

Western Gateway Sub-national Transport Body

Board Meeting

Paper C

Date	11th July 2022
Title of report:	Delivering the Western Gateway's Three-Year Business plan 2022/23 to 2024/25
Purpose of report:	To set out a recommended programme for 2022/23 to 2024/25 and the resource approach for delivering it.

Recommendations:

The members of the Board are recommended to:

- I. To approve the programme for 2022/23 as set out in Table One, detailed notes are listed in Appendix One.
- II. To delegate reallocation of funds between projects to the Senior Officers Group; following detailed planning and responses on cost proposals from the supply chain as long as the overall scope and objectives in the Business Plan are met.
- III. To approve the recommended resource approach for delivering the Western Gateway programme as set out in Table Three.
- IV. To delegate to the Senior Officers Group and Programme Management Team recruitment of officers to deliver the Western Gateway's programme
- V. To confirm the Board supports the recommendation for the Combined Authority to continue to run the secretariat function for the next three years.

1. Introduction

- 1.1 This note sets out a recommended programme for the Western Gateway Sub-national Transport Body (STB) for 2022/23 to 2024/25 with the resource approach needed for delivering it. What can best be delivered in-house is raised before looking at the current resource approach and the preferred approach for delivery. Details for each project area are provided including scope, justification, planned work, timescales, decisions, resources and risks are included. The proposal has been updated following discussions with the informal Board and feedback on the required level of programme support from the Department for Transport.

- 2 Recommended programme for 2022/23 to 2024/25** Table One below presents the recommended programme for 2022/23 to 2024/25 based around taking forward the outputs and recommendations of the various studies and strategies produced to date by the Western Gateway STB. It combines funding from the Department for Transport (DfT) and the annual contribution provided by each of the STB's constituent authorities. Proposals for how to deliver the programme which are set out in more detail in sections 6 and 7 are included. The programme will be subject to this Board's approval as set out in Recommendation I. The rail elements are subject to further discussions with Network Rail on co-funding opportunities (to be timed against outputs of NR study work at the end of July)

Table One: Proposed Western Gateway programme for 2022/23 to 2024/5

Work area	Programme year			
	22/23	23/24	24/25	Total
Strategic Transport Plan - Stage 2 and 3, consultation. Future development funding for taking forward priorities likely to be required in 2023/24 to 2024/25.	80	0	0	80
Rail* - taking forward outputs from the Network Rail Strategic Corridor Studies	150	200	235	585
Rural** - take forward pilot project(s) with key partners and stakeholders to SOBC.	150	200	235	585
Alt Fuels Freight** - to shortlist and develop business cases for hydrogen refuelling and EV charging stations	60	110	110	280
EV charging*** - regional demand assessment and assist local authorities and energy suppliers with network provision.	60	80	80	220
Freight** - Setting up the Forum and take forward STB led interventions from the Freight Strategy	150	200	200	550
Other projects - bus, MRN, CP7, RIS3, Regional Centre of Excellence	67	116	125	308
Sub-Total Projects	717	906	985	2608
Secretariat Function	47	47	47	142
Lead Officer	21	43	44	107
Sub-Total Secretariat	68	90	91	249
Total	785	996	1076	2857
Funding available				
Authority contributions	180	180	180	540
DfT grant	605	816	896	2317

Total funding	785	996	1076	2857
Pipeline if further funding becomes available or costs are reduced in existing projects these projects will be brought forward				
Cycling - complete Strategy but defer taking forward to 2023/24 to focus resources on EV charging	0	70	80	150
Coach - complete Strategy but defer taking forward to 2023/24 to focus resources on EV charging	0	70	80	150
Initial Assessment work to be carried out if this work needs to be reprioritised then a request to reprioritised funding will be submitted to the board				

Notes: Includes £180k contribution from the nine constituent authorities.

* Subject to further discussions with Network Rail on funding and DfT

** Joint work with the Peninsula STB

*** Potential for joint work with the Peninsula STB

- 3 Why the need for a new resource approach?** The programme for 2022/23 to 2024/25 shown in Table One above is ambitious given current in-house resource levels. With existing commitments to producing the long-term Strategic Transport Plan there is a serious risk that planned work on rural mobility, rail, freight strategy, alternative fuels for freight and Electric Vehicle (EV) charging will be delayed.
- 3.2 The Western Gateway STB has secured additional funding from the Department for Transport (DfT) for 2022/23 to 2024/25 recognising the key role and value of the STB's work. The settlement letter allows the STB to build its capacity and capability using some of the core funding to pay for staff. The Business Plan and resource proposal reflects feedback from the Department for Transport, which strongly supported increasing the resource capacity in Programme Management, Leadership and Technical. This is fundamental to delivering our work programme and is in line with their expectations. It is also considered to be somewhat conservative but comparable to the resource position of other STB's. The programme team will use a phased approach to build the capacity.
- 3.3 With most of the studies and strategies commissioned in 2021/22 having been completed or nearing completion the Western Gateway STB is at the point where it is moving to the next level from simply commissioning studies and strategies to helping facilitate delivery.
- 3.4 To date in-house resource has been used to project manage studies and strategies undertaken by consultants. This in-house resource, currently 1.8 Full Time Equivalent (FTE), is however insufficient to take forward the forward the recommendations and outputs emerging from them.

