



TRANSPORTEAST

Business Plan 2025-26

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Foreword

1.0 Foreword



Will Quince
Chair of Transport East

I've now been Chair of Transport East for a year and I've seen clearly how the partnership is really adding value to the region.

The team, and wider network of local authority and other experts who support Transport East's work have established a strong framework through the regional Transport Strategy. This is now influencing policy and investment decisions within the region.

And the detailed insight, analysis, tools and modelling built over the last three years is providing additional capacity and capability

to partners. Helping identify the right solutions and build better cases for investment.

This all puts the East in a stronger position to respond to the opportunities and challenges 2025-26 will present.

Following last year's General Election the government is bringing forward notable changes across both transport and local government. Additionally, we await the outcome of the Spending Review in June 2025.

Our regional Transport Strategy sets out unique priorities for the East:

Net-zero transport by 2040 for a greener, healthier future

Connecting our growing towns and cities

Energising our coastal and rural communities

Unlocking our global gateways

All our local authority partners are bringing forward proposals for Mayoral Strategic Authorities to be in place for May 2026. We support this change as we have seen the benefits brought by Mayors in other areas of the country to transport – better integration, clear investment priorities, more influence and oversight of delivery.

We are working closely with our local authorities to ensure new structures add value and progress our vision of a thriving Eastern region with safe, efficient and net zero transport networks advancing a future of inclusive and sustainable growth for decades to come.

This Business Plan sets out how we will continue delivering against those strategic priorities in what will be a transitional year for the partnership.

I look forward to working with you all this year to accelerate progress on transport for a thriving East.

Foreword



Andrew Summers
Chief Executive, Transport East

This year Transport East received an increased one-year settlement from the Department of Transport to support our valuable programme of work on behalf of the East.

This allows us to build on everything we have achieved through our first Corporate Plan:

- Set the future direction of transport for the region through the Transport Strategy
- Advised government on the key priorities for transport in the East
- Increased the capacity and capability of our partners
- Influenced funding and policy decisions

to benefit the East

- Strengthened the region's evidence to drive better decisions on transport
- Raised the importance of rural transport up the political agenda
- Supported new pilot projects in the region, and;
- Aligned with regional partners to provide a single voice for transport and amplify the case for and value of the East to the wider UK.

This year we will focus on the future – working with partners to draft a new Corporate Plan and seek to agree a new multi-year settlement with the Department of Transport. Making sure the East has a strong resource and representative partnership on transport issues as the region starts on its path to devolution and local government reorganisation.

The Department for Transport has increasingly looked to Sub-national Transport Bodies to support the capacity and capability of our local authority partners and integrate transport at a pan-regional level.

This Business Plan sets out how we will fulfil these core roles by focusing on:

- Achieving operational excellence and being a devolution partner to our authorities
- Providing enhanced capacity and capability for the region in data, analysis, tools and insight
- Integrating transport at a regional-level and supporting the East to influence the emerging Integrated National Transport Strategy
- Building our 'Single Voice' for transport in the East – collaborating across the region to amplify the East's voice with decision makers.

Our success relies on the support of our partners and the wider expertise of many organisations who are committed to improving sustainable transport.

We commit to working closely with you all this year, being a positive voice on behalf of the region to ensure transport in the East supports the region's ambitions and delivers for our diverse communities.

2.0 Vision and purpose

2.1 What is Transport East?

Transport East is one of the seven Sub-national Transport Bodies (STB) that together cover all of England outside London. STBs were established through the Cities and Local Government Devolution Act (2016) to provide a single voice for transport for their sub-national areas.

Across England, STBs bring leadership on strategic transport, recognising that local partners working together are best placed to identify regional priorities.

Transport East is an independent partnership, comprising local authorities, business groupings and other partners across Essex, Norfolk, Southend, Suffolk and Thurrock. Our partnership is the single voice for transport investment in the Eastern region.

2.2 Our Vision

A thriving Eastern region with safe, efficient and net-zero transport networks advancing a future of inclusive and sustainable growth for decades to come.

2.3 Priorities

Our four strategic priorities have been set out in our Transport Strategy:

Decarbonisation to net-zero

Connecting our growing towns and cities

Energising our coastal and rural communities

Unlocking our global gateways

2.4 Our Role

We want transport in the East to be better. Better for people, better for businesses, better for communities and better for our environment.

We work with our members and partners to achieve this. We have set a clear direction for the future of transport in the East in our Government-recognised Transport Strategy. We have also identified investment priorities in our Strategic Investment Programme.

We provide a regional centre of excellence for strategic transport planning. Expanding the capacity and capability of the region through evidence, insight and tools to help partners develop and make the case for new investment that meets the Strategy goals and the region's wider objectives.

Each year we set out how we will work to meet the Transport Strategy goals and the region's wider objectives through this Business Plan.

Vision and purpose

2.0 Vision and purpose

2.5 Wider STB environment

In 2021 Transport East received an initial three-year indicative settlement from the Department for Transport (DfT). This allowed us to set our first 3-year business plan committed to growing the organisation and increasing our value and influence.

