

Report to: **Partnership Board –Transport for the South East**

Date of meeting: **09 May 2022**

By: **Lead Officer, Transport for the South East**

Title of report: **Business Plan 2022/23**

Purpose of report: **To present the draft Business Plan 2022/23 for approval and publication on the TfSE website**

RECOMMENDATIONS:

The members of the Partnership Board are recommended to:

- (1) Agree the draft Business Plan 2022/23 for publication on the TfSE website; and**
- (2) Agree that the Business Plan 2022/23 be submitted to the Department for Transport.**

1. Overview

1.1 The purpose of this report is to present the Partnership Board with an annual business plan for Transport for the South East (TfSE) for 2022/23.

1.2 The business plan has been developed in conjunction with the annual budget to reflect the work priorities for the team. It also sets out the additional areas of focus that the TfSE team will work on over the next 12 months.

1.3 The draft Business Plan 2022/2023 will be published on the TfSE website following agreement by the Partnership Board.

2. Business Plan 2022/23

2.1 TfSE has published an annual Business Plan for the last four years, which have been made available on the TfSE website. The grant letter from the Department for Transport (DfT) sets a requirement for the Business Plan for 2022/23 to be submitted to the department as a condition of the funding.

2.2 The draft Business Plan 2022/23 is attached as Appendix 1. The Business Plan has been designed as a digital document to be viewed online. It will be published on the TfSE website and shared proactively with stakeholders as part of our communications and engagement activity.

2.3 The Business Plan 2022/23 presents a forward look at our work plan for the next 12 months. It identifies four priorities:

- **Finalise and consult on our draft strategic investment plan** setting out a prioritised programme of investment.

- **Submit a clear and compelling vision for future transport investment in the South East to Government** identifying the tools for delivering the investment set out in our plan.
- **Establish Transport for the South East as the right partnership to implement and oversee the delivery of our investment plan** adding value to the work of our constituent authorities and the Department for Transport.
- **Deliver four workstreams to support the DfT's priorities** including; Electric Vehicle Infrastructure Strategy, Local Capacity and Capability, Bus Back Better Support and Decarbonisation, with a view to developing and implementing a Centre of Excellence for the South East.

2.4 The document offers further details on each of our proposed work areas and sets out our financial arrangements for the year, including income and proposed expenditure.

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

3. Annual Report 2021/22

3.1 In line with previous years, we have produced both a retrospective annual report which was approved by the Partnership Board in March 2022. This is now available on the TfSE website and sets out our achievements in the previous 12 months.

4. Conclusions and recommendations

4.1 Members of the Partnership Board are recommended to agree the Business Plan 2022/23 for publication on the TfSE website and for submission to the DfT.

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Lead Officer

Transport for the South East

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Business Plan 2022-23

1. About us

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

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

It is home to 7.5 million residents and more than 300,000 businesses and is our nation's key international gateway for people and goods. It boasts world-leading universities and research institutes, diverse towns and cities and stunning coasts and countryside. It is a great place to live, work, study, visit and do business.

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

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

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

To make that vision a reality, this year we will go out to public consultation on our draft strategic investment plan (SIP) – the blueprint for future investment in strategic transport infrastructure in the south east over the next thirty years.

We are also committed to working towards and feeding into a number of national priorities and considering these throughout our work, such as the Williams-Shapps review which led to the creation of Great British Railways (GBR), the Department for Transport's (DfT) Transport Decarbonisation Plan and the Levelling Up white paper. TfSE is well placed to support the delivery of these priorities and this is reflected in our transport strategy and the emerging SIP.

We look forward to working with government over the next 12 months to support the implementation of these policies.

2. 2022-23 priorities

Our work in 2022-23 is prioritised around four areas. Together we will:

- **Finalise and consult on our draft strategic investment plan** setting out a prioritised programme of investment.
- **Submit a clear and compelling vision for future transport investment in the South East to Government** identifying the tools for delivering the investment set out in our plan.
- **Implement and oversee the delivery of our investment plan** adding value to the work of our constituent authorities and the DfT.
- **Deliver four workstreams to support the DfT's priorities** including; Electric Vehicle Infrastructure Strategy, Local Capacity and Capability, Bus Back Better Support and Transport Decarbonisation, with a view to developing and implementing a Centre of Excellence for the South East.

