

Strategic Transport Leadership Board

1 March 2024

Agenda Item 3 2024/25 Work Programme and Long Term Plan

Recommendation:

It is recommended that the Board:

- a) **Notes the draft work programme for 2024/25, which will be brought for Board approval in May 2024 (subject to funding confirmation from DfT).**
- b) **Note progress towards delivery of the three year business plan (2022-2025).**
- c) **Notes the forward look of decisions and priority areas of work to be considered by the Board over the next six months.**
- d) **Agrees the need for a long-term plan for EEH (2025 – 2030), to be developed over the coming months.**
- e) **Agrees to continue its support to EEH through annual partner contributions, held at 2023/24 levels to reflect current financial pressures.**

1. Purpose

- 1.1. The paper provides Board members with the proposed programme of activity for EEH for 2024/25 and seeks agreement to continued local contributions towards EEH, retained at a flat rate with 2023/24 levels.

2. Key points to note

- 2.1. EEH does not yet know the size of its financial settlement for 2024/25 from DfT, though it is expected to be based on the indicative figure provided by DfT as part of a three-year funding offer.
- 2.2. The financial year 2024/25 marks the final year of a three-year Business Plan, agreed by the Strategic Transport Leadership Board in May 2022.
- 2.3. If the Board agrees, EEH Business Unit will now develop a five year plan for 2025 to 2030.
- 2.4. It is proposed that partner contributions to EEH remain at 2023/24 levels, reflecting the pressure on local government finances.

3. Context

- 3.1. In May 2022, the Strategic Transport Leadership Board agreed a three-year Business Plan for EEH¹.

¹ [EEH Three Year Business Plan 2022 - 2025](#)

3.2. The plan set out how the investment provided by local authority partners alongside the indicative budget of funding provided by DfT for the three-year period from 2022 – 2025 would be used to deliver a programme of work that would allow the region to plan and deliver some of the ambitions and priorities of the regional transport strategy, published in February 2021.

3.3. 2024/25 marks the final year of the three year Business Plan.

4. Progress during current financial year (2023/24)

4.1. The EEH business unit is forecast to finish the financial year within our current overall funding envelope, and we expect to have committed a majority of the 2023/24 work programme funding by the end of the financial year.

4.2. There remains around £250,000 (18%) of programme spend from 2023/24 that will need to be commissioned early in 2024/25. This is a result of a number of factors: the timing of DfT's settlement; a decision within the business unit to scrutinise use of funds until we are certain they are delivering the best possible outcome; and interdependencies with projects outside of EEH's programme, such as the roll out of analytical tools from TfN.

4.3. In delivering to the core programme and beyond, EEH business unit has had an excellent year, developing stronger partnerships at the national, regional and local level – all of which will lead to improved outcomes for transport connectivity across the EEH region. Highlights include: making the strongest case for investment in the region, including the Ely Area Capacity Enhancements work which secured Government commitment in October 2023; leading ongoing work of the East West Main Line Partnership and particularly developing a legacy for East West Rail; creating the Wider South East Rail Partnership and the Wider South East Freight Partnership; EEH's support for buses, framed by the Bus Symposium in September 2023; completion of the Decarbonisation Playbook – a tool designed by EEH that is now being rolled out nationally; significantly increasing our engagement with innovation partners – leveraging some imminent successes; and near completion of the connectivity studies programme and investment matrix.

4.4. An interim financial update was provided to the Strategic Transport Leadership Board in September 2023. An end of year financial statement and draft annual report will be presented to the Board for approval in May 2024.

5. Work Programme 2024/25

5.1. As yet, EEH has not received confirmation of a funding settlement for the financial year 2024/25.

5.2. Reflecting the clear commitment that DfT has towards STBs, in 2022 DfT provided a funding guideline for future years to 2025. While a funding guideline doesn't allow the business to plan our future year's work programmes completely, it does mean we can set out a draft work programme for the Board's consideration with somewhat more certainty.

5.3. In December 2023, the Board approved the overall approach for the financial year ahead – agreeing an equal balance of focus between the three thematic areas that DfT had asked us to present our work: Developing and Implementing the Transport Strategy; the Investment Pipeline and Evidence Base; and Developing and Implementation of a Regional Centre of Excellence.