Following the General Election and the timing of the new Government's Spending Review, we have been allocated funding for one-year from the DfT for FY 25-26 and will work with them through this year to agree a longer-term settlement beyond.

The environment STBs operate in and the role they undertake has also developed over the last 3 years, with government increasingly looking to STBs to support local authority capacity and capability within their regions, inform devolution thinking and link into wider discussions on economy, land-use and infrastructure. To achieve this, we have increased the evidence, tools and insight available to our local authority partners and widened our networks.

National stakeholders are also increasingly looking to STBs to set vision and direction, innovate in the transport planning and policy space and see us as valuable thought-leaders.

2.6 Government requirements

The Department for Transport has set out core areas for STBs to fulfil, aligning with the Government Missions and the DfT's priorities, and stemming from the Cities and Local Government Devolution Action 2016:

- Delivering a pan-regional approach through developing and maintaining regional transport strategies
- Providing advice to government on the region's transport priorities
- Focussing on pan-regional connectivity and integration
- Supporting local authorities' capacity and capability through providing access to STB modelling and analysis tools, outputs and expertise

Our Business Plan for 2025-26 sets out how Transport East will meet these requirements.

2.7 Looking forward

This financial year is a transitional year, building on our increasing voice and influence. One where we can help partners make the most of the valuable new data, tools and insight we have developed, while supporting the East plan for a new future through devolution and local government reform.

This year we will also develop our plan for the next 3-5 years, setting out how we can support our local authorities, government and wider partners to deliver better transport for everyone across the East.

3.0 Building on success to 2025



Regional Transport Strategy
approved by government



Advocated for the East in
Westminster and Whitehall



Enhanced tools and evidence
for better policies and
decisions



Launched and grew the Rural
Mobility Centre of Excellence



Government funding
committed to regional
priorities and pilot projects



Built productive partnerships
locally, regionally and nationally



Led the East's single voice at
national conferences and events

4.0 National and regional context

4.1 National context

Like others in the region, Transport East is operating in a changing environment. The Government is moving at pace to deliver their policy agenda, having clearly set their direction through the Government Missions and aligned DfT priorities.

On behalf of the region, we made a [submission to the Spending Review](#), making the case for ongoing investment in the East’s networks and requesting longer-term and more flexible funding for our local authorities to deliver better local transport. The results of the Spending Review should be known in June 2025 setting the macro-spending picture.

It is clear the funding environment remains constrained, and investment identified will need to clearly address the Government’s missions, especially growth and housing. How decisions at the Spending Review feed into further regional investment will take longer to become clear and will require close engagement with DfT policy teams and partners.

Major policy changes

There has been some big shifts in policy direction, especially in the integrated transport, rail and bus space. Equally, the announcement that Norfolk & Suffolk and Greater Essex would be included in the government’s devolution priority programme will have a notable impact on the region over the next 12 months.

In November 2024, the Secretary of State for Transport announced the development of an Integrated National Transport Strategy. We have already worked to inform the development of this important policy area and will continue to support through 2025-26.

On rail, the Government has already progressed legalisation around public ownership and has announced that C2C and Greater Anglia will be some of the first franchises to move into public ownership. In February 2025 the Government also launched the consultation into the proposed Rail Reform Bill contents which will be progressed through Parliament this year.

We have joined with neighbouring STBs, England’s Economic Heartland and Transport for the South East, to create a

Wider South East Rail Partnership to increase our joint voice on strategic rail issues. Our rail activity this year, building on activity over the last 3 years, will be instrumental in enhancing our impact as the industry develops. The devolution agenda is explored in more detail in 4.2. Regional Context.

Department for Transport and STBs

It is clear the DfT is also seeing increased value from us, and the wider STB community. The department is showing increasing interest in our [Rural Mobility Centre of Excellence](#) and [our innovative modelling tools](#). They are keen to see us increase the capacity and capability of our regional partners both individually and collaboratively – becoming regional centres for transport strategy, planning and insight. Increasingly STBs are also being drawn into discussions about regional growth, land-use planning, energy planning and wider infrastructure.

The increased collaboration between STBs is also reaping benefits. Joint working has reduced costs, added value and increased outputs. We are also able to learn from the successes of other STBs, increase our own impact and access other resources, accelerating our own growth.

National and regional context

4.2 Regional context

The picture in the region is also shifting and Transport East needs to continually respond to maximise our value to our partners

Devolution and Local Government Reform

In January 2025, Norfolk & Suffolk and Greater Essex were accepted for the government’s priority programme for devolution, to progress proposed Mayoral Strategic Authorities covering all the Transport East area, with Mayoral elections planned for May 2026. Following the establishment of the MSAs, local government reorganisation is planned to move the region to a unitary authority model.

This will result in notable changes to the way transport is planned and delivered in the East, with significant opportunities to integrate networks more fully. We are working with all our local transport authorities to inform how we can best support them through this transition.