What we will do:	
In the next three months	<p>Consult on our draft SIP</p> <p>Recruit key staff to support the delivery of our expanded technical programme</p>
In 3-6 months	<p>Relaunch the freight forum</p> <p>Start the work on developing our analytical framework</p> <p>Complete our work on decarbonisation pathways and take to the Partnership Board for sign off</p>
In 6-9 months	<p>Publish our Electric Vehicle Charging Infrastructure Strategy</p> <p>Commence work on our strategic active travel study</p> <p>Begin a study looking at lorry parking and driver welfare facilities</p> <p>Start to develop a place-based tool that will support the identification of locations for specific future mobility interventions</p> <p>Publish the findings of our work to identify the most effective refuelling locations for freight to support decarbonisation of the sector</p>
By the end of March 2023	<p>Publish our SIP and submit to government</p> <p>Complete our work on helping LTAs to access support for local capability and Bus Back Better</p>

	<p>Review our governance structures to ensure that we are well placed to lead the implementation of the SIP</p>
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3. Developing our strategic investment plan

Our strategic investment plan (SIP) is TfSE's blueprint for investment in a better, more sustainable transport network. It's being developed in partnership with stakeholders from across the region so it will truly be an investment plan developed for the South East, by the South East. This summer we'll be giving people across the region the opportunity to have their say on the plan.

Following on from our area studies and two thematic studies into future mobility and freight, logistics and gateways, the development of our draft SIP for public consultation is well underway. It will set out, for the first time, a comprehensive picture of the investment needed in our region to unlock sustainable economic growth, improve quality of life and deliver our net zero carbon commitment.

The plan won't just set out what needs to happen and why – but also where, when and how the investment will be delivered, and the funding levels needed to make it happen.

It will be built around a series of investment packages focusing on distinct parts of our region. These investment packages will comprise a variety of complementary interventions which, when delivered as a whole, deliver benefits that are more than the sum of their parts.

We'll also set out the role TfSE and our partners will play in delivering this investment and the powers and responsibilities we will need to make it happen.

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

Have your say

Our plan is being developed in partnership, building on the unparalleled local insight and understanding of stakeholders across the region. But we're not stopping there.

We'll be giving everyone in the South East the chance to have their say on our plan as part of a three-month public consultation launching 22 June 2022, with the final SIP published in early 2023.

4. Partnership fit for the future

Over the next twelve months TfSE's existing governance and staffing structures will need to expand and evolve to ensure we have the right structures, capabilities and organisational framework in place to deliver this ambitions plan in a timely and efficient way, allowing dynamic and timely decisions to be made.

Our member-led governance group will be reviewing our current structures to ensure that the organisational is fit for purpose for the SIP implementation. This will include reviewing our constitution, our existing intra-authority agreement that underpins our partnership and the ways that our Board operates.

In addition to this work, we will continue to implement our Roles and Responsibilities report that was agreed by our Partnership Board in January 2022. This sets out that areas that TfSE will focus on as we move into the implementation of our SIP. These are:

- **Regional data, modelling & analytics capability** – enabling TfSE to become a regional leader and a resource for this area. TfSE already supports evidence-based decision making but this would create a resource to provide further support to constituent authorities and will support the development of our Centre of Excellence. This evidence-based approach will become increasingly important to support the development of the business cases for the interventions identified in the SIP.
- **Delivering the SIP** – this will ensure that TfSE has the right skills and capacity to support the delivery of the SIP, through the development of business cases and scheme development work. Constituent authorities and delivery partners will continue to play a key role in the delivery of schemes, TfSE will lead on the development of some of the cross boundary, strategic schemes.
- **Future mobility and freight strategies** – we will oversee the implementation of both the future mobility and freight strategies across the region providing regional leadership and coordination.

