



TRANSPORTEAST

Business Plan 2026-27

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Foreword

1.0 Foreword



Will Quince
Chair of Transport East

“The only certainty is that nothing is certain.” While Pliny the Elder wasn’t working in local government in the East in the 21st century, he captures the current situation rather well.

Structures, organisations, funding and direction are all transitioning over the next two years through proposed local government reorganisation and devolution, and the Transport East partnership will need to transition along with it. This naturally leads to a level of uncertainty.

It is clear through this change there remains a valuable role for Transport East. The team, and wider network of local

authority leaders, officers and other experts involved in our work have established a strong partnership, that is recognised by both the region and central government as being more than the sum of its parts.

Our collective work over the last five years has built detailed insight, analysis, tools and modelling. This helps partners identify the right solutions and evidence the case for investment benefiting economic and homes growth, access to skills and education, and improving health and communities.

Alongside our wide regional and national relationships and strong advocacy, this puts Transport East in a unique position to maintain the region’s voice on transport issues through this change.

Jointly, we’ve been preparing over the last 12 months. In discussion with our local authority and business representative partners we’ve taken a fresh view of where Transport East should focus our attention and how best to support the region over the next year.

This year’s Business Plan is the result of that work and rightly retains a level of flexibility to allow us to respond to future shifts.

We are building on our core strengths to focus on key areas that add most value to the East – strategic road and rail connections, rural mobility, data & analytics, convening & advocacy and pan-regional projects.

With a fifth consecutive year of funding allocated from the Department of Transport, we are moving, along with our regional partners, into a new way of working.

Our vision remains a thriving Eastern region with safe, efficient and resilient transport networks advancing a future of inclusive and sustainable growth for decades to come. And our collaborative, inclusive approach underpins all we do.

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 a stable one-year settlement from the Department of Transport to enable us to transition across to a locally led and funded organisation, supporting our regional partners and emerging new local government authorities in the East.

This allows us to build on everything we have achieved over the last five years:

- Setting the strategic direction of transport for the region through the Transport Strategy
- Advising government and national bodies on the key priorities for transport in the East

- Building a comprehensive online data hub to give our partners access to new tools, insight and evidence - facilitating better decisions on transport
- Influencing funding and policy decisions to benefit the East
- Establishing a nationally-recognised centre for rural transport evidence, good-practice and policy development
- Securing funding for new pilot projects in the region, and;
- Aligning with regional partners to provide a single voice for transport and amplify the case for and value of the East to the wider UK.

Local government in the region is in flux, and this transition will take time. This year we will focus on pivoting our work and operations in support of that transition.

Our priority is to make sure the region continues to have a strong, resourced and representative partnership on transport issues through the proposed local government reorganisation and devolution.

Engagement with partners over the last

year has reinforced the value we bring and supported us to refine our work areas for this year's Business Plan, which sets out to:

- Achieve operational excellence and being a strong partner to our authorities
- Enhance our analytical capabilities, aligning more with wider policy outcomes including economic growth, land-use planning, access to skills and environmental impacts
- Increase our capacity on the region's strategic networks – both road and rail, while providing support for new pan-regional initiatives
- Continue our advocacy – convening and collaborating across the region to amplify the voice of transport in the East

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

We will continue to be a positive voice for the region, to ensure transport in the East supports the region's ambitions and delivers for our diverse communities.

Vision and purpose

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:

- Connecting our growing towns and cities
- Energising our coastal and rural communities
- Unlocking our global gateways
- Decarbonisation to net-zero

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 expand 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.

Building on success

3.0 Building on success to 2026



Regional Transport Strategy approved by government



Advocated for the East in Westminster and Whitehall



New digital platform with enhanced tools and insight for better policies and decisions



Launched and grown 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 transport voice at national conferences and events



Built regional transport, data and advocacy expertise and resource on behalf of the East

Vision and purpose

4.0 National and regional context

4.1 Local government changes

In 2025 the new Government confirmed their ambitions to accelerate Mayoral devolution and the authorities within the Transport East region were identified as being within the next cohort to move to Mayoral Combined Authorities. It was also confirmed the region would also be subject to local government reorganisation with existing county, district and unitary authorities proposed for transition into new unitary authorities with new boundaries.