5.4. A summary of the proposed work programme submitted to DfT is set out in Annex 1. If the settlement for 2024/25 is in line with the indicative funding settlement we expect the contribution from DfT to be around £1,536,000 for the financial year 2024/25. Confirmation is expected by the end of March 2024, allowing the business unit to prepare a full business plan for consideration and approval by the Board in May 2024.



- 5.5. In addition to the core programme, EEH has requested a further £300,000 to develop our analytical capability. This additional request, outside of DfT core funding, will ensure EEH is capable of leveraging DfT's investment into Transport for the North's Common Analytical Framework (CAF). This will include: Data/model development for EEH, alignment of tools; and staff to manage the development of the CAF in a way that is a minimal viable product and that will bring consistency across all seven STBs.
- 5.6. To support delivery of the programme, a forward plan of Board agenda discussions to September 2024 is attached at Annex 2.

6. Three Year Business Plan

- 6.1. 2024/25 is a further significant year for EEH as it marks the final year of our three year Business Plan.
- 6.2. In May 2022, the Strategic Transport Leadership Board agreed the 2022 – 2025 Business Plan for EEH². The Plan set out how the investment provided by local authority partners alongside the indicative budget of funding provided by DfT for the three-year period would be used to deliver a programme of work that responded to both the Board's and the government's ambitions and expectations of EEH.
- 6.3. The three-year business plan provided the opportunity for the Board to set out a next stage of development for EEH: moving towards complementing our already successful approach to strategy, policy and evidence to a body that also delivers investment propositions and supports the timely delivery of infrastructure in the region.
- 6.4. In delivering the proposed Programme of work for 2024/25, EEH will have delivered the three year programme. While there have, in some areas, been national policy decisions that have affected our overall scale of impact, there are other areas such as the Centre of Excellence where EEH will have far exceeded the level of aspiration that we set out with in 2022.
- 6.5. An evaluation of our likely scale of delivery by March 2025 against the initial three year Business Plan is set out in Annex 3.

7. Local contributions

- 7.1. In addition to programme funding from government, our constituent member authorities make 'local' financial contributions towards EEH. This is a vital part of the EEH funding programme as it provides important support to cover communications, effective engagement activities with the government, MPs and other key decision makers, some operational costs and a proportion of staff costs.
- 7.2. Recognising the continued pressure on local government finances, EEH does not take the request for local contributions lightly. In order to minimise the impact on partners, it is proposed that local contributions are therefore held at 2023/24 levels.
- 7.3. By investing in EEH, local partners retain the organisation as a locally-led body with flexibility to deliver local priorities. At the same time, EEH's local contributions are able to lever a significant uplift in government programme funding to plan strategic transport investment in the region.
- 7.4. The staff within the EEH team are a regional resource that all partners are able to work with and benefit from. We are increasingly seeing examples of where EEH's resources are being used to replace pressures on individual local authorities. During 2024/25, EEH staff will maintain a tight focus on how we can further support local partners to bring added value – aiming consistently to bring added value well in above the level of local contributions that have been leveraged.

² [EEH Three Year Business Plan 2022 - 2025](#)



7.5. The flat rate contribution does not reflect the likely cost increases that EEH will face in the year ahead, due primarily to inflation. While this may present EEH with potential challenges, EEH staff will remain committed to resolving these pressures through efficiencies, just as our local partners are having to do.

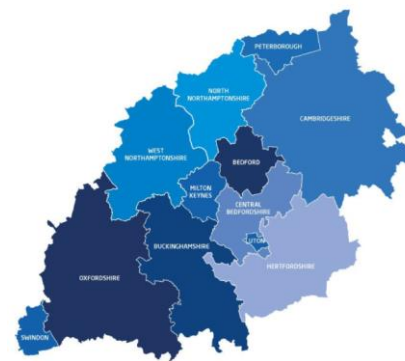
8. Long Term Plan for England's Economic Heartland

- 8.1. Board Members will be aware that the indicative funding allocation for EEH provided DfT, as a sub national transport body that operates as a non-statutory body, was provided by DfT to March 2025. As yet, we have no certainty of Government's commitment to STBs beyond then.
- 8.2. The role of STBs is clearly set out in the Cities and Local Government Devolution Act 2016³. Since its inception, EEH has built and strengthened our relationships with partners across the region - becoming a key part of the local and regional transport landscape. This position was reaffirmed during the Strategic Review of EEH, completed by the Board in January 2023. As such, it is expected that Board Members will want to see EEH supported for the years ahead.
- 8.3. We expect future funding for STBs beyond March 2025 will be considered as part of a Government Spending Review, most likely to take place after the General Election.
- 8.4. As a result, and in order to put EEH on a more certain footing going forward - both financially and as an organisation operating within the transport landscape - it is proposed that the Board support the development of a five year plan (2025 - 2030). The plan will consider: work programme; financial models; and governance of the organisation.
- 8.5. If the Board agrees, the Plan will be prepared with sufficient flexibility to allow EEH to respond with agility to any emerging policy decisions that affect the regional government landscape over the coming year.

