

Transport East Board Terms of Reference

1. Purpose

- 1.1. Transport East is the Sub-National Transport Body for Norfolk, Suffolk, Essex, Southend and Thurrock. It is an independent partnership, comprising the local response to the proposals contained with The Cities and Local Government Devolution Act (2016) and reflects the need for a Board in which strategic issues and proposals can be addressed in a timely and efficient way.
- 1.2. Transport East is governed by the Transport East Board, which brings together representatives of Local Transport Authorities, District Planning Authorities, Chambers of Commerce and transport providers with representatives from Government, infrastructure agencies and transport service providers in a collaborative partnership that enables a single coordinated conversation.
- 1.3. As such Transport East provides a single point of contact for Government, its agencies, infrastructure and service providers on strategic transport issues.

2. Strategic Aims

- 2.1. Transport East will support the development of a transport network that:
 - is innovative and prepared for future developments.
 - enables housing growth.
 - enables the efficient and effective movement of people and goods to boost economic growth.
 - ensures that growth in the East is sustainable, encompassing all forms of transport including, public transport, walking and cycling.
 - ensures that the East is a place where people want to live, work, learn and visit.
 - enables people to live independently and to make the most of opportunities as they arise.

3. Role

- 3.1. Transport East will:
 - 3.1.1. Provide the focus for a single conversation on strategic transport and infrastructure related activities
 - 3.1.2. Produce and maintain the Regional Evidence Base, the Sub-national Transport Strategy and investment priorities in the Strategic Investment Programme.
 - 3.1.3. Represent the East's interests with respect to national strategy and policy ensuring effective alignment between national investment and local growth plans.
 - 3.1.4. Enable a more effective and meaningful engagement with the Department for Transport, infrastructure agencies (such as National Highways and Network Rail) and service providers (such as bus and train operating companies), and the East of England's major ports and airports.
 - 3.1.5. Provide the opportunity to share technical expertise and resources across the partners to assist with the development of a coherent and integrated transport network better able to respond to the demands of growth and changing technology.
 - 3.1.6. Oversee the development of a high-level transport strategy which;
 - covers the relevant geography of the membership of the Board,
 - is linked to the delivery of economic growth and prosperity, and
 - has a functional link with spatial planning.
- 3.2. Transport East, led by the Board, will enable the partners to realise:
 - 3.2.1. More effective engagement with, and influence over decision making at the national level
 - 3.2.2. Greater added value through the sharing of knowledge, skills and resources
 - 3.2.3. More efficient operation of strategic, local, and major road networks
 - 3.2.4. Improved resilience of the transport system, particularly during periods of disruption (both planned and unplanned)

3.2.5. More efficient and effective delivery of infrastructure, with schemes delivered faster and at less cost

3.3. The role of Transport East will be periodically reviewed to ensure that the Board is best placed to meet the ambitions of its members.

3.4. Transport East is not a legal or statutory body. Freedom of Information requests should be directed to the legal team of the accountable body.

4. Membership of the Board

4.1. The membership of the Transport East Board will include “relevant authorities” from Norfolk, Suffolk, Essex, Southend, and Thurrock.

4.2. The Cities and Local Government Devolution Act (2016) Act outlines that it is for “relevant authorities” to put forward a proposition including considerations of geography, governance and the powers to be exercised by the STB; “relevant authorities” include:

- a Combined Authority.
- an Integrated Transport Authority.
- a county council.
- a unitary council.

4.3. One representative per “relevant authority” will be included as a member of the Board.

4.4. One district council representative from each two tier “relevant authority” member geography will be included as a member of the Board. District representation will be determined locally.

4.5. One representative from each Chamber of Commerce within the geographical scope of the Board will be included as members of the Board.

4.6. One representative from each Business Board within the geographic scope of the Board will be included as members of Board.

4.7. The members of the Board are set out in Appendix A to these Terms of Reference.

4.8. The Department for Transport, National Highways and Network Rail will be invited to attend in an observer capacity.

4.9. Additional organisations may be invited by the Board to join as members or observers at any time where their membership and participation is seen as adding value.

4.10. Membership of the Board will be reviewed on a regular basis.

5. Chair and Vice-Chair of the Board

5.1. The Chair of the Board will be an Independent Chair, as set out in the Department for Transport Guidance for Sub-National Transport Bodies (2023). The Chair will be selected and serve under conditions set out in the Independent Chair Terms of Reference document (2024).

5.2. The Vice-Chair will be a representative from the wider membership and will be reviewed regularly.

6. Voting

6.1. The non-statutory Board is a collaborative organisation and with decision making within the Board delivered by consensus.

6.2. Formal arrangements for voting (where required) will be developed as the Board becomes established, with consideration given to the appropriate allocation of votes necessary to ensure democratic accountability.

7. Board membership

- 7.1. It is for each Partner to nominate their representative on the Board. The expectation is that Local Transport Authorities will be represented by their Leader or the relevant Cabinet member and county groups of district councils by a representative nominated by the district authorities.
- 7.2. Substitutes will represent members of the Board if their lead representative is not available.
- 7.3. Individual members of the Board will be responsible for ensuring their organisation or group of districts is kept briefed on the work of the Board.
- 7.4. It is desirable for the Department for Transport, National Highways, Network Rail and the majority of the Local Transport Authorities be represented at Board meetings.
- 7.5. Members of the Board retain their existing accountabilities and responsibilities for transport.
- 7.6. Membership of the Board:
 - Does not oblige partners to be involved in all activities, projects or proposals
 - Does not preclude any member from working cross-boundary with other Local Transport Authorities or strategic transport organisations.
- 7.7. Local authorities that are not members of the Board may be invited to participate or request to attend meetings of the Board.

