of report:	**Transport Forum Update**
Purpose of report:	**To summarise the Transport Forum meeting of 22 May 2019**

Recommendations:
The members of the Shadow Partnership Board are recommended to:
(i) Note the recent meeting of the Transport Forum.
(ii) Note the future programme of the Transport Forum and the opportunities to engage further with the Forum representatives.
(iii) Approve the proposal to create a Forum sub-group to review the Transport Forum terms of reference, operation and future engagement.

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1. Introduction

1.1 The purpose of this report is to update the Shadow Partnership Board on the most recent meeting of the Transport Forum and plans for future engagement.

2. Feedback from Transport Forum Meeting on 22 May 2019

Update on Activities

Mark Valleley informed the Forum of the transport strategy consultation launch event in October. Sarah Valentine gave an update on the Major Road Network (MRN) and Large Local Major (LLM) schemes and asked for the Transport Forum member's feedback on the identified schemes.

Future TfSE Engagement

The Transport Forum were asked to take part in a survey circulated a few weeks before the Forum meeting. The results of this survey were summarised and discussed by the attendees. See Appendix 1 for survey results.

18 members responded (approximately 25% response rate) of which, 14 had attended the Forum in the last 12 months and 4 had not. Overall, the feedback was positive and stakeholders do appreciate the opportunity to engage with TfSE. However, some suggestions on how the session could be improved included more presentations from Forum attendees, test and discuss TfSE's emerging thinking, have a smaller, more focussed Forum (although those at the meeting thought there was significant benefit in hearing the views of others) and circulate presentations in advance of the meetings.

It is proposed that five attendees of the Forum from different sectors should establish a sub-group to review the Terms of Reference and operation of the Transport Forum. This sub-group would be led by Geoff French and supported by the TfSE team. The

results of this work would be presented to the Shadow Partnership Board by December 2019. This review will be important as TfSE moves towards statutory status to ensure we continue to have strong engagement with our stakeholders.

Proposal to Government

Rachel Ford outlined the proposal to Government consultation and encouraged the Transport Forum members to respond.

Transport Strategy

Ian Brooker and Morag White (WSP) gave an update on freight, logistics and international gateways research, findings and the result of their freight survey.

Mark Valleley updated the Forum on the smart and integrated ticketing work programme and Giles Perkins (WSP) gave an update on the future transport technology work programme. Jon Peters (WSP) outlined his forecasting work and led the Forum in a workshop on future demand scenarios. Four possible scenarios (the London Hub, Route to Growth, Digital Future and Sustainable Future) were reviewed.

3. Future Transport Forum Engagement

3.1 In April/May 2019 three more Transport Strategy Stakeholder workshops were held with Transport Forum representatives. Each workshop engaged specific sectors in order to seek their input into the development of the transport strategy.

3.2 In July 2019 the last three Transport Strategy Stakeholder workshops will take place involving Transport Forum members.

3.3 Appropriate Transport Forum representatives have also been invited to a workshop on smart and integrated ticketing on 06 June 2019.

3.4 The next meeting of the Transport Forum will be held on Tuesday 10 September 2019 and the agenda will include TfSE's proposal to Government and transport strategy.

3.5 A more detailed update on plans for stakeholder engagement is included as 'Paper 6 – Communications and Engagement Update'.

3.6 Additionally, if agreed by the Shadow Partnership Board, five attendees of the Forum from different sectors would be reviewing the Terms of Reference and operation of the Transport Forum. This would be led by Geoff French and supported by the TfSE team. The results of this work would be presented to the Shadow Partnership Board by December 2019.

4. Conclusions and Recommendations

4.1 It is recommended that the Board note the successful meeting of the Transport Forum and the important communication link this provides TfSE with its key stakeholders. It is also recommended that the Board note the future programme of the Transport Forum and the opportunities to engage further with the Forum representatives as the transport strategy and proposal to Government are being developed.

4.2 In addition, it is recommended that the Board approve the proposal to create a Forum sub-group to review the Transport Forum terms of reference, operation and future engagement.

Geoff French
Interim Chair
Transport Forum

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Transport Forum – survey results

Rachel Ford

Programme Manager

Transport for the South East

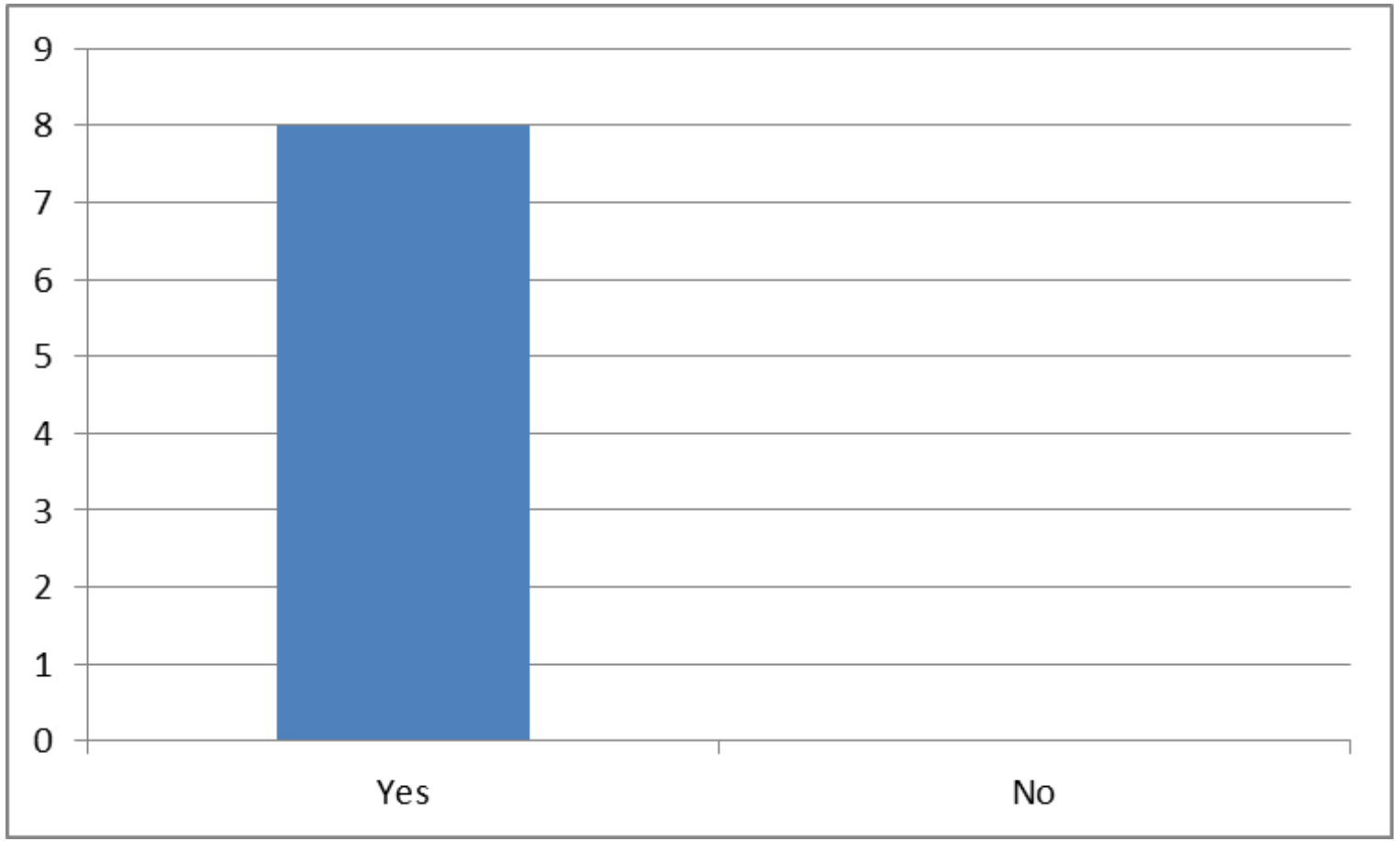
Aims of the survey

- Gather feedback from forum members, including those who don’t attend
- Understand how the feedback mechanisms work for audience groups
- Ideas for improvement
- Provide feedback to the Board on how the Forum is operating
- Develop ideas for future operation as statutory body