Naomi Green
Managing Director
March 2024

³ [Cities and Local Government Devolution Act 2016 \(legislation.gov.uk\)](https://www.legislation.gov.uk/ukpga/2016/11)





Annex 1

England's Economic Heartland 2024 – 2025 Work Programme

Programme Summary

Work Area	Specific Workstream	Deliverables
Developing and Implementing Transport Strategy		£602,000 (DfT Programme Spend - £553,000)
1	Overseeing transport strategy delivery – ensuring policy framework in the transport strategy is aligned to all strands of activity within EEH. Maximising alignment between LA and EEH priorities and ultimately DfT key priorities. Costs are mainly staff costs.	<p>Continuous throughout the year.</p> <p>Reporting on transport strategy performance to date will be included in the annual review process, summer 2024.</p>
2	Regional bus strategy implementation , including first last mile connectivity to stations and economic centres.	<p>A suite of work (subject to recommendations from earlier commission) which will commence autumn 2024 and complete spring 2025, likely to include:</p> <ul style="list-style-type: none"> - Agreeing regional route priorities - Connecting places of strategic importance, as agreed by EEH Board - Developing options and propositions for network reform. - Develop propositions (in partnership with local authorities) for DRT/MRT and guided bus models – at a pan regional/cross boundary level. <p>Propositions will be developed to be innovative in approach and provide the evidence base that can support ambitious future BSIP submissions, devolution considerations and effective approaches to planning the region’s public transport network.</p> <p>Our work will also focus on East West Rail’s first mile, last mile offer – with plans in place by December 2024.</p>
3	Mobility Hubs pilots Making the case for mobility hubs in specific locations	<p>Working with local authorities to roll out identification of locations tool and process.</p> <p>Development of a regional investment proposition and monitoring framework</p>

		Actionable opportunities and strategic cases for investment will be developed by February 2025.
4	Delivering Rail Priorities	<p>Secondment to deliver EEH's rail priorities work. This work will enable us to act quickly when an opportunity arises, and is expected to be completed by March 2025.</p> <p>Work alongside Network Rail and GBRTT to leverage rail service improvement opportunities. Take forward phase 2 of the rail priorities study, providing greater evidence to inform investment propositions.</p> <p>Providing secretariat for the wider South East Rail Partnership, Ely Taskforce and East West Main Line Partnership. Working with partners to ensure Oxford-Milton Keynes section of East West Rail opens successfully (2025).</p> <p>Supporting the East West Rai DCO process (mid-2024).</p> <p>Supporting Network Rail to take forward the next stage of work on Ely Area Capacity Enhancements so by summer 2024 the NR team is re-established.</p>
5	Delivering Freight Priorities Including secondment costs (shared with Transport East).	<p>Delivery of priorities in the freight action plan (which will be completed spring 2024).</p> <p>Lead on the Regional Freight Forum and the South East Freight Partnership.</p>
6	Delivering Varsity Way Including development costs and staff time.	Work on Varsity Way in the Marston Vale, and accompanying Varsity Way prospectus, by end of the year.
Investment Pipeline and Evidence Base		£950,000 (DfT Programme Spend £843,000)
Common Analytical Framework		£300,000 (outside of core programme) Additional costs (outside of DfT core funding) to ensure EEH is capable of leveraging DfT investment into TfN CAF programme. This will include: Data/model development for EEH, alignment of tools and staff to manage the development of the CAF in a way that is a minimal viable product that brings consistency across all seven STBs.
Core Programme		£650,000
1	Continue to support the regional evidence base, including local authority, growth board, Cambridge-Oxford PRP and other partner engagement to ensure single data set(s) for the region.	<p>Work continuous throughout the year including: Intergrating wider data (by December 2024)</p> <p>Recruitment of in-house analyst (spring 2024)</p> <p>On going quality assurance and new data integration of Cadence data platform.</p>