Mayoral authorities have clear responsibilities around strategic transport planning, and access to funding allocations to support this. 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.

The planned timeline was to hold Mayoral elections in May 2026, but this was delayed to 2028 in the Transport East area.

This means shadow combined authorities are due to be formed for Norfolk & Suffolk and Greater Essex this financial year.

Elections for new unitary authorities are proposed for May 2027 before the new unitary councils are vested up in 2028. In the meantime, local elections to all the region's Local Transport Authorities and some Local Planning Authorities are being held in May 2026.

4.2 Changes to future funding

In anticipation of these changes, the Department for Transport confirmed 2026-27 will be the last year Sub-national Transport Bodies will be allocated dedicated central government funding for their core funding and tasked them with moving to a fully-locally led model.

The Department recognises the value that STB's have in taking a more strategic and pan-regional approach to transport, and our role in supporting authorities with joint capacity and capability, that provides good value to the public purse.

4.3 Looking forward

Transport East was established as a locally-led partnership when we were formed in 2018, and benefits from strong relationships with our authorities.

This financial year is a transitional one, designed to allow us to plan and move to a new operating model.

Our members' priority is to make sure the region continues to have a strong, resourced and representative partnership on transport issues through local government reorganisation and devolution.

We will work with our partner authorities as they undertake the detailed planning of the proposed new authorities to knit Transport East effectively into new structures. Ensuring our expertise is retained, duplication is reduced and opportunities for influencing national policy and funding decisions are maintained – maximising the opportunities for better transport for everyone across the East.

4.0 National and regional context

4.4 National context

Outside local government, there is also notable change that the region will continue to need to respond to. The Government has made significant progress on their national transport 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 2025 Comprehensive 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. As a result, the region saw several priority infrastructure projects secure funding commitments.

Local authorities have also secured longer-term, more flexible transport funding allocations and there has been welcome changes to the Government's Green Book which determines capital funding, to better reflect the wider social, economic and place-based benefits transport investment can unlock into the future.

It is clear the funding environment remains constrained, and with a potential Spending Review in 2027, investment identified will need to clearly address the Government's missions, especially growth and housing.

Major policy changes

There has been some big shifts in policy direction, especially in the integrated transport, rail and road space.

The Government has been developing *Better Connected: a strategy for integrated transport*. We held early discussions with the DfT to inform this work and supported their wider regional engagement. Our innovative Agent & Activity based transport model – BERTIE is included as a case-study and will ensure the region is at the forefront of evidencing more integrated solutions.

On rail, our two main regional rail operators, Greater Anglia and c2c have moved to public ownership and the transition to an integrated Anglia railway, merging the operators with Network Rail under Great British Rail is beginning. This work is in anticipation of the Rail Reform Bill receiving Royal Assent later this year.

Our rail activity this year, building on activity over the last 4 years, will be instrumental in enhancing our impact as the industry develops.

The Third Road Investment Strategy (RIS3) has been issued, setting out National Highway's (NH) programme for maintenance and improvements over the next five years. Within this work will be activity to plan and prioritise beyond this period. We will work closely with NH to ensure focus is maintained on the region's strategic road corridors that are essential for day-to-day journeys and the national movement of goods.

We will also continue to champion the needs of rural communities through our [Rural Mobility Centre of Excellence](#) and support our authorities to join data and insight across transport, land-use, growth, energy and wider infrastructure planning through [our innovative modelling tools](#).

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 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 region's 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 comes together at our Transport Summit, and through regular engagement opportunities, forums and workshops to shape the direction of our work.

