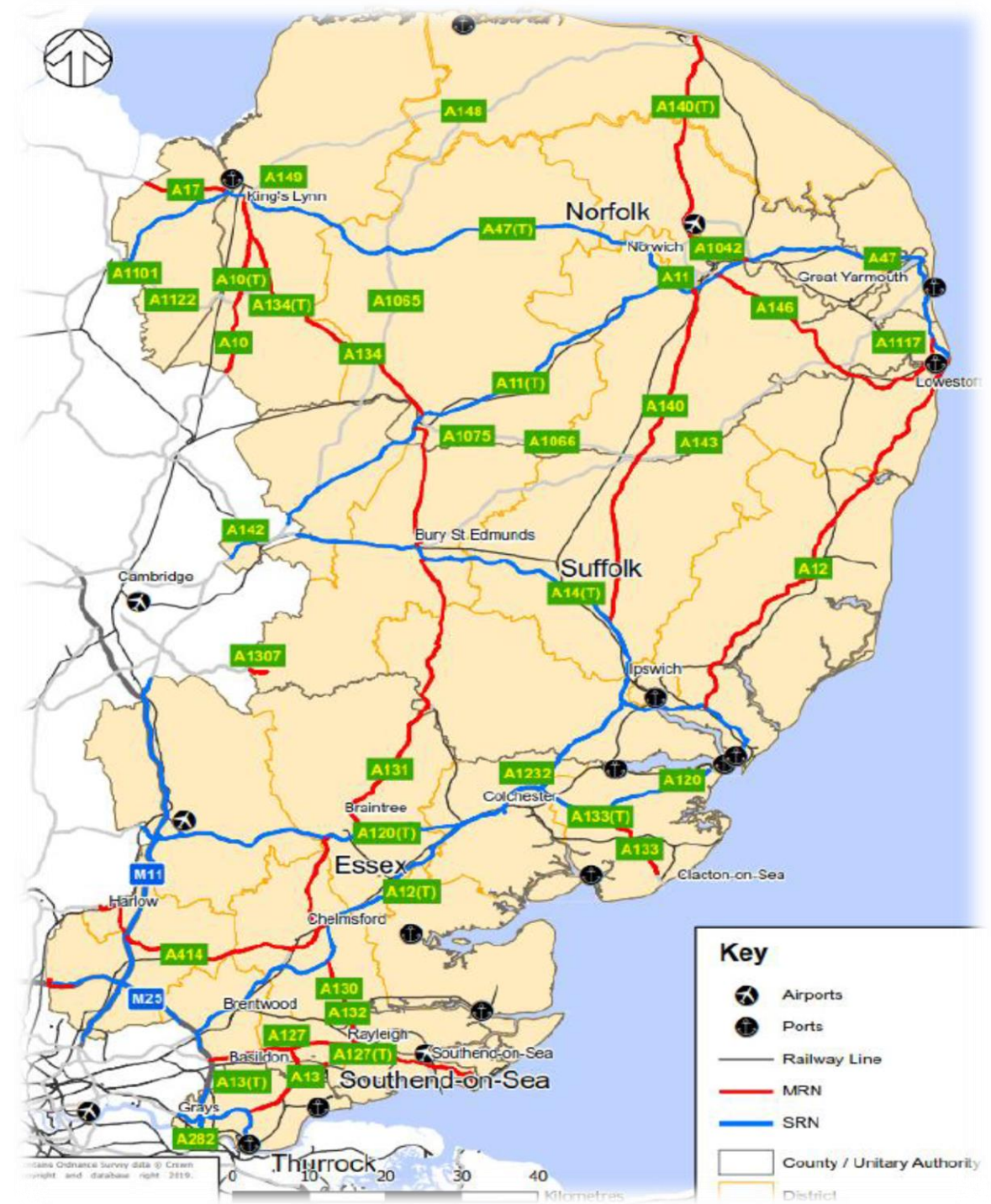


APPENDIX: Next Steps for Transport East: Proposal for a 100-day plan

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Purpose of this note:

- To summarise the progress made by the Transport East partnership to date, and set the context for the next phase of work
- To scope the aims and objectives for the Strategic Director's 'first 100 days' from mid-April 2020
- To capture the range of activities already underway by Transport East's lead officers, and propose how the TE Strategic Director can work with officers to progress these to the next stage as distinct work packages

Contents:

1. **Background and Context** (p.3-4)
2. **100-day plan - Aims and objectives** (p.5)
3. **Progress to date and four work packages** (p.6-10)
4. **Ways of working** (p.11)
5. **Next Steps** (p.12)

This plan has been produced following early discussion between the Strategic Director and other TE officers and subject to further refinement with partners over the 100-day period to 22 July 2020.

Background and Context (Transport East and STBs):

- The Transport East partnership was initiated in 2018, and a comprehensive work programme subsequently driven forward by Senior Officer's Group, guided by the Forum and local authority leaders, with significant achievements already completed.
- Transport East is subsequently very well placed to evolve to the next phase of its development.
- A Strategic Director was appointed in April 2020, providing a first dedicated staff resource to support the partnership to develop Transport East into the future.
- **The next year is crucial for Transport East and other emerging STBs across England.** They have an opportunity to become a vital part of England's transport governance, providing a single powerful voice for their constituent partners, establishing **transport strategies across functional partnership geographies** that address both local and national objectives, and providing a clear route to DfT for identifying and **delivering strategic transport priorities.**
- Transport East is at an earlier stage of development compared to other STBs, and our focus is on the priority tasks required by the partnership and DfT to be accelerated most rapidly.
- **In the context of the above, this 100-day plan scopes out potential priorities and a work programme for the new Strategic Director and the Senior Officer Group to undertake with regional leaders and other partners.**



Background and Context (live issues):

- Transport East's next steps will take place in the context of significant events and changes at local and national level:

☐ At a local level:

- **The region has been in COVID-19 lock-down**, which has significantly impacted short-term travel behaviours. Immediate transport priorities have included supporting key workers to move safely, maintaining the supply chain, and supporting the vulnerable in society.
- The lock-down has serious **operational and financial consequences** for many local transport providers, including aviation, taxi/private hire and passenger transport sectors, and Transport East's future strategy will need to consider how these sectors recover, alongside longer-term objectives.
- Post lock-down, **new transport patterns** may emerge in the region – some as a permanent shift. Many restrictions may be in place until next year, impacting on local travel choices, with potentially more home-working and challenges for passenger transport operators.

☐ A national level:

- The national political, economic and social landscape may look significantly different post-COVID-19. Transport East will need to be ready to adapt to **new government funding priorities** and a significantly different economic situation, with efforts focused on **recovery**.
- The national focus on **post-Brexit arrangements** will influence our strategy (e.g. new tariffs). The role of the East as an **international gateway** region will grow in importance, and we'll need to be equipped to capitalise on this.
- Away from COVID-19 and Brexit, there is increasing DfT emphasis on **de-carbonising the transport network**. This, and other emerging national priorities (including the future of the national 'levelling-up' policy approach), will significantly shape the direction of Transport East's future strategy.

100-day Plan: Aims and objectives

The aim for the *first 100 days* is to: **'work in collaboration with the wider Transport East partnership team to drive forward Transport East's next phase of development, strategy and partnership-building'**.

The Strategic Director has three core objectives for the first 100 days:



Agree the next steps and resourcing for the work programme and make significant progress in each of the **four work packages**, focusing on priorities

(See slides 6 – 10)



Establish and strengthen relationships with **partners** across the Transport East region, and beyond, including neighbouring regions, other STBs and government partners



Support and strengthen the Transport East **'ways of working'**, building on the excellent working partnerships and collaboration already established, and promote shared learning
(See slide 11)

Transport East Work Programme - progress to date, next steps and long-term outcomes:



Work package	Progress to date	Next 18 months (core outputs in bold)	Outcomes (long term goals)
<p>1. Transport East as a functional and representative STB (slide 7)</p>	<ul style="list-style-type: none"> ✓ Representative political Forum established ✓ Officer Steering Group established ✓ Terms of Reference endorsed ✓ Accountable body and secretariat in place ✓ TE partner funding commitments agreed ✓ 1 x dedicated staff recruited (Strategic Director) ✓ 20/21 funding bid submitted to DfT 	<ul style="list-style-type: none"> ❑ Develop TE governance to ensure alignment with emerging requirements of the national STB / DfT agreement ❑ Ensure capability, resources, governance and political accountability are in place to deliver the work programme ❑ Scope and develop a Transport East Business Plan 	<p>A successful, effective and well-run Sub-national Transport Body, fully championing the aspirations of the Transport East partners, working in close partnership with DfT and the rest of the UK</p>
<p>2. Transport East evidence base and strategy (slide 8)</p>	<ul style="list-style-type: none"> ✓ Three core strategic priorities agreed ✓ Regional evidence base (highways) published ✓ Carbon evidence base initiated ✓ Extensive local expertise, strategies and evidence in place at district, county and corridor level, ✓ Economic evidence in place via LEPs & local bodies 	<ul style="list-style-type: none"> ❑ Complete carbon inquiry and KPMG evidence base ❑ Complete wider evidence base across all modes and strategic outcomes, and compile into a consistent format ❑ Understand and capture all partner aspirations and goals ❑ Plan, initiate and complete the Transport Strategy 	<p>An ambitious, focused and coherent Transport Strategy, based on robust evidence, fully reflecting the unique ambitions of local partners and aligned to national goals</p>
<p>3. Investment and delivery planning (slide 9)</p>	<ul style="list-style-type: none"> ✓ Project pipelines managed by local authorities ✓ MRN bids submitted to government (ongoing) ✓ Engagement with consultations (e.g. LTC) 	<ul style="list-style-type: none"> ❑ Understand existing investment programme and local / regional / national priorities ❑ Compile interim Investment and Delivery Plan ❑ Develop longer term Investment and Delivery Plan 	<p>A pipeline and delivery plan for investment priorities, aligned to the Transport Strategy, supporting local authorities and infrastructure providers to develop, fund, accelerate and deliver priority projects</p>
<p>4. Partnerships, communications and advocacy (slide 10)</p>	<ul style="list-style-type: none"> ✓ Annual Transport Summit established ✓ Website constructed ✓ Core narrative and elevator pitch agreed 	<ul style="list-style-type: none"> ❑ Complete partnership mapping to understand existing relationships, gaps and opportunities ❑ Develop Transport East Communications Plan 	<p>Transport East speaks as a single voice for its constituent partners, with our priorities communicated loudly, credibly and effectively via a close working relationship with the government and other STBs</p>



Work Package 1 - Transport East as a functional and representative STB:

Outcome:

To ensure Transport East is a successful, effective, accountable and well-run Sub-National Transport Body, fully championing the aspirations of the Transport East partners, working in close partnership with DfT and the rest of the UK

Background:

- Transport East already has a well-developed governance, with a Terms of Reference and key governance mechanisms in place, including a Board (the Forum), Officer Steering Group, committed budget, secretariat, an accountable body, and first employed officer.
- At a national level, Transport East is working with the government to review its existing arrangements and resources, and put in place additional measures to support TE in reaching the next phase of its development.
- To progress to the next stage of organisational maturity, Transport East could bring existing and required elements together into a single **business plan**, endorsed by the Forum, which: (1) Sets a clear plan for the operation and development of Transport East as a functional body (2) Provides public transparency of TE's functions and activities, and (3) Provides assurance and accountability to TE's funding partners and DfT.