	Evolution of Cadence, annual updates of development and housing data and other analytical tools. The allocation includes the appointment of an in-house analyst.	
2	Collation of evidence (qualitative and quantitative) to help shape investment priorities and the wider regional investment narrative. Costs include working with partners within EEH and across the wider South East.	Production of materials highlighting economic case for investment in regional priorities (staged approach to outputs throughout spring to autumn 2024).
3	(Following publication of the investment framework) - further investigation into regional investment priorities- to deepen our evidence and understanding of how they deliver against local, regional and national priorities. The allocation includes a significant amount of staff time.	Ongoing work with the investment framework outputs – further development of strategic case (leveraging mobility, socio economic data and land-use models). The data and evidence provides important support to National Highways and Network Rail decision making.
4	Supporting future roads prioritisation (including MRN2)	Modelling / strategic prioritisation / peer review to support the identification of priority roads investment across the region (background study to start in summer 2024) Maximising the opportunity for the region’s roads, making the case for future investment priorities –as small scale interventions, innovative approaches that will reduce the environmental impact of road traffic or, where necessary, capital enhancements - in support of regional connectivity priorities.
Development and Implementation of the Regional Centre of Excellence. Nb all of EEH’s work will feed into the CoE.		£560,000 (DfT Programme costs - £440,000)
1	Best Practice, knowledge sharing and tool development, including local transport plan support and further updates and roll out of tools - reducing our environmental impact tool and EV infrastructure tool (including staff time and regular support to local authorities)	Roll out of tools and workshops throughout 2024 with an ongoing feedback loop with LTAs to show effectiveness. Tools to include: Cadence license and application of tool (April 2024 onwards) Pan STB EV tool (April 2024) Carbon Analysis tool (CAP) (April 2024). Mobility hubs tool (launching spring 2024) Bus tool (bid booster) (launching spring 2024)
2	Partnership support	Ongoing – including policy intelligence, ongoing engagement and sharing expertise. Responding to specific LA needs and unique economic opportunities.
3	Innovation Pump Priming (including internal staff costs to implement)	Ongoing and dependent on opportunities arising.

4	Capacity and Capability Centre of Excellence	Scrunity and review of funding propositions, continuation of the design of the capacity and capability programme including master class series. Supporting LTAs in delivery of Major Scheme Business Cases.
5	Skills Development (including universities engagement)	Establishing the EEH careers networks (by summer 2024). Continued Roll out of masterclass programme. Strengthening alignment with the region's universities.
6	Forum Management and supporting cross sector engagement (staff time and building partnerships)	Ongoing work to ensure the smooth running of the organisation, stakeholder management and growing partnerships. Our regional forums include: <ul style="list-style-type: none"> - Directors' Group - Transport Officer Group - Decarbonisation Working Group - Innovation Working Group - Regional Bus Forum - Active Travel Forum - Capacity and Capability Forum - Connectivity Study Programme Boards - STB EV Group - Freight Working Group - Investment Pipeline Steering Group - Ely Taskforce - EEH Delivery Partners
Other EEH Costs (funded by local contributions)		Including staff time to manage business operations, travel, office and meeting costs, engagement and communications activity and professional memberships.
EEH Reserves		£400,000 (funded by EEH)
Total DfT Programme Spend		£1,836,000 (including all programme staff costs and £300,000 for CAF adoption)

Strategic Transport Leadership Board Forward Programme

May 2024	
End of Year Review and Annual Report	To agree the end of year budget and annual report for the previous year
Work Programme 2024/25	To agree the programme of work for the year ahead based on DfT's financial settlement for the year
Luton Airport Expansion	To receive a presentation from Luton Rising regarding the Luton Airport Expansion proposals.
Connectivity Studies	To consider and agree the conclusions of the connectivity studies 4 (Southern East West movements) and 5 (Thames Valley – Buckinghamshire – Northampton) and agree next steps. To agree the final reports for the EEH Investment Matrix, including the Prioritisation Summary Report.
Investment Brochures	To agree the investment brochures for the EEH region.
Innovation	To receive an update on innovation and future of mobility projects that EEH is leading or supporting on.
Decarbonisation Playbook	To consider the outcomes of the joint work with Transport for South East and Transport East providing support to local authorities on quantifiable carbon reduction (QCR), including roll out of the tool.
July 2024	
Five Year Plan (2025 – 2030)	To consider the draft five year plan for EEH.