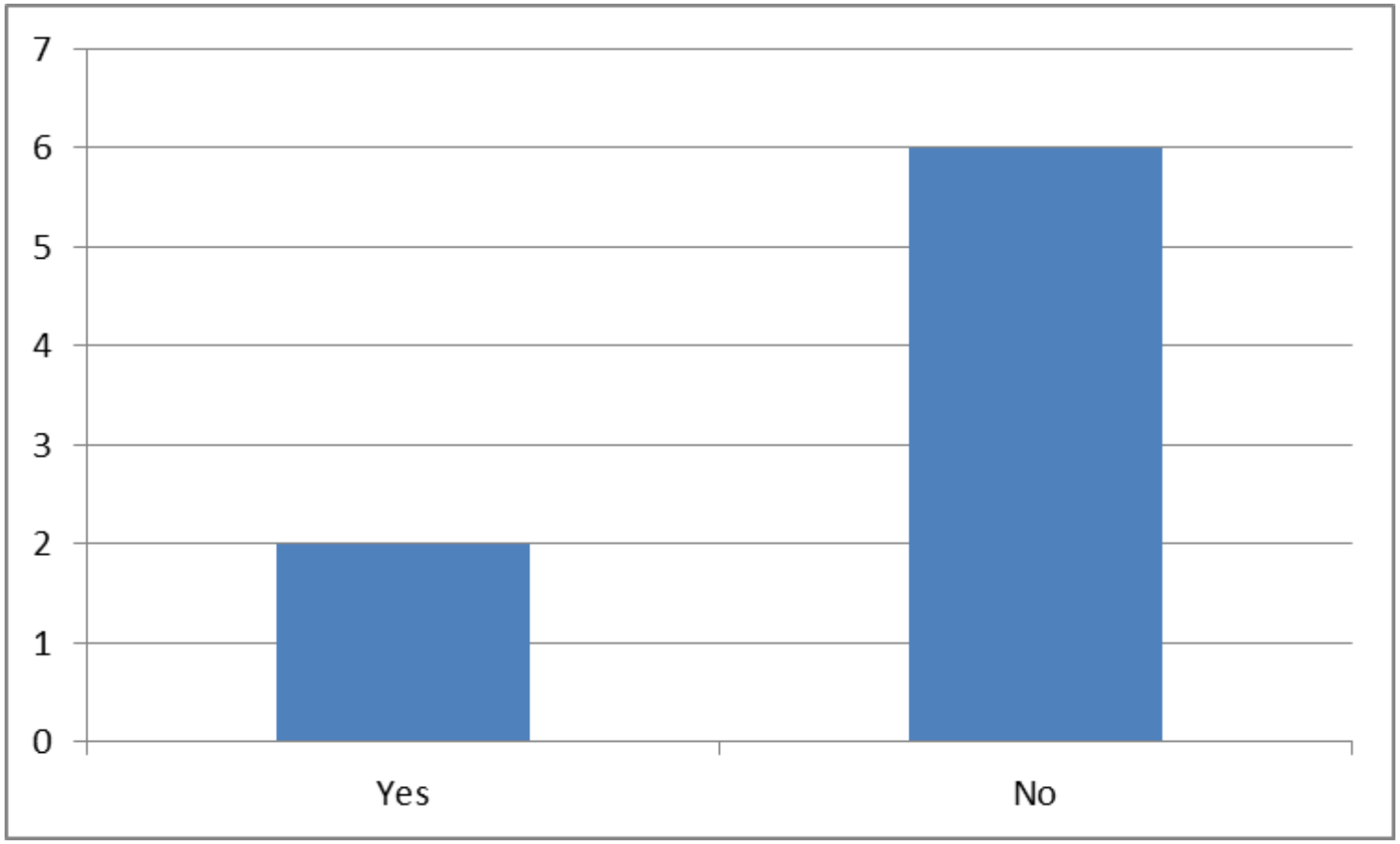
Results of the survey

- 18 respondents in total
  - 14 had attended the forum in the last 12 months
  - 4 had not attended in last 12 months
- Of the 14 that attend the Forum, 7 represent an audience group
- 7 attendees do not represent a wider stakeholder group

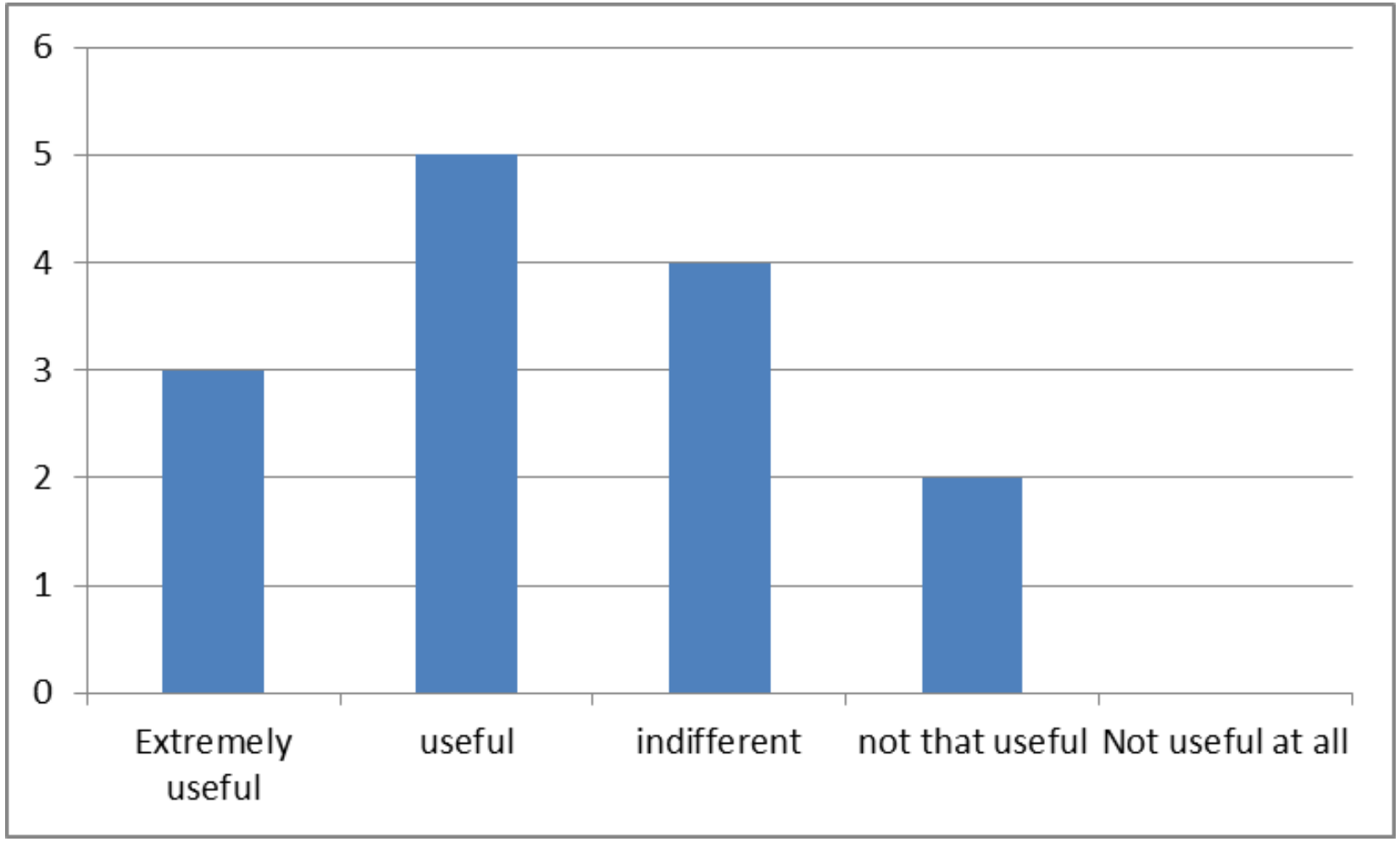
Representatives feedback to their stakeholder group following the meeting…