5. Moving faster and further: driving forward our work in key thematic areas

Decarbonisation

Decarbonisation pathways

Transport is the single biggest contributor to carbon emissions, meeting the target of net zero by 2050 at the latest will be hugely challenging – as a partnership we need find the best route to get us to that target. This piece of work identifies potential pathways for decarbonising transport in the region and then undertakes an assessment of the impact of potential interventions in enabling us to achieve required reductions in emissions. These include interventions for delivery by LTAs or global interventions deliverable by central government, such as, road user charging and the introduction of alternative fuel vehicles. Carrying out this work will allow us to identify the most effective interventions to decarbonise transport in the South East.

Working with other sub-national transport bodies (STBs)

Taking our work on decarbonisation forward we are working with other STBs to further our work on ways to decarbonise of the transport system supporting the development of tools and approaches that will help deliver decarbonisation across the region and further afield.

Working with Midlands Connect and England's Economic Heartland we are participating in an information and data gathering exercise which looks at what evidence has already been gathered about levels of carbon emission reduction resulting from different interventions or combinations of interventions.

To compliment this, we will also be working with Transport East and England's Economic Heartland to develop a carbon reduction assessment tool that could be used by LTAs when developing their Local Transport Plans (LTPs). This tool would allow them to identify the carbon reductions impacts of different combinations of interventions in different places across their geographies.

Transport decarbonisation forum

Established in June 2021 and bringing together local transport authority officers and external bodies from across the South East, our decarbonisation forum will remain active as a platform for discussion, information gathering and sharing of best practice.

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

Bus back better

TfSE is collaborating with England's Economic Heartlands and Transport East to support the delivery of the DfT's ambitious Bus Back Better strategy. Working across the three STB areas, this will identify and deliver the support needed to assist LTAs with the delivery of their Bus Service Improvement Plans (BSIPs), and the implementation of their Enhanced Partnerships. For areas where BSIPs have not been funded they will still be working to identify the work needed to support the unsuccessful LTAs to continue to improve and develop their bus service networks.

Supporting this work will help to deliver better bus services for passengers across the South East and the rest of England, delivering simpler fares, new buses, improved routes and higher frequencies.

Local capacity and capability

TfSE has recently been awarded funding by the DfT to support LTAs in the delivery of their Local Transport Plans (LTPs). The support will help LTAs to enhance their capability in key areas, such as the development of business cases, modelling and appraisal scenario and undertaking carbon impact assessments. The initial stages of the work will involve identifying the capability gaps, moving into providing support to address these areas.

This work will form the initial stages of the development of our Centre of Excellence proposal and will help to determine how TfSE supports the proposals identified by LTAs over the rest of the financial year.

Electric Vehicle Charging Infrastructure Strategy

Most of the South East's local authorities have declared climate emergencies and a number of our local authority partners have identified target dates by which they aim to achieve net zero carbon emissions, some with target dates before 2050. The delivery of a robust electric vehicle charging infrastructure strategy for the South East will be vital if the Government's aim and TfSE's vision for net-zero carbon emissions by 2050 are to be met. The overall aim of the Electric Vehicle (EV) Charging Infrastructure Strategy is to identify current and future EV charging infrastructure needs across the region, while supporting those local authorities that have already developed theirs by integrating plans and existing forecasts into the regional picture. We will publish our EV Charging Infrastructure Strategy by January 2023.

Freight

Relaunching the freight forum

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

Lorry parking and driver welfare facilities

Building on the key issues identified in our Freight Strategy, we will undertake a lorry parking and driver welfare facilities study looking at the current position of driver welfare and parking facilities in the South East region and identifying specific areas or opportunities for improvement.

We intend to start this work in the autumn and will explore the potential for joint working with the other STBs.

Alternative fuels

The Freight Strategy identifies the importance of decarbonising the sector and an important part of this will be considering the alternative ways to fuel vehicles. We will carry out an exercise to identify where in the South East region it would be best to locate refuelling stations (hydrogen or electric) that would support the freight sector to effectively transition to alternative fuels in the future with minimum disruption to their journeys. This study will be published in autumn 2022.