Transport Strategy Monitoring	To receive a report on the initial monitoring of metrics relating to policies and priorities of the Regional Transport Strategy.
Road investment priorities	To discuss the Board's future roads priorities, based on publication of the draft RIS3 and Statement of Funds Available. To consider the conclusions of the Oxford – Cambridge Area Connectivity: Roads Study and agree next steps
Freight	To agree the region's freight action plan
EEH as a Centre of Excellence	To agree priorities for EEH's centre of excellence – providing additional support for local authorities across the region. To agree any changes to governance that may be required.
Skills	To present the conclusions and recommended next steps for the EEH skills and retention project.
September 2024	
Mid-Year Review	To review operational expenditure and programme progress at the mid-point in the financial year.
Bus Services	To agree the final reports of the Bus Services commission, recognising many of the outputs will have been received sooner to align with BSIP refresh timelines.
First Last Mile Connectivity and Integration	To receive a presentation on progress with integration across modes, including implementation of the East West Rail Door to Door Strategy.
Mobility Hubs	To consider the outputs of the Mobility Hubs Investment Project and agree next steps.
Rail investment priorities	To receive a presentation on the conclusions of the rail mainlines study.
Varsity Way	To agree the case for investment in the Varsity Way scheme.



Annex 3 – Review against 2022 – 2025 Business Plan Commitments

Business Plan Commitments	Overall assessment of delivery
<p>Below lists the commitments that EEH committed to in the Three-Year Business Plan (2022 – 2025).</p> <p>Activity was based around seven categories, which together would take the organisation forward in the way we were responding to the Regional Transport Strategy, published in February 2021.</p>	
<p>Regional Evidence Base</p> <ul style="list-style-type: none"> - Work with partners to scope and design an upgraded regional evidence base, considering its effective application and utilisation. - Develop and roll out the new evidence base, including prioritising resources to test and improve it. - Strengthen the quality of data, working with government departments, Environment Agency, National Highways, Network Rail, EEH Bus Operators Association and Active Travel England to explore opportunities to create a single databank – accessible by all public sector partners, and others by agreement. - Ensure the evidence captures and strengthens our knowledge of freight as well as passenger data. - Incorporate outputs from ongoing technical work, such as the decarbonisation playbook. - Ensure the database is fit for purpose to support development of the strategic case for early-stage business cases. - Review of the population segmentation tool, including its scale and granularity, particularly in the context of improved access to stations and planning for mobility hubs 	<p>STATUS: ON TRACK</p> <p>During 2023/24 EEH refreshed its regional evidence base with the introduction of Cadence. The tool has been rolled out to local authority partners.</p> <p>The significant strengthening of the regional evidence base through Connectivity Studies, mode specific studies and scheme specific activity is creating a richer set of data to support investment prioritisation and the case for funding. The purchase of mobile phone data and the Great British Freight Model data adds greater accuracy to the evidence base, capturing travel patterns and freight movements more specifically than ever possible when relying on travel surveys and census data. The EEH evidence base is fully available for use by our local authority partners.</p> <p>Further work is required to align and make the most of data available within other partners such as National Highways – where having EEH covered by three National Highways areas can bring additional challenges.</p> <p>In 2024/25, securing funding to increase our analytical capability will be critical if we are to maximise the application of the evidence base for the benefit of individual local authority partners and the region as a whole.</p> <p>There is also further work required in 2024/25 to renew previous work completed on population segmentation – supporting much more accurate planning of integration and demand for services.</p>

Planning for Net Zero

- Work with each individual local authority to provide the right evidence and support in planning for a net zero transport system
- Support the roll out of local transport plans in the region – helping to manage links between local ambitions, the regional transport strategy and government policy
- Scope a monitoring and evaluation plan for a net zero transport system
- Facilitate a community of best practice for EEH local authorities to share expertise and experience of planning for net zero
- Press the case for electrification of our railways, as soon as possible, including East West Rail
- Work with neighbouring STBs, government and the freight sector to ensure decarbonisation of freight remains a priority area of focus
- Work with Transport East to define how the sector can better work collaboratively to support and enable the most efficient and effective roll out of electric vehicle infrastructure
- Work to shape and influence national and regional thinking around behaviour change
- Support the discussion about new business models that can deliver revenue investment into place-based decarbonisation solutions
- Continue to work with local authority partners to plan for and monitor net zero transport, including implementation of a regional monitoring and evaluation approach

STATUS: SOME WAY TOWARDS DELIVERY

EEH is one of only two STBs (the other being Transport for the North) to have a dedicated Head of decarbonisation in post – reflecting our commitment to planning a net zero transport system for the future.