5.4 Our funding and value for money

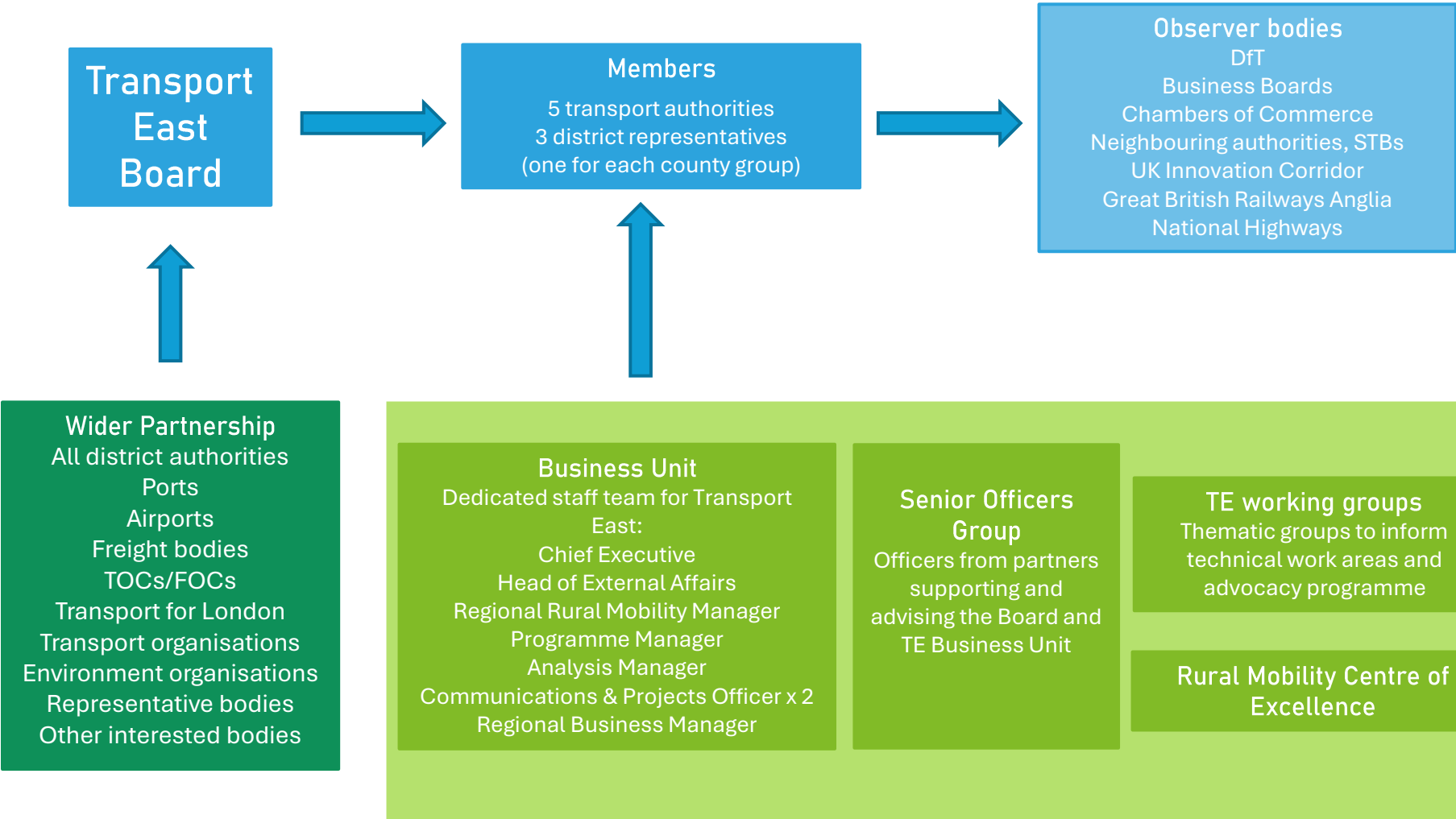
Transport East's work is funded locally and through an annually agreed allocation from the Department for Transport. Our five transport authorities and 24 district authorities provide an annual subscription which for 2026/27 totals £289,061

The DfT grant for 2026/27 totals £973,051. Transport East has also received dedicated funding from the DfT to extend our Rural Mobility Centre of Excellence into a national resource. This amounts to £335,000 for this financial year. *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



Work programme

6.0 Work programme for 2026-7

6.1 Overview

Over the last five years we have made a step-change in the East's capacity and capability, adding value to the region, government and the transport sector.

We have built up regional level data and analytics, developed a wide network to inform priorities and policy, developed nationally recognised expertise on rural transport, set the regional transport strategy underpinned by strong evidence and worked with partners and organisations across the region to strengthen the East's collective voice.

This is despite lower levels of funding than were originally set out in our initial indicative funding settlement from government and a changing remit.

The Department for Transport has indicated that 2026-27 will be the last year Sub-national Transport Bodies will receive

a grant allocation in support of their overall programme of activity. There may be the opportunity in future to access thematic funding for specific areas of work.