Future mobility

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

Over the next twelve months we will be using this strategy and action plan to develop a geographic planning tool that can show data by area that will allow us to identify where within our region, specific future mobility interventions including such things as zero emission vehicles, shared and demand responsive transport will have the greatest and most meaningful impact for residents living in that area. Our vision is for this to become a tool used by LTA's when developing their local transport plans.

Centre of Excellence

We are looking to develop a Centre of Excellence in the latter part of this financial year building further on the local capacity and capability work outlined above (see local capacity and capability). We will be working with our local authority partners and the DfT to shape and develop this concept.

Data and Analysis

Developing the common analytical framework

Working collectively with the other six STBs, TfSE has been supporting the development of a common analytical framework (CAF) to ensure there is a consistent approach to data, modelling and analysis capabilities to support the development of transport scheme business cases across our region.

Working with the other STBs our aim is to develop a common approach to analysis with the use of tools approaches that other STBs have already developed and successfully implemented elsewhere.

Over the next year we want to put in place component parts of an analytical framework that will enable us to deliver the modelling and analysis outputs required to support the development of the business cases for interventions identified in our SIP. Developing a regional resource that will add value to the work of our constituent authorities and support the work they are doing.

Project View

Building on the success of the soft launch for ProjectView, in the summer of 2021. TfSE are hoping to develop this interactive data viewing tool significantly over the next twelve months. As well as running a further application window to bring on more users from across the TfSE area, and a continued aim to increase user numbers, TfSE will also be adding further datasets. Largely these data sets will come from our recent area studies and recently published future mobility and freight, logistics and gateways strategies. In addition, we will also be looking to collaborate with district and borough authorities from across the TfSE area to carry out a full refresh of the local planning data that is currently incorporated, improving the accuracy of data within the tool.

In Spring 2022, TfSE facilitated a user feedback session with users of the tool to gather feedback on how they have benefitted from using ProjectView and how the tool could be further improved.

Participants told us that ProjectView is a very easy to use and provides a wide range of helpful datasets. In terms of future improvements, users felt that some of the datasets should be updated and that individual folders should be created for users to save maps in a private area. TfSE are currently in the process of reviewing the feedback received and will continue to improve the usefulness of ProjectView going forward.

ProjectView is becoming a profoundly useful tool and with regular data updates it will be possible to bring on even more users and ensure investment decisions across the South East are based on common and consistent information.

6. Communications and stakeholder engagement

Partnership working is at the heart of what we do and is of paramount importance in the year that we go out to public consultation on our draft SIP.

This year, with the return of physical events and meetings we look forward to seeing our stakeholders face to face as we present to them the draft SIP and begin to deliver on the actions from our future mobility and freight, logistics and gateways strategies.

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

We want to keep a **golden thread** running from policies set by government, through our transport strategy and SIP, into locally generated plans for transport improvement.

Engagement events

Over the next 12 months we will participate in various events as well as hosting our own, raising the profile of TfSE and sharing details and outcomes of our work with our stakeholders and others. Here are some of the events scheduled for 2022/23:

ITT Hub - 11-12 May

As we launch the freight, logistics and gateways strategy we will use this event to highlight the relevance and importance of the freight strategy with private providers. We are thrilled to

be hosting a roundtable session where we will be discussing three key issues that the strategy seeks to address. Namely lorry parking and driver welfare facilities, decarbonisation of the freight sector and access to the international gateways in the South East.

Joint STB conference & exhibition - 26 May 2022

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

Parliamentary reception at Portcullis House - 22 June

MPs from across the South East region will join the TfSE team, Steer and our board members to hear first-hand about the SIP as we launch the public consultation.

Connecting the South East: A bold and ambitious plan - 5 July

Taking place at G Live in Guildford this event will bring together stakeholders from across the region to hear about the SIP as well as listen to and participate in a number of panel discussions. We will welcome Baroness Vere to deliver a key note.

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

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

This will be particularly important as we support the DfT through our collective work on future mobility, decarbonisation and the development of a common analytical framework.