…they do not gather information in advance of the meeting



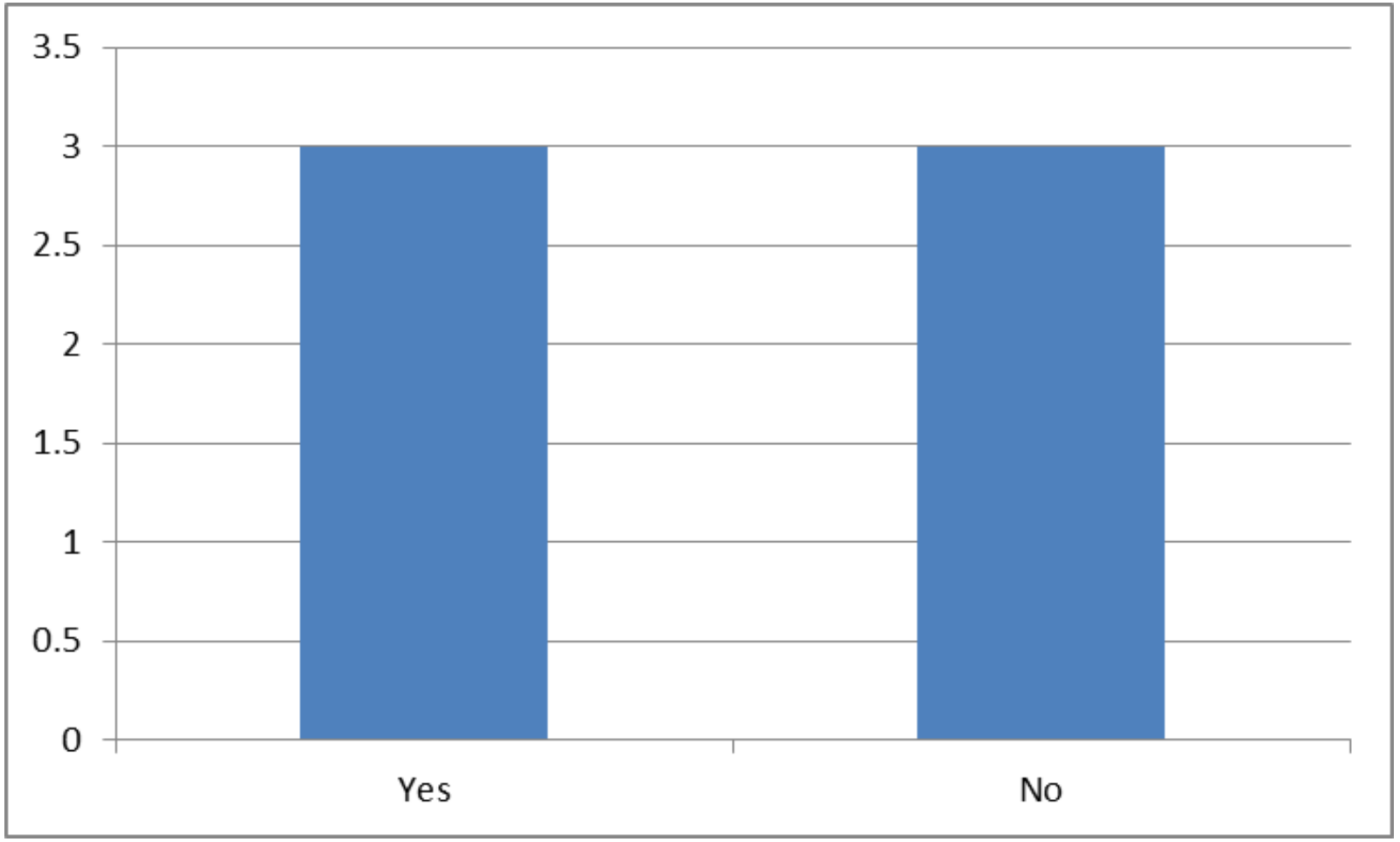
The majority of respondents find the forum useful



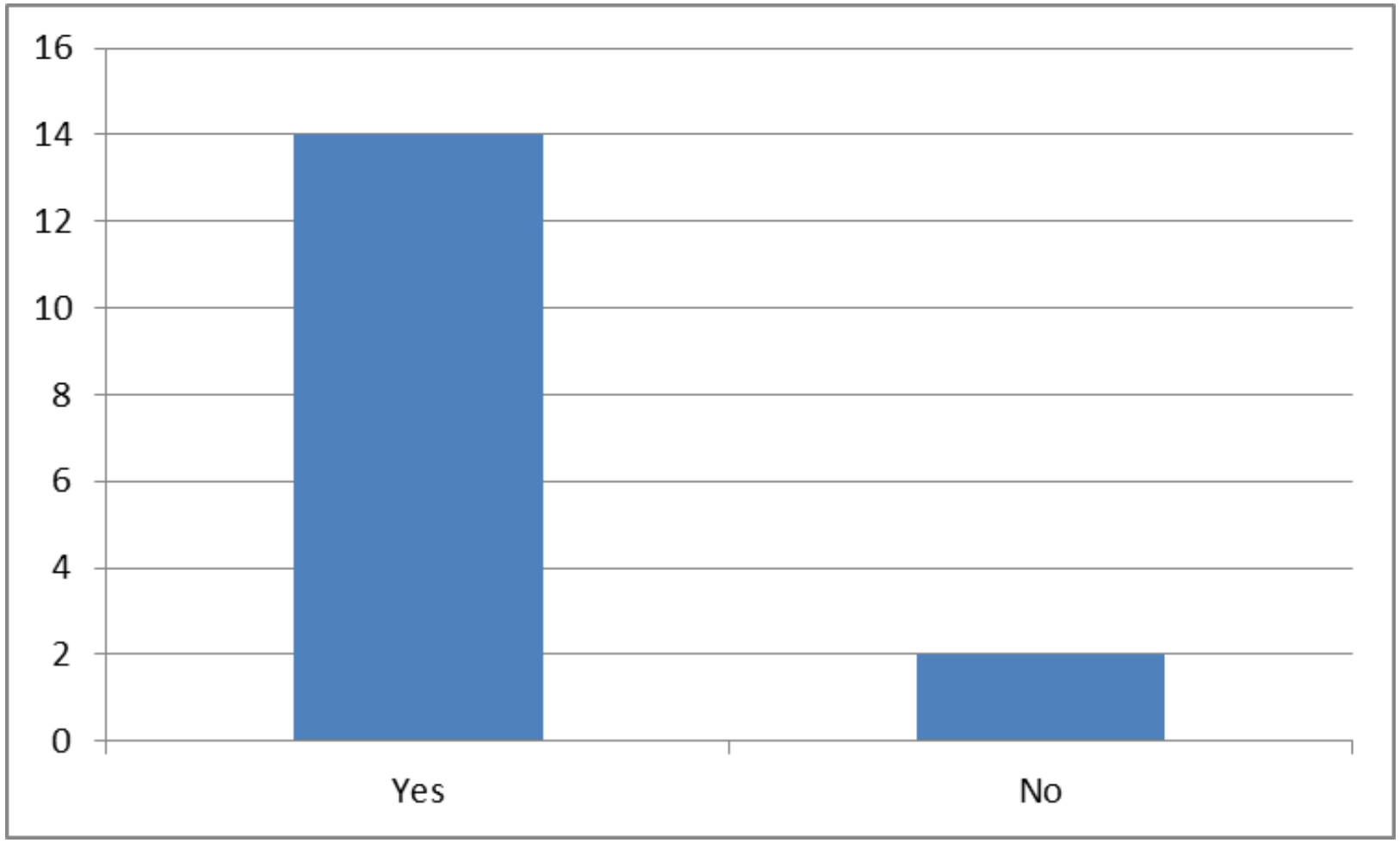
…but there are plenty of suggestions on how it can be improved

- More **presentations from Forum attendees** – understand their expectations, priorities and needs
- Have a **smaller, more focused Forum**
- Feedback on how Forum members are **promoting and supporting TfSE** in their operations
- Forum should **embrace economic operators and businesses** to make sure that the TFSE is responding to their needs
- Circulate papers and presentations in advance of the meetings
- **Test and discuss TfSE's emerging thinking** – make it about more than just disseminating factual updates and gathering ideas from stakeholders on a wide range of open questions.