Our settlement for 2026-27 will act as a transition year as we continue to work with local authority partners to pivot to a fully-locally funded body. Including exploring opportunities to approach our work with a more commercial mindset.

This will reflect and be informed by the changing nature of transport governance as the devolution and local government reform changes emerge.

Our work programme for this year has been informed by detailed conversations with our local authority partners, to identify the key areas that add value to their work and genuinely require a pan-regional approach.

This has identified four core thematic work domains, and four valuable supporting

functions that jointly allow Transport East to support the region to best make the case for investment and policy changes to benefit all communities.

Over 2026-27 Transport East will focus on four core areas:

- Strategic rail
- Strategic roads
- Pan-regional projects
- Rural mobility

These core areas will be supported by four functions:

- Data and analytics
- Convening
- Advocacy and communications
- Partnership management.

6.0 Work programme for 2026-27



Strategic Plan

6.2 Core domains

What does this mean?

To provide capacity and capability to add value to the work of our partners, focusing on pan-regional networks and transport challenges. 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.

It builds on the work we’ve undertaken over the last five years to enhance our expertise, assets and resources on behalf of the region.

What are we doing in 2026-27?

Rail

- Establishing a new regional Rail Framework to inform future Mayors and the emerging Anglia integrated rail unity. Building on and refreshing evidence from our [State of Rail in the East](#) and [Short-term rail priorities](#) reports.
- Supporting our partners to influence rail decision-making through corridor taskforces including leading ones for Thameside and Greater Eastern Main Line and the East-West Rail Eastern Section

Board, and representing the region on the West Anglia Main Line.

- Enhance the evidence and case-making for strategic rail priorities in collaboration with regional partners, including Ely and Haughley rail upgrades.
- Enhancing the Wider South East Rail Partnership in collaboration with England’s Economic Heartland, Transport for the South East and Transport for London to increase engagement on national and London focused rail policy.

Strategic Roads

- Through a formal collaboration provide advice and guidance to National Highways and government on the region’s strategic road priorities.
- Work collaboratively across the region to evidence and case make for the interventions most needed to improve reliability, resilience and connectivity on the region’s strategic and major roads.
- Work with partners to understand and evidence the relationship between planned growth and the strategic road network.
- Ensure our partners have easy access to data and evidence to support the planning and development of road interventions integrated with other transport modes.

Pan-regional projects

- Use our data and evidence to identify gaps in provision, and work in partnership with our authorities to evidence the challenges and opportunities for improvements.
- Support the delivery of *Better Connected: a strategy for integrated transport* at a regional level.
- Support passenger transport, safety, active travel and decarbonisation policy at a regional level.

Rural Mobility

- Through dedicated DfT funding, lead the Rural Mobility Centre of Excellence to increase its national role and influence including a focus on:
 - Building data-led research and evidence on the challenges and opportunities for transport in rural communities including the impact on wider social outcomes
 - Providing an expert rural view on national policy development
 - Establishing a community of influence to convene, support and amplify those working to address rural transport issues
 - Extend engagement with regional and national Leaders and bodies including Mayors, MPs and Local Authorities.

Strategic Plan

6.3 Convening and Advocacy

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.

What does it look like?

- Formalised partnerships to embed our priorities and ensure the East has directly influenced future investment including the National Infrastructure Pipeline, and rail and road investment programmes.
- Established relationships across sectors, including energy, water, economic development, health and construction to increase alignment for the benefit of partners and communities.
- Thematic regional forums and taskforces to inform our work, align activity and maximise impact.
- Public affairs programme to systematically listen, align and coordinate with regional partners to provide clear messages to

government and parliamentarians

- Communications strategy and resource to build awareness, understanding and trust across relevant audiences.
- Representing the East at national level policy and industry events.

What are we doing in 2026-27?

- Advocacy and convening work this year will be focused on extending and maximising the effectiveness of our relationships with regional representatives including:
 - Ensuring new local authority leaders and representatives understand joint priorities and can advocate these clearly
 - Providing a trusted platform for partners to knowledge-share and coordinate across boundaries
 - Supporting our local authorities to access insight, innovation and good practice from across the UK
 - Supporting and advising the East of England All Party Parliamentary Group, responding to government consultations and calls for evidence
 - Joining with regional partners across sectors 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
- Engagement and speaking opportunities at major national events and conferences
- Full programme of briefings, meetings and events including Climate East conference, Summit and regular webinars
- Full communications programme for the technical output including building the market for our TRIP centre for data and analytics.