Local Authority challenges

Funding constraints continue to impact local authorities with several forced to decrease funds for non-statutory areas within their organisations, including transport.

We have joined the voices making the case for longer-term, stable funding for local authorities for both transport capital investment, service support and maintenance.

We are also supporting local authorities with tools, evidence and resources to enhance their own capacity and capability. We are also taking the lead in some strategic transport areas including rail and freight to reduce pressure on local authority resources.

We will continue to work closely with local authorities this year to enhance their own capacity and capabilities to maximise effectiveness.

4.3 Enhanced role of Transport East

Last year we consulted our local authorities and partners to inform our thinking around an enhanced role for Transport East.

Overall, the responses indicated support for enhanced regional powers through Transport East to help deliver strategic transport improvements and strengthen the East’s voice with government.

Feedback also highlighted it would be appropriate to assess any future regional powers through discussions on devolution, with the emerging Mayoral Strategic Authorities.

Areas of most interest for enhanced powers included:

- Enhanced role in the emerging new rail governance through Great British Railways – with freight and integration with other transport highlighted
- Enhanced role in strategic road planning, and potentially delivery
- Opportunities for increased value for money or speeding delivery through initiatives such as regional capital grants or integrated ticketing.

How we work

5.0 How we work

5.1 Our Structure

We are governed by the Transport East Board, our principal decision-making forum. It agrees our core plans and strategies. It is Chaired independently, following a competitive recruitment process, and comprises transport portfolio holders from the five transport authorities and three elected members representing the three county groups of district authorities.

Business interests are represented by the regions Chambers of Commerce and the region's Business Boards. The Board also includes observer partners who provide advice and support for our work, including the Department for Transport (DfT), Network Rail, National Highways, the UK Innovation Corridor, neighbouring local authorities and STBs.

All meeting dates, papers, agendas and minutes are available at www.transporteast.gov.uk

5.2 The Senior Officer Group

The work programme is overseen by the Transport East Senior Officers Group (TESOG). The TESOG comprises officers from all transport authorities, district representatives, National Highways, Network Rail, Local Government East (formerly EELGA), UK Innovation Corridor and the DfT.

The strategic direction, work programme, and day-to-day management of Transport East is led by the Business Unit. Suffolk County Council hosts the Business Unit and is the accountable body for all grant funding from the DfT.

5.3 Our wider partnership

Our wider partnership panel includes a wide range of operators, businesses, interest groups and neighbouring regions.

The wider partnership come together at our Transport Summit, and through regular engagement opportunities, forums and

5.4 Our funding and value for money

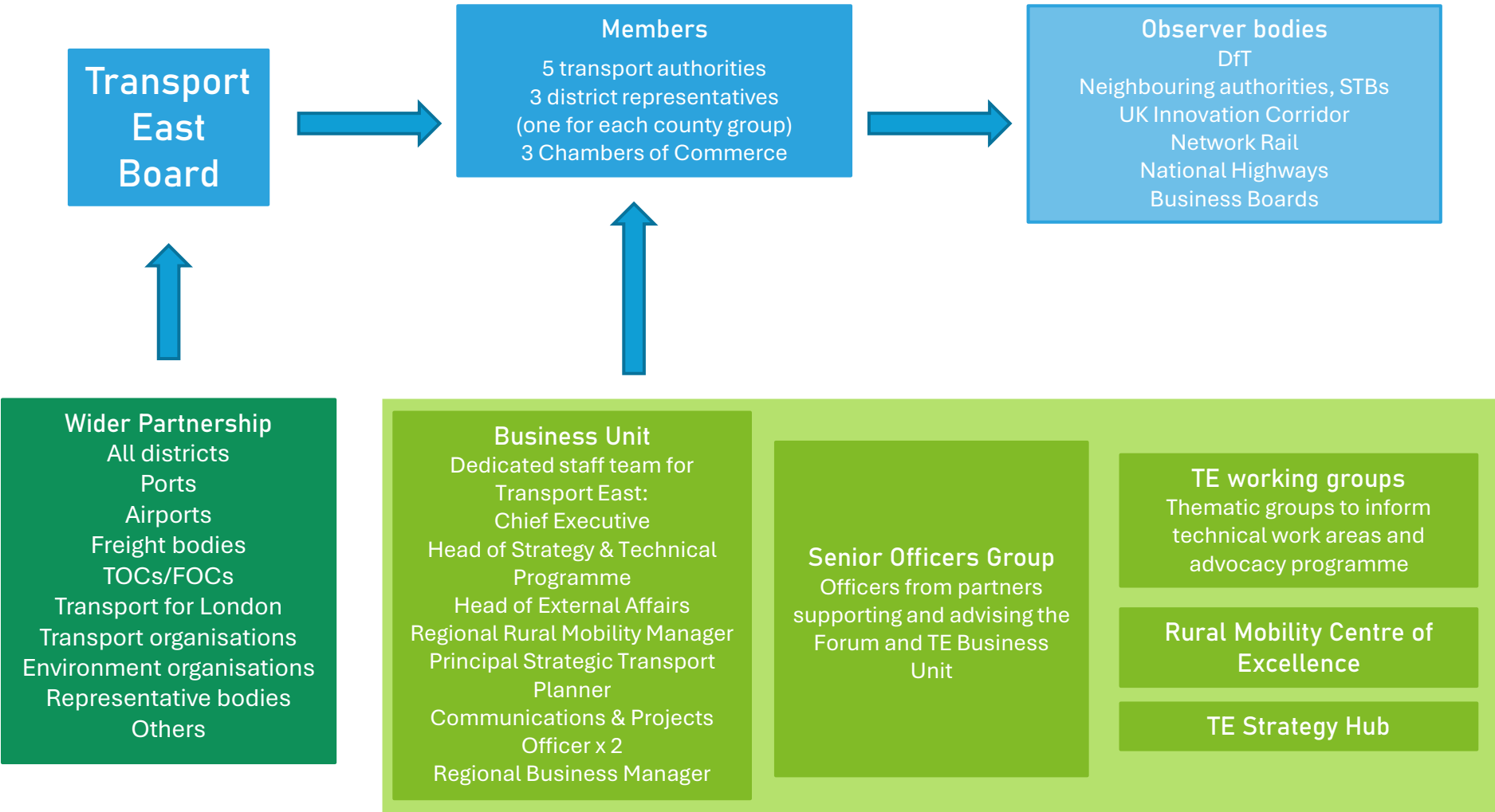
Transport East's work is funded locally and through an annually agreed allocation from the Department for Transport. Our five transport authorities and 24 district authorities provide an annual subscription which for 2025/26 totals £279,286.