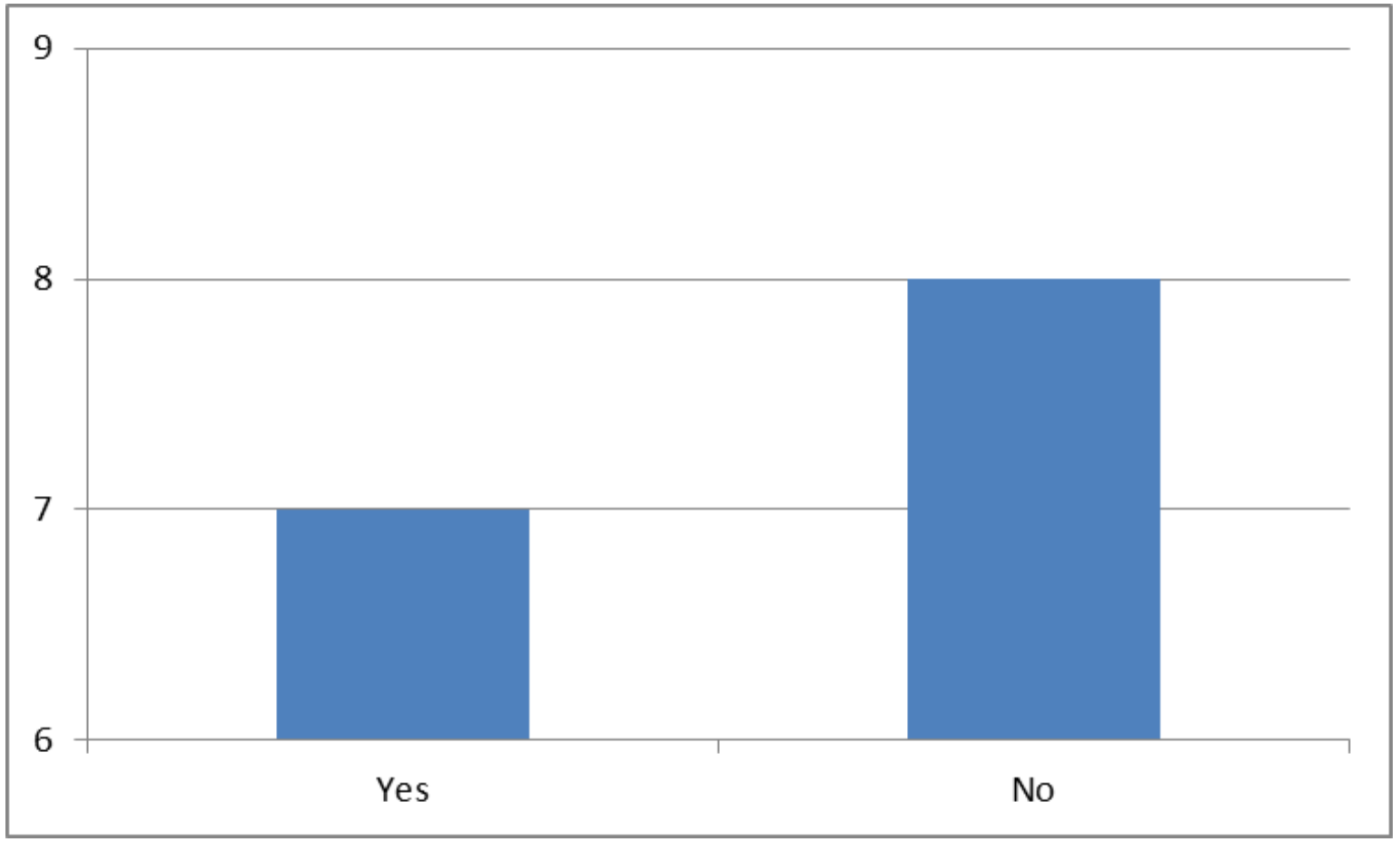
Some of the non-attendees receive updates on the Forum



The majority of Forum members feel that they have sufficient opportunity to input



…but they also want to be more involved



Other feedback

- Discussion on how rail freight forms part of the transport strategy for the South East
- Greater acceptance of ports and water transport routes as vital parts of the national transport infrastructure.
- Still lagging behind advanced thinking on AV, alternative energy sources and alternative travel & transport modes.
- TFSE is undertaking important work identifying strategic transport priorities across the region for the longer term.

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Paper 7

To:	**Shadow Partnership Board - Transport for the South East**
Date:	**14 June 2019**
Title of report:	**Responses to consultations**
Purpose of report:	**To endorse draft responses submitted to various consultations**

Recommendations:
The members of the Shadow Partnership Board are recommended to:
i) Endorse the draft responses to the following consultations:
   a) Williams Rail Review Assessment Criteria Call for Evidence,
   b) Light Rail and Other Rapid Transit Solutions Call for Evidence,
   c) Pay-as-you-go on Rail,
   d) Berkshire Local Industrial Strategy framework document.

ii) Endorse a joint letter of support with England's Economic Heartland for the Western Rail Access to Heathrow scheme.

---

1. Introduction

1.1 Transport for the South East (TfSE) has prepared responses to a number of recent consultation documents that relate to strategic infrastructure and transport schemes.

1.2 This paper provides an overview of the response to the following consultations:

- Williams Rail Review Assessment Criteria Call for Evidence
- Light Rail and Other Rapid Transit Solutions Call for Evidence
- Pay-as-you-go on Rail
- Berkshire Local Industrial Strategy framework document

1.3 In addition TfSE and England's Economic Heartland have also drafted a joint letter of support for the Western Rail Access to Heathrow scheme for submission to the Department for Transport at the time that the Outline Business Case for the scheme is submitted.

2. Williams Rail Review Assessment Criteria Call for Evidence Response

2.1 In September 2018, the Government initiated a year-long review of the UK railway network. The aim of the review is to recommend the most appropriate organisational and commercial frameworks to deliver the government's vision of the UK having a world-class railway, working as part of the wider transport network and delivering new opportunities across the nation. The review is led by independent chair Keith Williams, the former chairman and chief executive of British Airways. Keith

Williams will be attending the Shadow Partnership Board meeting on 14 June to hear views about the future of the rail network.

2.2 The call for evidence on the proposed objectives and assessment criteria, is the second stage of the Williams Rail Review. In summary the TfSE response set out in Appendix 1 welcomes the publication of the initial evidence papers and supports the objectives that have been identified for the Review as these place the passenger at the heart of the rail industry, seek to deliver improved affordability, and realise the social, environmental and economic benefits that a revitalised rail network could bring to the country.

2.3 The Rail Review has identified the key issues constraining success, and the draft TfSE response supports those that have been identified. In particular, the response supports the view that the rail sector often loses sight of its customers, and we see this issue as key to rebuilding public trust in the railway.

2.4 The deadline for the response was 30 April 2019. An officer level response set out in Appendix 1 was submitted before the deadline and members of the Shadow Partnership Board are recommended to agree this response

3 Light Rail Review and Other Rapid Transit Solutions Call for Evidence Response

3.1 This call for evidence describes the Government's ambition to consider how light rail, or similar rapid transit systems, could be incorporated into the transport networks in our towns and cities in future. The call for evidence asks for thoughts on how the UK can harness the opportunities for building on the popularity of light rail, and how we can build the industrial capacity for a new generation of light rail systems.

3.2 In summary, the TfSE response set out in Appendix 2 welcomes the Government's ambition for light rail and other similar rapid transit systems to be part of the future transport network in towns and cities. The response identifies the issues which TfSE feels should be considered when assessing the potential introduction of light rail and other rapid transit solutions.

3.3 The deadline for the response was 17 May 2019. An officer level response set out in Appendix 2 was submitted before the deadline and members of the Shadow Partnership Board are recommended to agree this response.

4 Pay-as-you-go Rail Response

4.1 The consultation document describes the Government's next step towards the wider ambition to roll out Pay-as-you-go (PAYG) to commuter areas across the country. Government is consulting on proposals to extend PAYG, and to provide a fairer and more logical fares and ticketing system. The ambition is to introduce smart ticketing in commuter areas, similar to the PAYG structure that is in place in London.

4.2 The TfSE response set out in Appendix 3 supports the Government's proposal to expand PAYG to commuter areas outside of London, and recognises the benefits

that can be realised in the TfSE area when commuters are able to access rail more easily.

4.3 The importance of encouraging modal shift – by making access to public transport easier must also be an objective for the introduction of PAYG on rail. The introduction of PAYG in London has demonstrated that making the process of payment for travelling on public transport as easy as possible, can encourage modal shift from car use.

4.4. The deadline for the response was 1 May 2019. An officer level response set out in Appendix 3 was submitted before the deadline and members of the Shadow Partnership Board are recommended to agree this response.

5 Berkshire Local Industrial Strategy Framework Document

5.1 In April 2019, Thames Valley Berkshire LEP published the first draft of the Berkshire Local Industrial Strategy Framework Document.

5.2 This framework document sets out five priorities and poses a number of questions to try and ensure that it meets the needs of local stakeholders. Its publication is the first part of the process of developing the BLIS, ahead of 'co-design' with government, as all Local Industrial Strategies must eventually be co-owned to ensure they contribute to the national Industrial Strategy published in late 2017.

5.3 The BLIS Framework Document is a working version of the strategy element of the BLIS. It will be supported by other documents – notably a full evidence base; a spatial economic narrative; and a set of implementation plans as well as our extant Sector Propositions and *Business in Berkshire* publication of 2018.

5.4 The consultation deadline is 1 June 2019. The draft TfSE response set out in Appendix 4 welcomes the collaborative approach taken by TVB LEP in developing the LIS and highlights the need for a strong evidence base. Members of the Shadow Partnership Board are recommended to agree the response.