Priorities and next steps	'100-day' tasks
Establish the remit of Transport East to maximise 'added value' and minimise 'duplication'	a) Review partners' priorities for Transport East through partnership discussions by end of first 100 days (and communicate specific role of TE to partners)
Review of existing and emerging governance requirements, to ensure fit for purpose for the future	b) Review of existing Transport East governance (and arrangements of other STBs) and undertake a gap analysis against future requirements (including compliance with emerging DfT / national SNTB agreement) c) Set out aims, objectives and scope for TE's long term operations – and develop options for discussion with local partners and the Forum/Board. Identify role of paying members, observers and other partners. d) Set a timetable and work programme by end of July 2020 for developing a draft Business Plan
Resourcing and funding the work programme (work packages 2, 3, and 4)	e) Review resources available to deliver the work programme and create a resource plan by end of June 2020 f) Initiate short-term activities to secure new resource where needed to progress work packages

Work Package 2 - Transport Strategy:



Outcome:

An ambitious, focused and coherent Transport Strategy, based on robust evidence, fully reflecting the unique ambitions of local partners and aligned to national goals

Background:

- Transport East has already established three core strategic priorities: (i) Global Gateways; (ii) Multi-centred growth; and (iii) Energised coastal areas
- Within the region, local partners have already established a range of local strategies, priorities and proposals to support economic, social and environmental goals
- The government also has clear goals for the future – related to housing, economic growth (including 'levelling up'), the environment and increasingly de-carbonising the transport system. The full implications of the COVID-19 lockdown and recovery will also strongly influence future local and national policy.
- The region is also making good progress towards a comprehensive evidence base to understand how its transport system can be developed to address these challenges.
- We now need to bring these aspirations and evidence together into a single coherent Transport Strategy, that is fully owned and endorsed by Transport East's partners

Priorities and next steps	'100-day' tasks
Complete the regional evidence base	a) Complete Carbon Inquiry report with KMPG by July 2020 b) Review existing evidence base, identify gaps, and agree a plan to fill gaps by end June 2020
Fully understand partners' aspirations and goals	c) Review Transport East partners' strategic goals and existing strategies, and feedback already received (e.g. through Transport Summit workshops) by June 2020 d) Identify gaps in understanding partners' goals and plan to address them (e.g. young people, etc)
Project manage the initiation and completion of the Transport East Transport Strategy	e) Create a project plan, virtual team, timescales and methodology for the Transport Strategy. Hold a partner workshop to fully scope out next steps in June 2020. f) Initiate project plan, making rapid start on the strategy and be well progressed by end of 100 days



Work Package 3 – Investment and Delivery Plan:

Outcome:

A pipeline and delivery plan for investment priorities, aligned to the Transport Strategy, supporting local authorities and infrastructure providers to develop, accelerate and deliver priority projects

Background:

- The DfT require STBs to speak with a single voice on their partners' investment priorities, and will increasingly approach STBs for advice on local funding priorities, that are aligned with the Transport Strategy
- Transport East partners have also expressed their desire for support in progressing schemes from 'ideas' phase, through to feasibility and business case stages
- Transport East therefore has a clear role in supporting its partners to develop and promote a pipeline of investment priorities, helping to secure funding through a range of sources (not only DfT, but Network Rail, Highways England and other). An **Investment & Delivery plan** is required, alongside the Transport Strategy

Priorities and next steps

'100-day' tasks

Understand and capture all of Transport East's existing investment priorities in an 'interim' Investment & Delivery Plan (I&DP)

a) Review existing partner documentation and speak with all scheme promoters, to create an **'interim' investment and delivery plan** (for use over next 3-6 months). To include a full list of schemes or priorities in construction, in-flight, in feasibility, or at 'ideas' stage. Complete by **July 2020**, and use to respond to short term funding opportunities.

Develop a long-term I&DP alongside the Transport Strategy, comprising existing priorities alongside new interventions required to achieve the strategy

b) Alongside the Transport Strategy, scope the requirements of a long-term **Transport East Investment & Delivery Plan**, comprising existing and new transport investment priorities, to support partners in delivering their local priorities and wider strategic priorities in partnership with other national partners. To include the role of private sector and enterprise finance, alongside public sector. **Scope the requirements for this, in partnership with the senior officer group, by end July 2020**

Establish a mechanism for supporting partners to accelerate priority projects to a stage at which they can attract funding (minimising duplication with scheme promoters / local authorities, but maximising 'added value')

c) Hold an **officer's workshop on 5th June 2020** to scope the specific 'added value' role that Transport East should perform in supporting local authorities to develop investment priorities into deliverable schemes.