The DfT grant for 2025/26 totals £1,040,667. *See section 6 for more detail.*

We will also seek to identify further areas of income to maximise the impact of our work.

How we work

5.5 TE Partnership Structure



6.0 Work programme for 2025-26

6.1 Overview

Last year saw the completion of our first three-year Corporate Plan set in 2021-22

Over the last three years we have made a step-change in the East’s capacity and capability, adding value to the region. This is despite lower levels of funding than were originally set out in our initial indicative funding settlement from government and a changing remit.

With a one-year settlement for 2025-26, this year will act as a transition year as we work with the Department for Transport and partners to identify a new multi-year settlement and our next Corporate Plan.

This will reflect and be informed by the changing nature of transport governance as the devolution and local government reform changes emerge and the outcome of the forthcoming Spending Review planned for June 2025.

Over 2025-26 Transport East will focus on four core areas:



Strategic Plan

6.3 Operational excellence and devolution partner

What does this mean?

Transport East to be a highly effective STB partnership for the East and respected nationally. To provide regional-level co-ordination and influence to deliver the Transport Strategy and add value to our Local Authority partners.

Work as an effective partner to our Local Authorities through the devolution process, as Mayoral Strategic Authorities are developed to inform the direction of regional transport policy, planning, delivery, structures and governance.

What does it look like?

- A Transport East team with capacity, capability and unique skillsets to deliver and manage a scaled-up work programme on behalf of the East, closely integrated with our partners.
- A mature partnership governance and work programme that directly supports the strategic transport needs of all our

Local Transport Authorities, districts and other partners, transport operators, businesses and the public, working closely with neighbouring regions.

- Develop a clear direction for Transport East beyond this funding period (2025/26) aligned with greater regional devolution and national policy direction.
- Enhanced partner engagement processes and good financial and business management.

What have we done already?

- Expanded the team with new capacity and capability increasing our technical, communications and engagement expertise.
- Undertaken an Independent Review and Enabling Powers consultation to inform the future direction of Transport East considering a changing devolution environment.
- Ongoing improvement to business management, financial management, governance and oversight.
- Embedded Transport East in ongoing conversations linked to regional devolution and local government reform.

What are we doing in 2025-26?

- Provide leadership on strategic transport priorities and effective business management of Transport East operations. Lead and manage our work programme.
- Continuous improvement of governance and financial management including support for our Independent Chair and Board
- Engagement with Local Authorities to support through the establishment of Mayoral Strategic Authorities and the planning for Local Government Reform.
- Ensure the role and remit of Transport East at a pan-regional level is reflected as decisions are taken at regional and national levels
- Use opportunity to explore further activity and/or powers that could be undertaken most beneficially at a pan-regional level and to strengthen the East's role in investment decision-making
- Continuous staff improvement through training and other opportunities for all staff, including webinars and conferences.

Strategic Plan

6.4 Build regional capacity and capability

What does this mean?

To provide capacity and capability at a regional-level to add value to the work of our partners. This work is framed by an understanding that transport is a facilitator of wider social outcomes and integral to the delivery of the Government missions.

Expand our knowledge centre of valuable regional insight and analysis with new tools and data to support our local authorities, national government and infrastructure delivery bodies to increase integration and drive better value for investment.

What does it look like?