6 Western Access To Heathrow

6.1 In June 2018 the Shadow Partnership Board agreed a letter of support for Network Rail's proposals for Western Rail Access to Heathrow Airport. The 6.5km rail link would allow passengers throughout the West, and beyond, to travel directly to Heathrow Airport from Reading and Slough, without having to change at London Paddington. Network Rail have now prepared their Outline Business Case (OBC) for the scheme. Thames Valley Berkshire Local Economic Partnership requested that a joint letter of support from TfSE and England's Economic Heartland along be prepared so that it can be submitted at the same time as the OBC is submitted along with letters of support from other key stakeholders. A copy of the joint letter of support that has been submitted is contained in Appendix 5 and members of the shadow partnership Board are recommend to endorse this.

7 Conclusion

7.1 The members of the Shadow Partnership Board are recommended to agree the responses to the four consultations on the Williams Rail Review Assessment Criteria, the call for evidence on the Light Rail and Other Rapid Transit Solutions, the consultation on Pay-as-you-go on Rail and the Berkshire Local Industrial Strategy framework document The Shadow Partnership Board are also recommended to endorse the letter of support regarding the Western Rail Access to Heathrow scheme.

Rupert Clubb
Lead Officer
Transport for the South East

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Appendix 1 – Response to Williams Rail Review Assessment Criteria Call for Evidence

30 April 2019

Williams Rail Review Consultation
Department for Transport
Great Minster House
33 Horseferry Road
London
SW1P 4DR

TFSE@eastsussex.gov.uk

Dear Sirs

Response from Transport for the South East to Williams Rail Review Assessment Criteria Call for Evidence

Transport for the South East welcomes the opportunity to respond to the Rail Review Assessment Criteria Call for Evidence.

A copy of our draft response is attached. This is an officer response. The TfSE Shadow Partnership Board meets on 14 June 2019 to consider the draft response and a further iteration of the response may follow.

We look forward to working with the Department on the outcomes of the Rail Review.

Yours sincerely

Rupert Clubb
Director of Communities, Economy and Transport
On behalf of Transport for the South East

Williams Rail Review – Call for Evidence. TfSE Response

1. Introduction

1.1 This document constitutes the response to the Williams Rail Review Call for Evidence published in March 2019. The call for evidence on the proposed objectives and assessment criteria, is the second stage of the Williams Rail Review. The Review was launched in September 2018 and has been tasked with recommending the most appropriate organisational and commercial frameworks to deliver the government's vision of the UK having a world-class railway, working as part of the wider transport network and delivering new opportunities across the nation.

1.2 Transport for the South East (TfSE) is an emerging Sub-national Transport Body (STB) which is being established in line with provisions of the Local Transport Act 2008 (as amended). As an STB, its principal role is to identify the strategic transport interventions required to facilitate economic growth through the development of its Transport Strategy.

2. Themes and Evidence

2.1 TfSE welcomes the publication of the initial evidence papers, providing a helpful overview of the current rail industry structure, the role of the railway in Great Britain, the numbers of users of the railway relating to passengers and freight, their experience of using the railway, and comparisons with other current railway models in Europe and further afield. The evidence papers provide a comprehensive view of themes that the Rail Review will consider when formalising the final outcomes of the review process.

2.2 The future structure of the railway, and ensuring that it provides a reliable, value for money service for passengers and the taxpayer are key concerns across the TfSE area. Currently around 70% of all rail journeys in Great Britain occur in the South East and London, generating around half of all passenger revenue. As rail forms a core part of the transport infrastructure in the South East, the TfSE Transport Strategy will be considering rail as part of the solution to unlock sustainable economic growth through sustained investment in the South East's transport infrastructure. We have therefore identified a number of additional themes which we would like to see included in the next stage of the process.

2.3 Following the publication of the Rail Delivery Group's report "Easier Fares for All" in February 2019, TfSE would like to reiterate the importance of fares reform. This has the potential to unlock the ability for the rail industry to participate in a more integrated approach to ticketing. This would enable passengers to have access to fares which would feel better value for money, and build the foundations for Pay as you Go (PAYG) fares in commuter areas, and other initiatives that better reflect the journeys people are making in the 21st century. This leads to the potential for rail to form a central part of Mobility as a Service (MaaS), making journeys seamless between modes, and making the use of public transport an attractive option for short and longer journeys. By adopting a modern approach to integrated ticketing, there is the potential to attract more passengers to use the railway as accessing suitable fares becomes easier. In turn this could lead to increasing revenue which would make the modern railway a more sustainable form of travel, for the passenger as well as the taxpayer. TfSE is currently undertaking a thematic study on Smart and Integrated Ticketing as part of the development of its Transport Strategy, and would be willing to work closely with the Department for Transport and other key stakeholders on this in the future.

2.4 Linked to the above theme, TfSE would also like to highlight the importance of the rail industry being flexible enough to be able to adapt and respond to emerging innovations and business models, and have the ability to capitalise on newly emerging technological trends. With the recent publication of the "Future of Mobility – Urban Strategy" it is clear that if mass transit is to grow its market share, it will need to compete in a marketplace where personal mobility is likely to be transformed by technology. We would therefore suggest that the future rail structure should have technology and innovation at its core, with the agility to respond to future mobility trends as these emerge.

2.5 As set out above, the South East and London account for over 70% of all journeys in Great Britain. During development of the TfSE Transport Strategy, it has become clear that the evidence base relating to journeys made outside of London is incomplete. We would like to be able to identify the spare capacity on the network away from the radial lines into London, which could be better utilised. Our analysis shows that 84% of commuter trips from the TfSE area remain within the TfSE area and only 13% of commuting trips from the TfSE area are to London. Therefore the potential for growing the rail market within the South East, to better utilise existing infrastructure and encourage passengers onto the railway should be explored further.

2.6 The evidence paper on current railway models outside of Great Britain discusses local decision making on railways, and alludes to the strategic planning of railways in other countries. The extent to which political devolution and regional decision making fulfils this role varies depending on the political landscape. TfSE would strongly encourage the Review to explore the positive role that strategic planning could have on the future development of the railway, ensuring that there is a shared view of the railways role in the transport network. This would enable planning for future trends based on evidence, helping to ensure value for money for the taxpayer, whilst delivering the economic, environmental and social benefits that could be provided by a strong railway network. TfSE is clear that STBs should play a role in influencing the emerging railway structure, providing a regional evidence base on which future developments and enhancements on the railway are measured against.

3. Objectives

3.1 TfSE supports the objectives that have been identified for the Review as these place the passenger at the heart of the rail industry, seek to deliver improved affordability, and realise the social, environmental and economic benefits that a revitalised rail network could bring to the country. We would support the 'fundamentals' outcomes becoming broader to mirror the 'Wider society' objective, which includes growing social, environmental and economic contributions to the country.

3.2 As set out in the previous section, it is our view that the future development of the railway must be evidence based to ensure value for money. In our previous submission we recognised the need for the rail industry to be attractive to private finance and we emphasised that STB's could be considered in the new structure as the vehicle that could commission and partially fund rail projects as long as there was a suitable funding mechanism in place. This could enable investment decisions to be made regionally, based on evidence of where investment could unlock economic, environmental and social benefits. TfSE could expedite the delivery of rail schemes but would need to have the necessary powers in place to be able to do so.

4. Key Issues Constraining Success

4.1 The Rail Review has identified the key issues constraining success, and TfSE supports those that have been identified. In particular, we would support the view that the rail sector often loses sight of its customers, and we see this issue as key to rebuilding public trust in the railway. We draw your attention again to making sure that the sector is able to innovate and adapt, particularly as technology is transforming personal mobility, and making rail travel as easy as possible should be a priority. This would also lead to an improvement in the 'experience' of travel by train, which has been lacking in the current structure, and would likely result in higher passenger numbers and increased revenue.

4.2 In our view the lack of a single strategic direction in the rail industry, is also intricately linked to accountability. We support the view that a new organisation that is independent of the DfT should be established to provide a 'guiding mind'. This new organisation would be able to strategically plan the railway for the future, based on a strong evidence base and a role for STB's. A renewed strategic direction, with a long term plan, would also lead to increased certainty in the supply chain for improvements and enhancements, which would help to reduce industry costs in the longer term. Clear lines of accountability would lead to clearer responsibility, with the industry working towards common strategic objectives, with all partners aware of their clearly defined roles in the process.

5. Assessment Criteria

5.1 TfSE welcomes the broad range of the assessment criteria identified by the Review. In our view, care should be taken over the weighting given to specific elements of the assessment criteria, as all are equally important to the long term viability and sustainability of the rail industry. A suggestion based on our own Transport Strategy appraisal framework is to utilise a 'dashboard' approach where criteria are scored and then plotted in a spidergram, which can clearly identify those models that score highly across a broad range of criteria, and therefore are suitable for proceeding to the next stage of assessment. In our view, strong consideration should be given to elements that include growth in the rail network, which helps to support development and economic growth, whilst also supporting social inclusion and environmental outcomes of rail travel for society.