Strategic Plan

6.4 Data and Analytics

What does this mean?

The provision of high-quality insight, data and tools to better understand, evidence, prioritise and make the case for regional strategic transport investment. Supporting our local authority partners to access regional and national data, and innovative models more easily through TRIP – our digital data platform.

What does it look like?

- Dedicated resource to enhance regional capacity and capability.
- Maintenance and expansion of the current data and tools available through our regional transport data platform – TRIP.
- Maximising the value of our data assets including mobile phone data, BERTIE (Agent & Activity Behaviour Model), travel behaviour data and connectivity study evidence, through better alignment with users needs.
- Delving into existing data to draw out more meaningful insights, for example a deep-dive into the connection between transport and the socio-economics of communities in Tendring.

- Using data insights to enhance the evidence for strategic regional priorities and integrated interventions.
- Access and support for local authority partners to the suite of pan-STB technical tools and insight.

What are we doing in 2026-27?

- Refreshing, refining and enhancing TRIP content to better align to user needs including improving the accessibility and usability of content.
- Working with partner authorities to better align the collection, presentation and permissions around data to improve consistency and comparability.
- Working to provide a coherent view of the transport and related socio-economic context for the region, including a growing library of tools to work with data and visualise model outputs currently held locally by LTA partners.
- Reviewing the digital platform underpinning TRIP to ensure longevity of access and performance.
- Working to provide regionally consistent insights allowing for consideration of cross-border events, and providing consistency

through local government reorganisation.

- Work with our communications and engagement function to embed TRIP as an essential tool for our local authority and national delivery body partners by increasing awareness, understanding and trust in the TRIP tools and outputs.
- Working with communications and engagement to widen access to insights and evidence as appropriate to the audience and through multiple channels.
- Providing dedicated expert support to partners to answer complex transport challenges.

Strategic Plan

6.5 Partnership management

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 and local government reorganisation processes 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 and funding model for Transport East beyond this funding period (2026-27) aligned with greater regional devolution and national policy direction.
- Explore alternative funding approaches including a more commercial mindset.
- Enhanced partner engagement processes and maintain good financial and business management.

What are we doing in 2026-27?

- 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 local government reorganisation,
- Ensure the role and remit of Transport East at a pan-regional level is reflected as decisions are taken at regional and national levels.
- Facilitate access to the regional call-off contract with ARUP and Steer to expand the expertise available easily and better value to local authorities
- 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.
- Work to identify a future funding model and increase our commercial understanding to maximise value to our partners.
- Continuous staff improvement through training and other opportunities for all staff, including webinars and conferences.

7.0 Programme detail

7.1 Defining our programme

This section sets out the 2026/27 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, local government reorganisation and rail reform.

The plan will be funded by local contributions and the DfT 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 as a matrix across our four domains and core functions:

Rail	Convening
Strategic Roads	Advocacy
Pan-regional projects	Data & Analytics
Rural Mobility	Partnership Management

Work Programme

7.2 Core domains

2026-27 Business Plan item	Description of Output	Rail reform	Improving buses	Transforming infrastructure	Greener transport	Integrating transport
Lead regional-level rail	Develop an evidenced regional rail framework to inform priorities and build consensus Secretariat for convening and work programme coordination of 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 Lead for East with UK wider rail industry Work with partners to progress short-term interventions					
Pan-regional projects	Work cross-boundary to identify opportunities for enhanced pan-regional connections Work to support partners to apply <i>Better Connected</i> should be applied in the East Lead regional Bus Forum to increase cross-East understanding, draw in learning from other regions and inform national policy development Maintain professional networks and policy understanding around active travel, EV and alternative fuels, passenger transport Monitor and increase understanding of new technologies and how they could apply to the East					