- Detailed understanding of regional transport challenges and opportunities to inform future priorities, funding bids, policies and plans including; active travel, rail, bus, alternative fuels and freight
- An increasingly impactful Rural Mobility Centre of Excellence, providing enhanced regional insight and recommendations to government on rural issues and an increasingly important national voice for

- rural transport challenges and solutions
- A regional data and analytics centre, with tools and insight readily available to partners and being used to inform policy, plans and delivery.

What have we done already?

- Established a new platform for partners to access tools, modelling, data and analysis.
- Developed [BERTIE](#), a new people-focused integrated transport model for the region that allows us and partners to test new policies and interventions
- Completed phases 1 and 2 of our Rail plan – the ‘[State of Rail in the East](#)’ report setting out current opportunities and challenges and the short-term priorities
- Identified the investment in [EV infrastructure](#) needed across the region to meet forecast demand and assessed how the region is progressing against those forecasts
- Set a clear direction for [Active Travel](#) investment in the East, and assessed how the region is progressing
- Invested in mobile phone travel data across the region to better assess travel behaviour
- Undertaken the first regional [Travel Behaviour Survey](#) to provide up to date evidence about the journeys people are making and their motivations

- Established the [Rural Mobility Centre of Excellence](#), and launched the [Rural Connections report](#),
- Established a call-off contract with ARUP and Steer to expand the expertise available easily and better value to local authorities
- Developed a Carbon Assessment Playbook in collaboration with the other STBs to give a national tool for transport decarbonisation planning

What are we doing in 2025-26?

- Maximise partner value from content on regional data and analysis platform including mobile phone travel data, travel behaviour survey data, connectivity studies
- Lead the Rural Mobility Centre of Excellence including a focus on:
 - Engagement on young people’s access through transport
 - Strategic recommendations for rural transport’s role in supporting tourism and visitor economy
 - Research report for local authorities to enhance shared mobility in rural areas
- Access and support for local authority partners to the suite of pan-STB technical tools and insight both new and already developed.

Strategic Plan

6.5 Integrate transport at a regional level

What does this mean?

Through the regional [Transport Strategy](#) set a strategic, integrated vision and pathway for the East's transport over the next 30 years.

Identify, advocate for and progress the next generation of strategic programmes and projects to deliver our priorities set out in our Transport Strategy and the wider objectives of our partners.

The updated [Strategic Investment Programme](#) will reflect major and transformative developments in the region and underpinned by an enhanced regional evidence base and a compelling case for investment.

What does it look like?

- An evidence-led regional Transport Strategy agreed by Local Transport Authorities and approved by government.
- Develop and manage a Strategic Investment Programme for the East directly informing priorities for DfT, National Highways and Network Rail, enabling better co-ordination of investment to maximising opportunities and outcomes

- Regional Connectivity Studies identifying priority corridors and areas for investment to improve pan-regional connectivity and our connections to other UK regions.
- Better evidence for business case development, and increased capability and capacity to support partners to identify, initiate and accelerate transport business cases. This means future priorities have a better chance of progressing through higher quality submissions, consistent with DfT appraisal
- Shared resource to tackle strategic challenges – particularly rail and strategic passenger transport
- Escalation of joint issues into government and infrastructure delivery bodies to speed resolution

What have we done already?

- Created the Strategic Investment Programme for the region assessed against our Transport Strategy priorities
- Completed the first phase of Connectivity Studies to understand movement patterns across the region, now and in the future, and allowing priority areas for investment to be identified.
- [Advised Ministers of our strategic and major rail and road priorities](#) through the Spending Review 2025
- Reinvigorated the pan-regional campaign for

the [Ely and Haughley junction rail upgrades](#)

- Advised National Highways on the development of Route Strategies and Road Investment Strategy 3 priorities
- Developed a strong economic case for investment in the East West Rail Eastern Section for enhanced connections east of Cambridge.
- Enhanced rail governance and influence in the region through line and area Taskforces, our Rail Leadership Group and the Wider South East Rail Partnership

What are we doing in 2025-26?

- Rail will be an area of focus for this year due to the emerging changing structures coming forward with the Rail Reform Bill:
 - Lead engagement for the region through Rail Reform to get best value for the East
 - Lead all regional rail Taskforces
 - Lead for the East on the Wider South East Rail Partnership
 - Make and develop technical case for rail priorities
- Expand our work with international gateways and freight to increase expertise
- Strategic support for passenger transport including using our evidence base and tools to support the case for investment in buses and helping the region prepare for long-term devolution of bus services.

Strategic Plan

6.6 Lead the East's 'Single Voice' to put our transport priorities on the UK map

What does this mean?

A loud, sustained and credible Single Voice to government, convening our Local Authorities, Chambers of Commerce, Businesses and MPs, alongside expert stakeholders to advocate for our strategic transport priorities are embedded within the investment planning of government and transport delivery bodies.

What does it look like?