5.2 Our final comment on the proposed system changes relates to the strategic role of STB's. TfSE is ready to assist the rail industry in a formalised and structured way, to help to provide a regional evidence base against which the rail industry can strategically plan and prepare for the future. STB's can help to shape and form the development of the railway, through the Control Period (CP) process and the Rail Network Enhancement Pipeline (RNEP). TfSE , and the other STB's, are in a unique position to speak with one voice on behalf of our constituent authorities, helping to plan for regional economic growth, with clear responsibility for our local environments and social benefits for our residents. TfSE would expect to work closely with the Department for Transport to support the delivery of the outcomes of the Williams Rail Review.

Appendix 2 – Response to Consultation on Light Rail and Other Rapid Transit Solutions Call for Evidence

Light Rail Consultation – TfSE Draft Response

1. Introduction

1.1 This document constitutes the response to the Light Rail (and other rapid transit solutions) call for evidence published in February 2019. The call for evidence describes the Government's ambition to consider how light rail, or similar rapid transit systems, could be incorporated into the transport networks in our towns and cities in future. The call for evidence asks for thoughts on how the UK can harness the opportunities for building on the popularity of light rail, and how we can build the industrial capacity for a new generation of light rail systems.

1.2 Transport for the South East (TfSE) is an emerging Sub-national Transport Body (STB) which is being established in line with provisions of the Local Transport Act 2008 (as amended). As an STB, its principal role is to develop a transport strategy that will identify the strategic transport interventions and initiatives required to facilitate sustainable economic growth.

1.3 TfSE welcomes the Government's ambition for light rail and other similar rapid transit systems to be part of the future transport network in towns and cities in future. Our response identifies the issues which we feel should be considered when assessing the potential introduction of light rail and other rapid transit solutions.

2. Economic Considerations

2.1 TfSE supports the potential that light rail offers as a viable transport solution for towns and cities in the TfSE area. In our view, any scheme proposal coming forward in future needs to be strongly evidence based, with the economic benefits clearly identified and justified. Economic appraisal must be at the heart of the proposal, to avoid the tendency for light rail solutions to be identified with the justification then being retrofitted in an attempt to justify the scheme. We are conscious that in the past there have been a number of instances where proposed schemes have raised public expectations about the ability to deliver a light rail or other rapid transit solution, which has then failed to progress due to a weak economic case. We would expect for Government to provide clear guidance, requiring the use of standard methods for major transport scheme appraisal based on DfT's WebTAG for evaluating economic appraisal, value for money and Benefit Cost Ratio (BCR).

2.2 With any future proposal for light rail schemes, it must be recognised that in many instances, similar economic outputs can be secured by offering improved bus services or other Mass Rapid Transit (MRT) solutions. In the TfSE area, Hampshire County Council and bus operator First have achieved passenger growth through the Bus Rapid Transit (Eclipse) scheme in Fareham and Gosport. This bus based system along a disused rail corridor has delivered 65% growth in passenger numbers over the services it replaced. This is a tarmac solution (i.e. not guided) using high quality mainstream buses, delivered at a much lower cost than a Light Rail Transit (LRT) system (albeit

acknowledging that growth would have been even higher with LRT). The buses bypass a very congested stretch of road and have delivered excellent reliability and journey time predictability. The lesson learned is that lower cost solutions can drive growth with improved infrastructure providing better journey times and reliability than using the car. Therefore, lower cost alternatives should always be considered including ultra-light rail. An independent case study carried out by KPMG has found a post implementation BCR of circa 6:1 for Eclipse.

2.3 Any proposals must form part of a locally and sub-regionally agreed integrated land-use and transport policy, supporting new housing, jobs and investment, transit-oriented development, with evidence of specific benefits to congestion and air quality. Therefore, LRT plans need to be grounded in all relevant local planning documents – including Local Plans, Local Transport Plans, Local Enterprise Partnership (LEPs') Strategic Economic Plans and Local Industrial Strategies. TfSE is in the process of developing a Regional Evidence Base as part of the development of its Transport Strategy, which we would expect our constituent local authorities to find helpful in the development of future schemes.

2.4 As part of the development of potential future schemes, we suggest that the following criteria could be included as a means of assessing economic benefit:

- Improved access to employment opportunities through the extension of labour market catchment
- The level to which inward investment can be secured
- Unlocking new development sites
- Triggering fresh growth through elimination of significant transport constraints
- Land and Property Value uplift

2.5 When LRT schemes are being developed, to ensure the best chances of success, proposed schemes must incorporate as many major drivers of patronage as possible. Depending on their scale, schemes should be expected to comprehensively assess the potential to provide Park & Ride at the fringes of the urban area, then typically serve significant educational sites such as university campuses/halls of residence and further education colleges. Successful schemes must also be integrated into major housing areas along the line of route, industrial parks, major employers such as a regional hospital, city centre retail and office quarters, and rail and bus stations. Every opportunity should be taken to incorporate major generators of patronage both at peak and off peak times, as it will only be through consistently high levels of patronage throughout the day that private sector investors will be attracted to schemes, and sufficient revenue will be generated to cover the on-going operating costs and pay back the capital investment in infrastructure.

2.6 TfSE would encourage the Department for Transport (DfT) to take into account the agglomeration benefits of bringing pools of workers closer to employers therefore providing high value employers with a larger range of potential employees. LRT can help improve business connectivity, making it easier to generate additional trade and economic growth. As a prestigious transport investment, LRT systems also deliver spin-off investment through urban regeneration schemes and increased property values.

2.7 In terms of funding of LRT and other MRT, TfSE welcomes the request for ideas for promoters to lever in funding from other sources outside Central Government. With the advent of

Network Rail's funding settlement for Control Period 6 (2019-2024), and the introduction of a new project pipeline approach to enhancements with the Rail Network Enhancements Pipeline (RNEP), there is a drive to source capital funding for national rail infrastructure projects from non-government funding streams. There may be some exceptions to this for major schemes regarded as being of national significance, but the great majority of rail infrastructure schemes will require alternative sources of funding from now on. There are other sources of public funds, such as the Housing Infrastructure Fund, the Coastal Communities Fund, and the final two years of Local Growth Fund (LGF) which has been the main support for local authorities promoting rail schemes through their respective LEPs. Promoters will therefore need to leverage a mix of public and private funding, especially through developer funding such as the Community Infrastructure Levy (CIL) or Section 106 agreements. There may be new sources of funding available through the LEPs to succeed LGF, but as yet there is no identified funding from this source which would apply to transport infrastructure projects. Due to the long lead in times for LRT solutions, incorporating funding opportunities in the Comprehensive Spending Review and Large Local Majors would ensure funding is identified well into the future.

3 Environmental Considerations

3.1 The recent publication of the Committee on Climate Change report, 'Net Zero – The UK's contribution to stopping global warming', has recommended new emissions target for the UK of net-zero greenhouse gases by 2050. Within the emerging policy framework that will set out the trajectory to achieve this target over the next 30 years, there is an opportunity for LRT and MRT to become part of the urban solution to move large numbers of people sustainably, whilst reducing the environmental impact of personal transit solutions that have dominated our urban centres in the late 20th Century. TfSE strongly supports an approach to appraisal which assesses environmental benefits of LRT and MRT on an equal basis with the economic benefits which we have set out above. The implementation of LRT systems across Europe has demonstrated that towns and cities benefit from an efficient mode of public transport that is environmentally friendly and reduces carbon emissions from excess traffic levels. We would encourage the DfT to review the environmental benefits of European schemes and embed lessons learned into the assessment criteria for future UK schemes.

3.2 The publication of the Department for Environment Food and Rural Affairs (DEFRA) 'Clean Air Strategy 2019' has reiterated the importance of transport having a key role to play in reducing harmful emissions and meeting the government's objectives on the environment and public health. TfSE is clear that LRT and MRT may have an increasingly important role to play in helping to improve air quality in urban centres, which would also improve the public health of their residents, whilst also ensuring that people are connected to employment, education and leisure opportunities. In turn this could also help to reduce the impact of congestion on many urban routes, and help to increase opportunities for people to walk and cycle for shorter journeys, therefore improving health and wellbeing. We would support the reduction of poor air quality being included as an assessment criteria when evaluating future schemes.