8. Ways of Working

- 8.1. Meetings of the Board will be held quarterly.
- 8.2. Third parties may be invited to participate in meetings of the Board and invited to be members of project teams established by the Board
- 8.3. Third parties may request to address the Board on a specific issue or proposal. The Chair of the Board will determine whether to grant the request.
- 8.4. The Board may decide to establish sub-groups where this is appropriate to address specific issues: sub-groups may be either time-limited in their duration or standing sub-groups where the issue is on-going.
- 8.5. The secretariat for meetings of the Board will be provided by the Transport East Business Unit.
- 8.6. The work of Board will be supported by a transport officer working group. It will be chaired by a Senior Transport East Officer.
- 8.7. The meetings of the Board will be meetings of public record (papers published online) but will not be open public meetings.

9. Wider partnership panel

- 9.1. A wider partnership panel that includes all potential partners and will meet once a year at the annual Transport Summit. Membership of the Wider Partnership Panel is appended (Appendix B).
- 9.2. Members of this wider panel can be co-opted onto the Board based upon requirements identified by the Board members. Members of the wider panel also be co-opted onto specific sub-groups established by the Board. Membership of the Wider Partnership Panel will be subject to revision as required by the Board membership, or on an annual basis.

10. Business Unit and Senior Officer Group

- 10.1. The work of the Board will be supported by the Transport East Business Unit and Transport East Senior Officer Group (TESOG).
- 10.2. The Transport East Business Unit comprises dedicated officers funded by local contributions from the Transport East partners. The Business Unit, led by the Chief Executive, is responsible for planning, managing and delivering the Transport East work programme set out in the annual Business Plan, as agreed annually by the Transport East Board in advance of the start of the financial year.
- 10.3. Suffolk County Council will be the accountable body for hosting the Chief Executive and all other officers of the Transport East Business Unit.
- 10.4. TESOG will provide technical and professional advice drawn from the Local Transport Authorities, and district authorities. Infrastructure agencies and transport service providers will be invited to support the work of the Transport East Senior Officer Group, as necessary. The following organisations will nominate a suitable officer to be part of the TESOG:
 - Norfolk County Council
 - Suffolk County Council
 - Essex County Council
 - Southend on Sea Borough Council
 - Thurrock Borough Council
 - Local Government East
 - Rep for Suffolk Districts
 - Rep for Norfolk Districts
 - Rep for Essex Districts
 - Department for Transport
 - National Highways
 - Network Rail
 - UK Innovation Corridor
- 10.5. Transport East Senior Officer Group officers will be invited to attend Board meetings in an advisory capacity.
- 10.6. Papers will be circulated at least five working days prior to each Board meeting, and minutes circulated in a timely manner following the Board meeting.

11. Revision of Terms of Reference

- 11.1. These Terms of Reference will be subject to revision as required by the Board membership, or on an annual basis.

Membership to Transport East Board (as of February 2026)

Chair and Vice-Chair

- Will Quince is the Chair of Transport East.
- Cllr Graham Plant is the Vice-Chair of Transport East. He is Cabinet Member for Transport at Norfolk County Council

Members

- Cllr Chris Chambers - Cabinet Member for Transport Strategy, Planning and Waste, Suffolk County Council
- Cllr Lesley Wagland OBE - Deputy to the Leader of the Council, Essex County Council
- Cllr Daniel Cowan - Leader of the Council, Southend-on-Sea City Council
- Cllr Victoria Holloway - Cabinet Member for Place and the Environment, Thurrock Council
- Cllr Graham Butland - Leader of Braintree District Council; Representative of Essex District Councils
- Cllr John Toye – Cabinet Member for Sustainable Growth , North Norfolk Council; Representative of Norfolk District Councils
- Cllr Cliff Waterman - Leader, West Suffolk Council; Representative of Suffolk District Councils

Chambers of Commerce

- Iain McNab, Director of Policy, Essex Chamber of Commerce
- Nova Fairbank, Chief Executive, Norfolk Chamber of Commerce
- Paul Simon, Head of Public Affairs, Suffolk Chamber of Commerce

Delivery Partners

- Elizabeth Smith, Area Lead Norfolk, Suffolk, Essex, Southend and Thurrock, OxCam and East, Department for Transport
- Tom Cornwell, Engagement Manager, National Highways
- James Bradley, Head of Strategic Planning, Network Rail

Observing Bodies

- Bedford Borough Council
- Cambridgeshire County Council and District Councils
- Cambridgeshire and Peterborough Combined Authority
- Central Bedfordshire Council
- England's Economic Heartland
- Local Government East
- Hertfordshire County Council and District Councils
- UK Innovation Corridor
- Peterborough City Council
- Department for Transport

APPENDIX B.

The Wider Partnership Panel will consist of all members of the Transport Board listed in Appendix A, in addition to representatives from some or all of the following organisations.

- Neighbouring STBs; England's Economic Heartland and Transport for the South East
- Transport for London
- National Highways
- Network Rail
- Train Operating Companies and Freight Operating Companies
- Individual Airports or Airport Operators Association
- Ports or United Kingdom Major Ports Group (UKMPG)
- Bus providers or the Confederation of Passenger Transport
- Passenger groups
- Transport Focus
- Environmental groups
- Regional Traffic Managers' Forum
- Road Haulage Association
- Rail Freight Group
- Sustrans
- Local economic growth partnerships and bodies
- All constituent districts