- Formalised partnerships to embed our priorities and ensure the East has directly influenced future investment including RIS3, RNEP, CP7 and other DfT and major transport investment bodies' investment programmes.
- Thematic regional Forums and Taskforces to inform our work, align activity and maximise impact.
- Public affairs programme to coordinate advocacy, providing clear messages to government and parliamentarians, aligned with regional partners
- Communications strategy and resource to build awareness, understanding and trust

What have we done already?

- Worked with multiple regional partners to amplify the voice of the East and its investment needs
- Met Transport and other Ministers to advocate for investment in the East
- Given evidence on behalf of the East at the Transport Select Committee on Rail Reform and rural transport
- Established Strategic Forums and Taskforces to inform, guide and deliver priorities – including rail, passenger transport, and rural mobility.
- Formalised partnerships and established regular senior meetings with delivery bodies to influence decision-making
- Become a strategic transport adviser to the East of England All-Party Parliamentary Group and established a wider Parliamentary engagement programme
- Initiated and supported specific campaigns on rail and road priorities, local government funding for transport, buses and supported specific funding bids from our partners
- Established a presence at Party Conferences on behalf of our members
- Held over a hundred meetings, workshops and events across the region to align our Single Voice.
- Spoken on behalf of the region at national events to demonstrate the successes and

ongoing needs of transport in the East

- Expanded and delivered a programme of communications across brand, digital and social media.

What are we doing in 2025-26?

- Advocacy work this year will be focused on extending and maximising the effectiveness of our relationships with regional representatives including:
 - Supporting and advising the East of England APPG
 - Joining with regional partners to amplify the voice of the East
 - Maintaining and supporting specific campaigns on rail and road priorities, bus and active travel funding and local authority long-term funding
 - Party conference engagement
- Full programme of events including EoE Net Zero Conference, 200 Years of Rail and quarterly local authority webinars
- Wider South-East Forums for rail and freight with EEH and TfSE
- Full communications programme for the technical output including new opportunities to maximise impact of the digital centre for data and analytics.

7.0 Programme detail

7.1 Defining our programme

This section sets out the 2025/26 Business Plan, detailing the work programme for this financial year.

This year has two key focus points. Firstly, to maximise the value to partners of the increasing evidence, tools and analysis we have built over the last three years.

Secondly, to support the region through the changes that are happening both at a national and regional level. Especially those linked to devolution and rail reform.

The plan will be funded by local contributions and the DfT annual grant.

We have assessed our programme against the Secretary of State for Transport's priorities to ensure alignment:

- Improving performance on the railways and driving forward rail reform
- Improving bus services and growing usage across the country
- Transforming infrastructure to work for the whole country, promoting social mobility and tackling regional inequality
- Delivering greener transport
- Better integrating transport networks

The programme is designed to deliver across our four work areas and prepare for a future multi-year settlement:

1. Operational excellence and devolution partner

2. Build regional capacity & capability

3. Integrate transport at a regional level

4. Lead the East's Single Voice to put our transport priorities on the UK map

Work Programme

7.2 Operational excellence and a devolution partner

2025-26 Business Plan item	Description of Output	Rail reform	Improving buses	Transforming infrastructure	Greener transport	Integrating transport
Transport East Business Operations	Provide leadership on strategic transport priorities. Provide effective business management of Transport East operations. Lead and manage our work programme.					
Governance and compliance	Continuous improvement of governance and financial management. Independent Chair and Board support. Risk management. Compliance with national and host local authority process and procedures. Produce an Annual Report.					
Devolution partner	Engagement with Local Authorities to support through the establishment of Mayoral Strategic Authorities and the planning for Local Government Reform. Ensure the role and remit of Transport East at a pan-regional level is reflected as decisions are taken at regional and national levels Use opportunity to explore further activity and/or powers that could be undertaken most beneficially at a pan-regional level Use opportunity to strengthen the East's role in investment decision-making					
Staff improvement	Mandatory and statutory training through host authority. Identifying training and improvement opportunities for all staff, including webinars and conferences.					

Work Programme

7.3 Build regional capacity and capability

2025-26 Business Plan item	Description of Output	Rail reform	Improving buses	Transforming infrastructure	Greener transport	Integrating transport
Maximise partner value from content on regional data and analysis platform	Analytical support for local authorities and national partners to maximise value from existing data sources including mobile phone travel data, travel behaviour survey data, connectivity studies					
Lead the Rural Mobility Centre of Excellence	Continue raising the profile of the East's rural needs nationally including a focus on: - Engagement on young people's access through transport - Strategic recommendations for rural transport's role in supporting tourism and visitor economy - Research report for local authorities to enhance shared mobility in rural areas					
English STB Partnership working	Access and support for local authority partners to the suite of pan-STB technical tools and insight already developed including Carbon Assessment Playbook, EV Charging Infrastructure Tool and Transport Related Social Exclusion tool					