3.3 TfSE would like to highlight the inherent opportunities for future LRT and MRT schemes to contribute towards 'clean growth'. There are growth opportunities across the environmental sector as identified in the TfSE 'Economic Connectivity Review' published in 2018. The DfT should ensure

that where possible, UK businesses and employees are competitive enough to be able to be involved in the design and engineering of future schemes, as this could also have the long term benefit of reducing scheme costs. We would also support the Local Enterprise Partnerships having due regard to the growth potential of LRT and MRT in their Local Industrial Plans (LIS), which could feed through into future funding opportunities for Local Transport Authorities.

4 Social Considerations

4.1 TfSE would encourage the DfT to recognise the wider social benefits of LRT and MRT schemes. DfT should provide best practice guidance on how to capture and monetise wider social benefits of LRT systems. By encouraging more people to travel sustainably, a greater number of people will walk to LRT stops and stations and generally to adopt a healthier lifestyle which incorporates more exercise. A healthier population will result in reduced calls on NHS services resulting in wider cost savings. Equally, strongly performing public transport systems can reduce social isolation, encouraging people to participate in broader society with the resulting cost savings in social care costs.

4.2 The potential benefits of integrating LRT and MRT with other modes of public transport should also be explored and encouraged in the design of future schemes. TfSE would support schemes that include smart ticketing as a key part of the business case, which integrates seamlessly with other modes of travel. When considering the cost of travel, fares would need to be set at a level that encourages a high rate of use, which would in turn lead to increased revenue for the operator. This can, in the long term, offset the high cost of installation and reach a sustainable level without the requirement for subsidy. The DfT should pay particular regard to the development of Mobility as a Service (MaaS), and the potential that as people become more connected through technology, that placing the needs of passengers at the heart of a mode of transport that is easy and reliable to use, would encourage modal shift towards sustainable forms of transport.

5. Technology Considerations

5.1 There are parts of the heavy rail network in the TfSE area that could potentially benefit from the mixed use of heavy, light, very light and ultra-light rail systems, which could provide short trip opportunities from suburban areas onto on-street running into urban areas. TfSE is keen that the lessons learned from the Rotherham Tram-Train trial, including how costs can be reduced in the long term, can encourage other areas to benefit from the new technology. In the TfSE area, Network Rail is currently undertaking a study into the West Coastway line between Brighton and Chichester, to optimise the mix of long and short distance services. There is potential that an optimisation of this stretch of track could provide significant modal shift opportunities as an alternative to car use on the A27 and the A259. The DfT should be conscious of parts of the main rail network where technology such as Tram-Train and digital signalling could enhance local journey opportunities, leading to the benefits set out earlier.

5.2 TfSE is keen to note the potential synergies between the call for evidence on light rail and the Department for Business, Energy & Industrial Strategy's 'Grand Challenges', in particular:

- the 'future of mobility' - mobility available when we want it, where we want it and how we want it.

- ‘Artificial Intelligence and data’ - Autonomous Vehicles and AI / machine learning (e.g. Demand Responsive Transport (DRT) hail and ride apps)

6 Conclusions

6.1 TfSE supports the DfT’s call for evidence on how to prepare for future LRT and MRT schemes and ensure that the UK is ready to build industrial capacity to deliver future schemes. We are keen to support our Local Transport Authorities should they wish to develop schemes that could deliver the benefits discussed in this response and our developing Regional Evidence Base will help them to make the business case based on future housing and employment requirements. TfSE would be keen to work closely with the DfT to explore how future schemes can be funded, and the role that STB’s can play in helping to ensure the effective development and delivery of sustainable LRT and MRT projects in the future.

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Appendix 3 – Response to Consultation on Pay-as-you-go on Rail

30 April 2019

Passenger Services
Department for Transport
Great Minster House
33 Horseferry Road
London
SW1P 4DR

TFSE@eastsussex.gov.uk

Dear Sirs

Response from Transport for the South East to Pay-as-you-go on rail consultation

Transport for the South East welcomes the opportunity to respond to the Pay-as-you-go on rail consultation.

Transport for the South East (TfSE) is an emerging sub-national transport body, which represents a number of south east local authorities. These are Brighton and Hove, East Sussex, Hampshire, Kent, Medway, Surrey, West Sussex, the Isle of Wight, Portsmouth and Southampton, and the six Berkshire unitary authorities. It also has representation from five Local Enterprise Partnerships.

We know good transport links are vital for continuing economic growth and the quality of people's lives. This is especially true in the South East of England which is a powerful motor for national prosperity, adding more than £200 billion to the UK economy – more, for example, than Scotland and Wales combined.

A copy of our draft response is attached. This is an officer response. The TfSE Shadow Partnership Board meets on 14 June 2019 to consider the draft response and a further iteration of the response may follow.

We look forward to working with the Department on the outcomes of the consultation.

Yours sincerely

Rupert Clubb
Director of Communities, Economy and Transport

On behalf of Transport for the South East

Pay-as-you-go on Rail. TfSE Response

1. Introduction

1.1 This document constitutes the response to the Pay-as-you-go (PAYG) on rail consultation published in February 2019. The consultation describes the Government's next step towards the wider ambition to roll out PAYG to commuter areas across the country. Government is consulting on proposals to extend PAYG, and to provide a fairer and more logical fares and ticketing system. The ambition is to introduce smart ticketing in commuter areas, similar to the PAYG structure that is in place in London.

1.2 Transport for the South East (TfSE) is an emerging Sub-national Transport Body (STB) which is being established in line with provisions of the Local Transport Act 2008 (as amended). As an STB, its principal role is to identify the strategic transport interventions required to facilitate economic growth through the development of its Transport Strategy.

1.3 TfSE has defined three strategic principles to guide the development of its Transport Strategy:

- Ensuring the delivery of a high quality, sustainable and integrated transport system that supports increased productivity to grow the South East and UK economy
- Facilitating the development of a high quality, sustainable and integrated transport system that works to improve safety, quality of life and access to opportunities for all
- Facilitate the delivery of a high quality, sustainable and integrated transport system that protects and enhances the South East's unique natural and historic environment

1.4 Smart and integrated ticketing has been identified as a potential future priority for TfSE, as a means of achieving its strategic objective of facilitating economic growth.

2. Fares

2.1 TfSE supports the Government's proposal to expand PAYG to commuter areas outside of London, and recognise the benefits that can be realised in the TfSE area when commuters are able to access rail more easily. The simplification of rail fares is key to making PAYG on rail work, and TfSE would encourage Government and the wider rail industry to press ahead with reform urgently. The priority must be to ensure that there is flexibility for the passenger, which takes into account the changing nature of work, with many more people utilising technology to enable flexible and part time working. Commuters, who travel to work for less than five days a week, should have access to fares that make rail travel economically viable for them and that are more in line with frequency of need to travel.

2.2 The importance of encouraging modal shift – by making access to public transport easier - must also be an objective for the introduction of PAYG on rail. The introduction of PAYG in London has demonstrated that making the process of payment for travelling on public transport as easy as possible, can encourage modal shift from car use. The environmental and social benefit of encouraging public transport use should be recognised, and prioritised, with easier payment systems helping individuals to make the shift.

2.3 The methods of payment are not the focus of this consultation, but we would support a system that uses a number of options, such as contactless bank cards and smartcards, which would cater for frequent travellers, as well as those who do not travel often. The department must also recognise that any new process should not discourage those who do not have access to payment cards, or the means to access the internet to top-up their cards, from travelling by rail. Therefore any new PAYG process must run in parallel with existing ticket purchasing methods.

2.4 The introduction of a new PAYG ticketing process must also be single journey based, and enable commuters to mix and match their ticketing between peak and off-peak, should this be required. This would be of particular benefit to leisure journeys, and would also help to reduce congestion on many peak services if commuters were able to reduce their fare by travelling on an off-peak train. In principal, in order to encourage higher usage of off-peak and quieter services, fares should be priced to encourage higher usage of quieter trains, thereby increasing the capacity of the rail network.

2.5 In order to encourage passengers to use a new PAYG rail system, TfSE strongly endorses a financial incentive to encourage usage. Therefore tickets should be cheaper than buying paper tickets at a machine or ticket office. This incentive would encourage consumer confidence in the system, and help to raise the esteem of the railway in the public, a primary objective of the current Williams Rail Review.

2.6 TfSE would support a move to zonal fares, as this would help the public to understand the price they pay, and simplify the price structure of the railway. Again this would help to instil trust in the railway, and make it clear to the passenger what they are paying for.

2.7 In order to build confidence in the new PAYG system, we would also support the introduction of daily price capping. This would help passengers to know that they will always pay the most economically advantageous price for their journey, and remove the uncertainty that currently exists that they may not have purchased the best value ticket, due to the complexity of fares on offer.