Work Package 4 - Partnerships, communications and advocacy:

Outcome:

Transport East speaks as a single voice for its constituent partners, with our priorities communicated loudly, credibly and effectively via a close working relationship with the government and other STBs

Background:

- The government requires STBs to speak as a single voice for the region. To enable this, Transport East needs excellent communication mechanisms, to ensure the partners' strategic goals and investment priorities are accurately understood and agreed by the Transport Forum and regional advocates
- Over the last few years, the national funding debate has focused heavily on a 'levelling-up' investment approach.
- At a scheme-specific level, the presence of a robust evidence base and business case is only part of the prerequisite for funding. Partnership working, alongside sustained, loud and credible advocacy and case-making is needed to secure funding for priorities.
- There will also be transport priorities that transcend multiple STBs, and Transport East must be equipped to play a key role in helping make the case for these
- Transport East needs a Communications Plan

Priorities and next steps?	'100-day' tasks
Review TE communications activities and identify next steps: <ul style="list-style-type: none"> • Stage 1 – agree communications plan goals with TE members • Stage 2 – initiate communications plan 	a) Hold workshop with Transport East members in June 2020 to establish requirements and next steps for a TE Communications Plan b) Identify communications/advocacy resource gaps and identify next steps for filling these by June 2020 (<i>Communications and advocacy is a particularly important, specialist and time-intensive activity, and Transport East needs adequate resource and expertise in this area to be successful</i>). c) Present proposals for Communications Plan at Transport Forum in July 2020
Undertake partner mapping exercise to establish and strengthen Transport East relationships and understand partners' existing priorities and opportunities	d) Strategic Director to complete partnership introductions in first 100 days






Ways of working:

- Members of the Officer Group, alongside local authority leaders, have successfully progressed Transport East to its current position, and this **collaboration and team-working** is crucial to its ongoing success.
- A TESOG 'ways of working' workshop was held on **4th May** to build on what already works well, and scope out how the expanding partnership team should best work together going forwards.
- Based on the three core elements of 'working together' the workshop agreed:

1. Collaboration	<ul style="list-style-type: none">✓ Individual roles and responsibilities✓ Collaboration culture and mechanisms
2. Communication	<ul style="list-style-type: none">✓ Meeting arrangements (Senior Officers, Forum, other partners)✓ Cascading information from external meetings and sources across the whole partnership (e.g. from partners, politicians, government, national etc)
3. Shared Learning	<ul style="list-style-type: none">✓ Partnership 'knowledge sharing' on local, national, international and thematic topics (e.g. reports, research, best practice etc)✓ Personal and professional development opportunities (ensuring involvement in Transport East supports development of officers and other staff within partnership organisations)

Next steps:

To summarise, key milestones and target dates are:

Milestone	Date
<p>Discuss, refine and agree the 100-day plan with the Transport East Senior Officers Group, leaders of Transport East and other partners</p>	<p>Produced by end of April 2020 and refined to July 2020</p>
 <p>For objective 1: Agree the four finalised work packages, and initiate a detailed programme plan for each of them (including 100-day tasks proposed in slides 7-10)</p>	<p>Three partner workshops (strategy, delivery and comms) completed by mid-June 2020</p>
 <p>For objective 2: Complete a partner mapping exercise and Strategic Director to engage in 1-to-1 and other meetings with partners and leaders across the region</p>	<p>Initial engagement meetings to be completed by first 100 days.</p>
 <p>For objective 3: Hold a '<i>ways of working</i>' workshop with senior officers to build on the excellent virtual governance arrangements and agree how we work together effectively into the next phase of TE partnership development</p>	<p>Workshop on 4th May, then roll-out agreed actions over first 100 days</p>