Despite our leadership in this area, including development of the Carbon Assessment Playbook (including the Transport Carbon Baseline), which is now being rolled out nationally, publication of the Government's Plan for Drivers has led to delays in the timeline for publication of key government documents such as the LTP guidance.

EEH is advocating those priorities that represent "absolute" requirements when it comes to decarbonisation of the region's transport network – including delivering capacity improvements at Ely Junction, electrification of East West Rail and enabling decarbonisation of road freight as quickly as possible.

The regional Electric Vehicle Infrastructure Study set a clear path for STBs to provide direct support to local authorities (now in place) and EV Infrastructure providers to plan for the scale of uptake needed in EVs in the EEH region. We are working with Ofgem to consider their proposals for aligning Regional System Energy Planning with STB geographies.

Improving Strategic Connectivity

- Advocate for delivery of East West Rail in full, including the Aylesbury link.
- Ensure that the government's roads investment strategy and 30-year plan for rail reflect the region's priorities.
- Prioritise and develop an action plan for strategically important roads and rail, following completion of the passenger rail study and the Oxford to Cambridge road study.
- Complete the current programme of connectivity studies and, following this, review whether there are any further areas of study or evidence needed as a result of their conclusions.
- Identify priority schemes for the next round of Major Roads Network investment, ensuring future investment in roads is delivered in a way that responds to the policy framework set out in the regional transport strategy.
- Develop a long-term plan for regional bus and coach connectivity and work with the EEH Bus Operators Association to implement its recommendations.
- Work with Transport for the South East and Transport East to plan a consistent approach to improving provision for and reducing the impact of freight in the wider south-east, including the decarbonisation of freight, particularly considering the government's national freight strategy.
- Ensure investment in digital connectivity continues to be supported as a core part of the region's transport and connectivity offer (not DfT funded).

STATUS: ON TRACK

By the end of the Business Plan period, EEH will have completed all of the commitments for improving strategic connectivity.

Completion of the connectivity studies and investment pipeline – developed as an agile matrix – along with our mode specific work around strategic roads and rail are all part of a much greater suite of evidence on which EEH can make the case for investment in the region.

Our work to advocate for investment in East West Rail and more recently Ely Area Capacity Enhancements were significant in their impact and have paved the way for future approaches that EEH will take.

There remains a significant risk that some of EEH's major priorities, such as the Aylesbury Link for East West Rail or improvements to the A1, will not be able to proceed as quickly as needed. This is a reflection of national policy decisions around funding priorities and more generally availability of funding for schemes.

<p>An Integrated Transport Network</p> <ul style="list-style-type: none"> - Support early stage development of the business case for the Varsity Way – a dedicated cycle route across the region, forming the backbone of a region wide cycle network. - Roll out a programme of mobility hub demonstrators, supported by work to inform the development of business cases for mobility hubs. - Develop an initial programme of work following publication of the government’s Future of Rural Transport Strategy. - Explore options for improved ticketing and information provision to achieve pan-regional integration. - Lead the national and regional commitment for better alignment between spatial planning, physical connectivity and digital connectivity (the ‘tri-planning process’). - Continue to press for investment in bus services, supporting the roll out of BSIP ambitions beyond the first phase of funding. - Strengthen links with the Canal and River Trust to maximise the opportunity for water-based travel and their associated pathways. 	<p>STATUS: SOME WAY TOWARDS DELIVERY</p> <p>EEH Business Unit has made major progress in this area, particularly developing a clear and important role for the STB around buses, mobility hubs and strategic active travel networks, such as Varsity Way.</p> <p>As an STB, we work closely with the Rural Centre of Excellence, led by Transport East and will continue to strengthen these links as part of the</p> <p>However, true integration requires alignment in ticketing and information provision. These are areas where there is limited funding from DfT to support activity in our area. As a result, EEH is exploring wider opportunities to make progress – such as via future innovation pilots.</p> <p>The East West Rail Door to Door strategy should also provide a case for Government to revisit its level of support for integration in the EEH region, and EEH is already advocating on partners’ behalf the urgent need for investment in integrated door to door planning.</p>
<p>Innovation</p> <ul style="list-style-type: none"> - Collaborate on the future of mobility with the region’s innovators in business, academia and local government. This includes developing a pump prime fund to support collaborative bid development on common challenges and priorities. - Ensure a continuous approach to sharing learning and experience, to ensure new opportunities are strengthened by lessons learnt from the past. Through the continuing work of EEH innovation working group, facilitate a community of best practice for EEH local authorities, and enable a flow of information between them and the region’s private sector innovators and universities 	<p>STATUS: ON TRACK</p> <p>The commitment to support innovation bids has been a long standing ambition of EEH. On an annual basis, the Board have agreed to a small pot of funding (around £20,000) to provide pump priming support to innovation bids. EEH is currently in live negotiations with a number of bids and our role and profile in this area is growing significantly. A further update to the Board in May 2024 will provide greater demonstration of progress in this area.</p>