Work Programme

7.2 Core domains

2026-27 Business Plan item	Description of Output	Rail reform	Improving buses	Transforming infrastructure	Greener transport	Integrating transport
Strategic Roads	Establish a collaborative partnership with National Highways and work with other strategic road stakeholders to progress the East's priorities Work with partners to understand the impacts of planned growth across strategic road corridors, including around the Lower Thames Crossing Represent partner interests at regional road groups including those for the A12, A14 and A47 Work with partners to progress short-term interventions including considering safety, reliability, resilience and connectivity					
Rural Mobility	Through dedicated DfT funding, lead the Rural Mobility Centre of Excellence and work to transition to a national resource focussing on: 1. Policy research and development 2. Capacity building and support 3. Evidence Base development 4. Convening - Strategic partnerships and co-ordination Work to understand how <i>Better Connected</i> should be applied in rural areas Extend influence through maintaining and extending relationships with government departments, parliamentarians, mayoral combined authorities and national stakeholders					

Work Programme

7.3 Convening and Advocacy

2026-27 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.					
Set and deliver communications programme for 2026-27, 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 - Climate East Conference and representing the East at national/ regional events					
Set and deliver engagement programme for 2026-27 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 and events - 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

7.4 Data and Analytics

2026-27 Business Plan item	Description of Output	Rail reform	Improving buses	Transforming infrastructure	Greener transport	Integrating transport
Maximise partner value from content on TRIP our 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					
Enhance the user experience of TRIP	Incremental improvements to the TRIP contents, navigation and interface to respond to user needs and make the platform more discoverable, familiar, accessible and consistent					
Plan for future management of the TRIP platform	Taking control over the hosting of TRIP would allow TE to manage TRIP more quickly and more cost-effectively than the current arrangements. Explore options for transitioning					
Increase regional consistency of data	Work with partners to increase the consistent and coherent view of the transport and related context for the region, including a growing library of tools to work with data (e.g. traffic counts) and visualise model outputs currently held locally by LTA partners					
Work to embed TRIP as a trusted source of transport insight	Build and widen awareness, understanding and trust among TRIP existing and future users					

Work Programme

7.5 Partnership Management

2026-27 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 and local government reorganisation partner	Engagement with Local Authorities to support the move towards mayoral combined authorities and the planning for local government reorganisation 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.					
Management of tools and assets	Management of legal agreements, data licences, contracts, website and digital data platforms					
Business Development function	Create a Transport East Business Development Function in 2026/27 to support diversification of income and evolved operational model for 2027/28					

Work Programme

7.6 Budget Summary

2026/27 Income

Subscriptions	£ 289,061
DfT allocation	£ 973,051
Rural Mobility Centre of Excellence (RMCoE)	£335,000
Third party income	TBC
Total Income	£1,597,112

2026-27 Programme

All figures include staff time costs

Core Domains	£ 782,623 Of which £335,000 is dedicated to RMCoE
Convening and Advocacy	£ 244,444
Data and Analytics	£ 170,834
Partnership Management	£ 399,211
Total	£ 1,597,112

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 £289,061. 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.

For 2026-27 the DfT baseline contribution is £973,051. The dedicated funding for the Rural Mobility Centre of Excellence is £335,000.

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 2027
Good financial management (efficiency)	Maintain ratio of operational costs to income	Maintained from 2026/27 by 31 March 2027
Additional income	Income received beyond core subscriptions and DfT grant	Secure additional income over base funding by 31 March 2027

Measure	Indicator	Target
Partner awareness of TE and services	Number of website & social media interactions	Increase on 2025/26
Partner usage of tools and services	Number of interactions/ requests/ downloads for the new data & analysis centre	Increase on 2025/26
Partner satisfaction	Reported satisfaction through feedback & testimonials	Overall positive



Measure	Indicator	Target
Efficiency 'value added' by convening role	Number of regional co-ordinated events held on behalf of national bodies	Maintain level achieved in 2025-26
Meeting process management	Service Level achieved for core meetings*	SLA met by 31 March 2027
Staff development	Achievement of two development goals per staff member	2 per staff member achieved by 31 March 2027

Measure	Indicator	Target
Single Voice – advocacy to decision makers on region's strategic priorities	Programme to develop & support Spending Review 2027 submission	By March 2027
Single Voice – speaking to the region & UK	Total number of people attending TE led events	Maintain on 2025/26
Future of TE	2027/28 Business Plan and future approach agreed by Board	By March 2027
Support the transition of the RMCoe to a national resource	Meet achievements agreed with DfT	By March 2027

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



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