3. PAYG Area

3.1 The proposal to initially extend the existing London PAYG to commuter towns within the TfSE area is one we would support. The initial trial should be used to refine the system and ensure that the benefits are clearly understood by passengers, and to gauge usage. Following an initial trial we would wish to see the PAYG area expand to other population centres with a high commuter flow to London. For example, commuter towns along the Brighton mainline.

3.2 TfSE is undertaking a thematic study as part of the development of the Transport Strategy on Smart and Integrated ticketing, and would be keen to work with the Department for Transport to determine if a TfSE area based integrated ticketing scheme would be feasible to encourage rail, and other public transport, usage. In particular we wish to highlight the potential benefits of PAYG schemes which are not focused on the London commuter market, but are instead based on other employment centres in the area, which could encourage more sustainable transport use. While it is important to recognise the links between London and the TfSE area, it is also important to focus on the 84% of commuter trips which stay in the area, and can be influenced towards rail.

3.3 As part of the implementation of the PAYG Rail extension the DfT should also determine how the integration of ticketing across modes could make it easier for passengers to access public transport. With Mobility as a Service (MaaS) and connected forms of mobility becoming a realistic proposition as technology advances, there is the opportunity for public transport to become the first choice for passengers who view ease of access as the dominant motivation for their everyday travel choices. The objective of placing the passenger at the centre of the railway is a natural extension of ease of access to sustainable transport choices, which is enabled by an integrated ticketing process. TfSE strongly supports the move towards MaaS across the South East.

4. Other Considerations

4.1 TfSE is aware through the ongoing development of the Transport Strategy that there are many public transport operators across the TfSE area in the process of developing or expanding their smart ticketing capability. Govia have 'The Key' product in use on buses and rail, which is currently not interoperable across the two modes. Similarly, First Group has their own product, as do other rail operators across the country. TfSE strongly supports the innovation that the private sector can bring which can ultimately improve the travelling experience for the general public. However, if the different products are not compatible, then this can lead to additional barriers to an integrated ticketing approach, and does not improve choice for the passenger. We would encourage the Department to look at ways to ensure that different systems always place the passenger at the centre of the innovation, so that they are not discouraged from using Rail due to the complexity of the ticketing offer between different providers / modes / geographies.

4.2 Improving access to employment from areas of deprivation is also a key consideration for TfSE as we develop proposals across the South East as part of the Transport Strategy. We would encourage any proposal for PAYG on rail, and other integrated ticketing solutions, to ensure that those who may struggle to access education and employment are not 'left behind' by advances in technology. As mentioned above, MaaS has the potential to make travel by public transport easier and more intuitive, and we would urge the Department to make social inclusion a key objective for any future expansion of PAYG. This is particularly pertinent when looking at the 'first and last mile' connectivity to rail, which could open up opportunities for those who may not currently see rail as a travel choice for them.

4.3 TfSE, and its constituent local authorities, strongly support the protection and enhancement of the South East's unique natural and historic environment as one of the strategic principles guiding the development of the Transport Strategy. Therefore we would encourage the Department to assess the expansion of PAYG on rail in terms of how it can help to reduce carbon emissions by encouraging a shift to sustainable modes, as well as helping to improve air quality and supporting a healthier and more active lifestyle. TfSE believes that enabling access to public transport is a key factor in improving our natural environment, as well as improving the places where we live, and making them healthier and more pleasant places to live.

4.4 TfSE supports the work that the Department for Transport is undertaking on PAYG on rail, and we would be willing to work closely with the Department to look at ways that TfSE, and the other STBs, could play an important role in facilitating the expansion of PAYG in the future.

Appendix 4 – Response to Berkshire Local Industrial Strategy Consultation

To whom it may concern,

Transport for the South East response to the consultation on the Berkshire Local Industrial Strategy (BLIS)

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 Berkshire Local Industrial Strategy (BLIS).

Transport for the South East (TfSE) is an emerging sub-national transport body, which brings together a number of local transport authorities in the South East to speak with one voice on the strategic infrastructure needs for the region. These are Brighton and Hove, East Sussex, Hampshire, Kent, Medway, Surrey, West Sussex, the Isle of Wight, Portsmouth and Southampton, and the six Berkshire unitary authorities. It also has representation from the five Local Enterprise Partnerships within its geography.

Firstly, we welcome the opportunity to comment on the framework document. We understand that this is a key stage in the development of the LIS and the early engagement is welcomed. It is crucial for Transport for the South East and Thames Valley Berkshire LEP to continue to foster the strong working relationship that has been built to date.

The LIS recognises the importance of good connectivity within the Berkshire area, the wider South East and beyond – this is positive and welcomed. This links to the aims of TfSE's transport strategy work which seeks to improve connectivity between businesses, improve access to labour markets, and facilitate housing and employment space growth. The strategy work will also look to improve access to the international gateways and accessibility to deprived communities to deliver sustainable economic growth.

It is unclear how the document fits with the vision that was set out for Berkshire in the Strategic Economic Plan produced in 2014. The vision in the SEP outlines a clear economic aim for the area; however the LIS makes no reference to this. It is unclear how the LEP intends for the SEP to be applied in future alongside the LIS.

It is pleasing to see that the Berkshire Local Industrial Strategy recognises the need and importance for a **large evidence base**. This reflects the approach that TfSE is taking with the development of a transport strategy for the South East. However, we feel that the evidence base for infrastructure could be further strengthened and there are opportunities for the LEP to utilise the emerging TfSE Transport Strategy to support this. The TfSE Economic Connectivity Review published in September 2018 and the forthcoming strategy document offer a strong evidence base for the south east, including Berkshire. This includes data on future mobility, which we note is recognised as a key opportunity for the Berkshire area.
The assets, challenges, constraints and opportunities that are set out in **Table 1: Framing the BLIS** do not fully capture the unique nature of the Thames Valley Berkshire area. The table is missing key opportunities for Berkshire, such as a

reference to Heathrow Airport which is undoubtedly the most important economic asset to the LEP area. Surface access and connectivity to the airport is a large issue, whilst the expansion of the Heathrow is a considerable opportunity. Again, there are opportunities to use the emerging Transport Strategy for further analysis of these issues.

The list of priorities captures the areas of focus for the LEP and its partners. However, there is scope to make the narrative and proposed actions more targeted so that they are more aligned with the challenges and opportunities identified. There is also no mention of partnership working including working with Transport for the South East. The transport strategy that TfSE are producing will play an important role in delivering transformational interventions with the South East. It will also help deliver the outcomes that the LIS seeks to achieve.

We are concerned that the document does not give strong consideration to **sustainability**, particularly in terms of the environment or climate change. Although this isn't a core area of business for LEPs, good growth cannot be achieved without recognising the need to take account of the environmental impact of the proposals contained in the LIS.

Finally, we welcome the collaborative approach taken by the LEP in developing the LIS. We feel that this could be further strengthened by setting out a clear approach for co-designing the strategy with other partners as well as Government. The delivery of this strategy cannot be delivered in isolation and early engagement with all partners to Thames Valley Berkshire LEP will help to achieve this.

Once again, thank you for giving Transport for the South East the opportunity to review this version of the Berkshire Local Industrial Strategy. Transport for the South East welcomes the opportunity to work closely with the Thames Valley Berkshire Local Enterprise Partnership and support the development of the LIS.

Yours sincerely,

Cllr Keith Glazier

Appendix 5 – Joint Letter Response to the Western Rail Link to Heathrow Proposal

By email to:
westernraillinktoheathrow@networkrail.co.uk

30 May 2019

Dear Sirs

New rail link between the Great Western Main Line and London Heathrow Airport

Transport for the South East (TfSE) and England's Economic Heartland (EEH) are emerging sub-national transport bodies and although Heathrow Airport is outside our areas it has a significant impact across them both.

The success of the economies in both the TfSE and EEH areas is strengthened by their proximity to Heathrow airport. Heathrow Airport has a major economic advantage because it:

- is a source of employment;
- supports inward investment; and
- helps attract foreign owned companies.

We anticipate both the emerging TfSE and EEH Transport Strategies will conclude that further investment in comprehensive surface access improvements will be necessary to sustain and grow the local economy; to sustain and improve a two-runway airport; and to help to deal with the surface access impacts of three-runway airport.

We therefore strongly support the Western Rail Link to Heathrow. We consider this critically important infrastructure, not just for the local economy, but also for the rest of the UK.

Yours sincerely

Rupert Clubb
Director of Communities, Economy and Transport
East Sussex County Council
on behalf of Transport for the South East

Martin Tugwell
Programme Director
England's Economic Heartland

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