<p>Regional Scheme Prioritisation and Development</p> <ul style="list-style-type: none"> - Draw on conclusions from across the EEH study programme to develop a regional infrastructure pipeline. - Shape and agree how regional strategic transport investment schemes will be prioritised, drawing from recommendations across policy framework and evidence work. - Develop funding opportunities that may be viable for both government and investor/developer funding to attract new opportunities for infrastructure schemes. - Undertake a programme of development of strategic cases for infrastructure priorities identified in the regional investment pipeline – moving the focus on to enabling scheme investment and, in time delivery 	<p>STATUS: ON TRACK</p> <p>By the end of the Business Plan period, EEH will have completed its evidence base – in terms of connectivity studies and mode-specific studies - and have developed its investment prioritisation matrix.</p> <p>These projects form a critical part of our ability to provide clear, credible advice to investors, primarily Government on infrastructure investment priorities in this region.</p> <p>Building on the evidence base, EEH’s success with its advocacy brochures for East West Rail and latterly Ely Junction demonstrates the impact that a single voice for the region can have on securing investment for our priority schemes. EEH continues to build on this successful model with the Investment Brochures currently under development.</p> <p>During 2024/25, EEH’s focus on its analytical capability and our ambitions to adopt the Common Analytical Framework (developed by Transport for the North) will significantly increase our ability to make the case for investment through stronger analytical evidence and streamlined early business case processes.</p>
---	---

Capacity and Capability to Deliver

EEH 's long-term plans to create a centre of excellence for major early-stage scheme development in the region will make significant progress during 2022.

Through the £125,000 in-year funding from DfT for client-side capabilities, the concept will now be piloted.

This will involve the undertaking of a holistic capability gap analysis which will lead to the identification of capabilities required at local authority, regional (EEH) and specialist pan-regional levels (for which the use of consultancies may be the most appropriate method).

The pilot will also trial different forms of support on specific projects, based on the capability gap analysis completed.

The idea for the centre of excellence was identified as an opportunity in a review of the infrastructure delivery processes undertaken with partners in 2019.

This identified a number of 'pinch points' due to depleted technical and professional capability within the 'client side' to oversee scheme proposal development.

It is envisioned that the Centre of Excellence will have a particular focus on developing the strategic narrative for transport infrastructure schemes at pre-SOBC stage. It will perform a dual role in the longer term: both the supporting of local authorities on individual early scheme development; and the broader challenge of developing future regional capability and upskilling existing people, for example through supporting of apprenticeships and transport planning students

STATUS: SOME WAY TOWARDS DELIVERY

EEH continues to develop its Capacity and Capability function – trialling a number of different routes to successful delivery.

There remains more work to do to identify the most effective route to delivery of the Capacity and Capability offer and EEH remains committed to working through 2024/25 with local partners to review solutions with the aim of a specialist pool of resources being in place for local partners as soon as possible.

Beyond the initial proposals, EEH's Centre of Excellence will have far exceeded the level of aspiration that we set out in 2022. Also reflects revised requirements from the Department for Transport as well as our own ambitions to ensure EEH can offer the greatest value added to our partners.

Through the Centre of Excellence, Skills and Capacity and Capability projects, EEH is leading the way across the STBs in the way it is responding to immediate as well as long term capacity and capability needs for local and regional transport. It is hoped we will be well advanced to continue to make the case for investment in this area of work.