7. Driving sustainable investment in our region's transport network

As we consult on and finalise our SIP and work towards our vision for 2050, it isn't solely through the work of TfSE that investment will be sought for our regions transport.

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

To do this, we will continue to work closely with and feed into the work of our partner organisations.

Looking ahead to the implementation of our SIP we have an important role to play in making the programme a reality. Over the next 12 months we will work to ensure we have the tools and resources needed to deliver on this programme of work. Making sure scheme development and business cases are put in place to ensure we are able to deliver the packages of interventions from our SIP and the action plans that have emerged from our thematic studies.

Supporting investment in active travel

As a partnership we recognise the need to create a network that promotes active travel and active lifestyles to improve our health and wellbeing.

Throughout our area studies we have identified complimentary active travel interventions that sit alongside other interventions. Over the next year we want to look at where upgrades could be made to our cycling and walking infrastructure to enhance the active travel offer and compliment other interventions. Looking at the national cycle network (NCN) in particular, we will look at how a better, stronger network will provide greater connectivity across the region.

Investing in our buses and railways

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

We will continue to work with Network Rail and support the transition to Great British Railways who are developing a new Whole Industry Strategic Plan (WISP) which we have already fed into, communicating our long-term vision.

Investing in our roads

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

Four of the major road network (MRN) schemes and one of the large local majors (LLM) schemes that we submitted for funding in 2019-20 have now received the green light and funding to proceed to the next phase and we will continue to support the progression of these.

Over the next 12 months we will continue to work with DfT and support our partner authorities as they continue to develop and deliver their schemes.

8. Resources

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

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

In addition, we have secured grant funding from the DfT for 2022-23 totalling £1.725m to support the delivery of our technical programme. This will enable us to complete our SIP, as well as undertaking work to support DfT priorities and starting to establish our Centre of Excellence, while continuing to deliver our programme of communications and stakeholder engagement activities.

Our total income for 2022-23 is £4,393,792. This includes committed funding and carry-forward from 2021/22 as well as reserves.

Income	
Local Contributions	498,000
DfT Grant	1,725,000
c/f Tech Programme	1,673,621
c/f Non tech	155,992
c/f TfSE Reserve	341,179
TOTAL INCOME	4,393,792

Expenditure	
Staffing	850,000
Technical programme	3,024,040
Operational expenses	70,000
Communications and engagement	88,500
Reserves	361,252
Total expenditure	4,393,792

Our team

TfSE has a small secretariat of 9 full-time equivalent employees. This dedicated officer support enables us to deliver the core functions of an STB set out by government – principally the delivery of our technical work programme and associated communications and stakeholder engagement activity. The team works closely with and draws additional support from officers from our constituent authorities and LEPs via officer working groups. This approach to partnership working ensures TfSE provides best value to our partners and taxpayers.

Diversity and inclusion We have underlined our commitment to diversity and inclusion by signing up to the Chartered Institute for Highways and Transportation (CIHT) Diversity & Inclusion Charter. The charter has been signed by more than 60 organisations across the

public and private sectors and commits us achieving best practice in our approaches to recruitment, retention, and career progression.

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

9. Looking to the future – from Keith

The next twelve months are going to be very exciting for TfSE. In the early part of the next year, we will bring together all of our work so far and **feed** it into our strategic investment plan - our blueprint for a better connected, more productive, more sustainable, healthier and happier future for our region.

We will begin taking forward some of the actions that have emerged from our thematic studies in freight and future mobility.

Over the next year, TfSE will undergo some transformational change as we develop our governance and staffing structures to ensure we have the resource needed to deliver on our SIP. We will build on our existing relationships and form new ones to strengthen the TfSE partnership.

The last two years have been challenging – for the South East’s 7.5 million people, for its 300,000 businesses, for our local partners and for government. As we come out the other side of the pandemic, it is more important now than ever that Transport for the South East continues its journey as a strong and empowered champion for investment in our region, working in partnership locally, regionally and nationally to deliver our shared vision for a better future.

Cllr Keith Glazier Chair, Transport for the South East