Work Programme

7.4 Integrate transport at a regional level

2025-26 Business Plan item	Description of Output	Rail reform	Improving buses	Transforming infrastructure	Greener transport	Integrating transport
Lead regional-level transport policy development	Work to embed the regional Transport Strategy into local transport plans, plans of national delivery partners, land-use and economic planning, wider infrastructure planning and delivery					
Lead regional-level rail	Secretariat for regional rail taskforces (GEML, Thameside, EWR-Eastern Section Board) and represent partner interests at Ely and WAML. Lead for the East in Wider South East Rail Partnership Lead East engagement through the Rail Reform process and with Great British Railways to get the best value for the East Make and develop technical case for rail priorities Lead for East with UK wider rail industry Work with partners to progress short-term interventions					
Strategic support for passenger transport	Use our evidence base and tools to support the case for investment for local authorities, Enhanced Partnerships and operators. Help prepare region for long-term devolution of bus services. Work cross-boundary to identify opportunities for enhanced pan-regional connections Lead regional Bus Forum to increase cross-East understanding, draw in learning from other regions and inform national policy development					
Support the development of the DfT's Integrated National Transport Strategy	Building on activity in 2024-25, work with the DfT's INTS team as the strategy develops to inform and refine national direction for the benefit of the East.					
Management of tools and assets	Management of legal agreements, data licences, contracts, website and digital data platforms					

Work Programme

7.5 Single Voice for transport in the East

2025-26 Business Plan item	Description of Output	Rail reform	Improving buses	Transforming infrastructure	Greener transport	Integrating transport
Convening and advocacy	Strengthened formal engagement and influence through closer relationships with DfT, other relevant government departments National Highways, Network Rail and the Great British Railways, Active Travel England and the National Infrastructure Commission and NISTA. Lead all partnership engagement functions including relationship development and management.					
English STB Partnership working	Lead East participation and influence in English STB groups – Chief Execs, Technical, Thematic Group, Wider South East Freight Forum, and Strategic Freight to ensure outputs benefit our local authorities.					
Set and deliver communications programme for 2025-26, so outputs reach the right audience and increase awareness, knowledge of and trust in Transport East	Outputs include: - Improved digital presence - Wider audience, increasing engagement with improved tools - Full programme to communicate our technical outputs including publications, presentations, webinars, events and digital products - Net-Zero Conference and speaking at national/ regional events					
Set and deliver engagement programme for 2025-26 to support parliamentary, political and sectoral representatives to speak with a single voice on transport investment in the East	Outputs include: - Extending relationships with parliamentarians and government, through briefings, events and Party Conferences - Maximising the impact of our role as transport adviser to the EoE APPG - Expanding the range of partners speaking with a single voice on transport investment in the East through briefings, meetings, webinars and events - Making the case for the East aligned with regional partners across Government departments, sectors and bodies throughout the UK					

Work Programme

7.6 Additional funding proposals

The DfT advised that STBs can submit areas for additional funding – with no guarantee of success. We submitted four areas for consideration and are in active conversations with DfT, national agencies and other government departments.

2025-26 Business Plan item	Description of Output	Rail reform	Improving buses	Transforming infrastructure	Greener transport	Integrating transport
Capacity & Capability	Levelling up capacity & technical support to transition to a TfSE-style Centre of Excellence platform for 2026-27. Technical and analytical support funding Developing a land-use model for regional spatial planning aligned with transport					
Enhancements to BERTIE – Agent Based Model	Update the model to reflect post-Covid travel data Options for enhancements to the model to enable - A focus on Cambridge (as a growth centre) - The development of an economic appraisal unit - Update the future growth scenarios related to NTEM					
Rural Centre of Excellence	Recognising the importance of defining the social value of measures for rural areas, to develop a Social Value Toolkit Undertake inception work for a transitioning the RMCoe to a national resource					
East-West growth and connectivity	Working with EEH to lead work on the strategic analysis of the impact of cross-boundary growth on travel demand					

7.6 Budget Summary

2025/26 Income

Subscriptions	£ 279,286
DfT allocation	£ 1,040,667
Third party income	TBC
Total Income	£1,319,953

2023/24 Programme

All figures include
staff time costs

Operational excellence and a devolution partner	£ 285,650
Build regional capacity and capability	£ 484,826
Integrate transport at a regional level	£ 315,577
Lead the East’s ‘Single Voice’ to put our transport priorities on the UK map	£ 233,900
Total	£ 1,319,953

8.0 Funding and resources

8.1 Local contributions

The local contributions, established in 2019 and set out in the Terms of Reference, part-fund the Transport East team, all non-technical work, operations and communications activities.

It is important to maintain a local funding to ensure the ongoing growth of Transport East, ensure independence from government, and as a base to continue to leverage increased grant funding from the Department for Transport (DfT).

The current local contributions total £279,286. We have a formal Memorandum of Understanding with all local authority members including a year-on-year increase.

8.2 DfT contributions

Since 2020/21, and in response to the demonstrable financial and political commitment from local partners, Transport East has received funding from the DfT to support the delivery of our work programme.

The delivery of the 2025/26 business plan is reliant on the availability of DfT funding.

The increased collaboration between STBs has proven to add value to both the individual STBs and the DfT. We have therefore identified further priority areas for additional funding for both our own capacity and capability, and for collaborative STB activity. This year these are focused on:

- Enhancing our capacity and capability offer for local authorities
- Enhancing BERTIE – our Agent-Based Model
- Expanding the work of the Rural Mobility Centre of Excellence
- East-West cross-border growth and connectivity

8.3 Further opportunities

Transport East will continue to explore further opportunities to deliver the priorities set out in our business plan, including alternative funding sources, partnership working and commercial opportunities.

9.0 Measuring success

We will monitor the effectiveness of the work programme, using both quantitative and qualitative data, including partner feedback.

We will publish an annual report at the end of the year to report on this Business Plan.

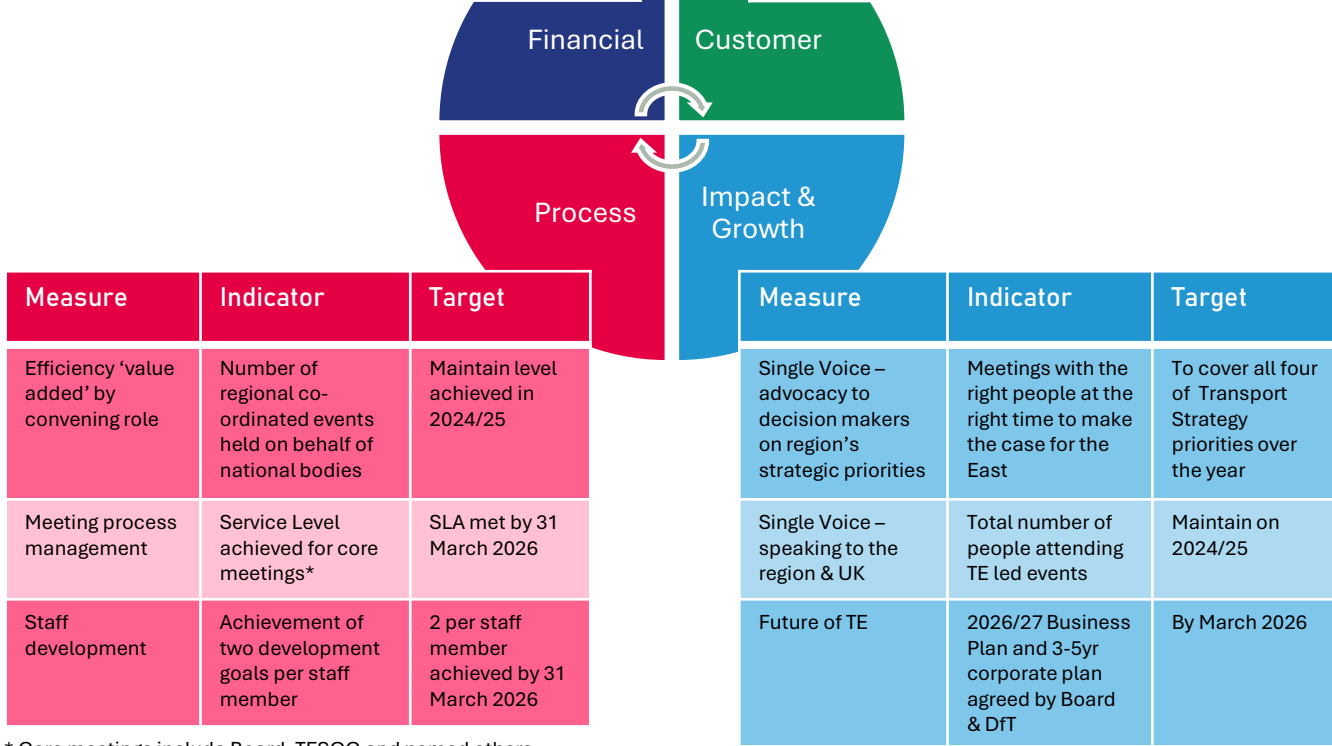
We have developed a balanced scorecard to track our performance with measures in four categories:

- Financial
- Customer
- Process
- Impact & Growth

Performance Measures are designed to align to our core roles (slide 4) and priorities for 2024/25 (slide 10), and ensure we focus on priority behaviours and activities across the year

Measure	Indicator	Target
Good financial management (programme)	% of forecast budget spent or committed on agreed business plan outputs	100% by 31 March 2026
Good financial management (efficiency)	Maintain ratio of operational costs to income	Maintained from 2024/25 by 31 March 2026
Additional income	Income received beyond core subscriptions and DfT grant	Secure additional income over base funding by 31 March 2026

Measure	Indicator	Target
Partner awareness of TE and services	Number of website & social media interactions	Increase on 2024/25
Partner usage of tools and services	Number of interactions/downloads for the new data & analysis centre	Increase on 2024/25
Partner satisfaction	New satisfaction index	New measure – 2025/26 will be the baseline



* Core meetings include Board, TESOG and named others.
Service Level to be determined by meeting Terms of Reference



TRANSPORTEAST

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