- 3.5 There are ongoing difficulties with the use of the consultant framework. Work has frequently been delayed by a lack of resource on their part with at times programme and quality issues. Whilst some of the consultants' work has been of very high quality, notably the Freight and Rural Mobility Strategies, there remain serious concerns about the STB's dependency on consultants.
- 3.6 Bringing more of this work in-house will help mitigate these issues. The following section sets out what is best delivered in-house and where consultancy support, particularly on the technical side, will still be needed. Subsequent sections look at the current resource approach and options for new ones to tackle the issues raised above. An issue to agree is as to which organisation holds the in-house resource.
- 3.7 **What is best delivered in-house?** The Western Gateway relies heavily on consultants to provide technical support and undertake the development of strategies. There is the opportunity to bring more of this work in-house as set out below.

Technical Staff

- Strategic and Management parts of business case preparation
- Workshops, prioritisation
- Writing strategy
- Liaison with National Highways and Network Rail, Department for Transport (DfT) Policy Leads, other Sub-national Transport Bodies (STB), attendance at workshops, championing technical knowledge and capability
- Major Road Network (MRN) and Route Investment Strategy 3 (RIS3) development, Control Period 7 development, feed into Rail Network Enhancement Programme (RNEP)
- Feedback on consultations, public questions, councillor questions
- Engagement with Senior Officer Group (SOG), Transport Officer Group (TOG), Rail Officer Group (ROG), Western Gateway Partnership (formerly Great Western Powerhouse)
- GIS mapping support – outsourcing is expensive, and requests are ad hoc
- Data – collection and analysis, data discovery work to identify what is available and gaps and provide a consistent data set for all constituent authorities to use

Programme Management

- Commissioning for procurement, engagement with SOG, Councillors, DfT & Policy Leads, liaison with Board

- Producing reporting to stakeholders and DfT
- Financial oversight of programme, planning and resourcing
- Management of SOG & Board
- Facilitating meetings, workshops for Technical Leads

Project support

- Organising workshops, emailing stakeholders, gathering information, financial support – raising Purchase Orders, contracts, organising meetings, taking minutes, IT support
- Ad hoc support could be provided by suppliers on specific projects

Comms

- Comms could be brought in-house. Need to ensure that all constituent authority comms teams are engaged. Online and offline resource needed so STB can lead on any consultations, run the website and social media content, support councillor engagements and conferences.

- 4 What is best left via 3rd party suppliers?** As some elements of the transport work is highly technical particularly around modelling it is unlikely this expertise will be provided in-house so the need for consultant support will remain. Likely requirements are set out below.

Technical Staff

- Economic case – if in-house data officer this could potentially be done in-house
- Commercial + Financial case
- Modelling

Comms

- Additional consultation support could be outsourced to ensure a coordinated and targeted approach to communication is carried out with clear outputs and delivery timetable. Also, to update and oversee the STB website, coordinate press releases for relevant audiences e.g., trade publications.

- 4.2 Current resource approach** Table Two below shows the Western Gateway's current approach to resourcing its work programme.

Table Two: Western Gateway current resource approach

Role	FTE	Responsibilities
Secretariat Lead	WECA	Oversight of secretariat function
Chair of SOG	Wilts	Liaison with National STB Group and Directors meetings, representing WGSTB
Programme Mgr.	0.05 FTE WECA	Oversight of delivery, reporting, procurement, contract management, liaison with DfT In practice 0.05 is what is charged to the STB; however the real work effort is higher
Technical Leads	1 FTE WECA	Strategic Transport Plan Rail Strategy Rural Mobility Alternative Fuels Lead on engagement with National Highways, Network Rail, other STB's, responses to consultations, public information requests, liaison with constituent member technical officers
	0.1 FTE Glos	Coach Project Cycling Project Engagement with National Highways, Network Rail, other STB's, responses to consultations, public information requests, liaison with constituent member technical officers
	0.2 FTE BCP	Freight Project Lead on engagement with M4 to Dorset Coast Project Engagement with National Highways, Network Rail, other STB's, responses to consultations, public information requests, liaison with constituent member technical officers
	0.05 FTE Wilts	Carbon Audit Project Engagement with National Highways, Network Rail, other STB's, responses to consultations, public information requests, liaison with constituent member technical officers
Project support	0.2 FTE WECA	Secretariat for Board, SOG, Rail Officer working group, workshops, management of central mailbox, website In practice 0.2 is what is charged to the STB; however the real work effort is higher
Comms	0.2 FTE Sphere	Preparing copy for the STB website, social media account and writing content for stakeholder emails. Coordinate press release/news article content. Production of Comms materials, support at conferences or engagement events, production of forwards for key documents, public engagement emails.
Total	1.8	£104k approximately

4.3 Recommended resource approach The recommended resource approach for delivering the Western Gateway's programme is put forward in Table Four below. This approach will significantly reduce the risk of slippage and

increase the level of project delivery. It increases the FTE technical leads to 3.5 with one FTE as Senior Technical Lead. A 0.5 FTE Lead Officer is provided with strengthened programme management, project support and comms increasing overall resource to 5.4 FTE.

- 4.4 Most other STBs have a lead officer role providing strategic direction of their STB, representing them as a member of the National STB Liaison Group and with Government Departments.
- 4.5 To note that some consultant support particularly around business case preparation will be required as it is unlikely all specialist skills can be provided in-house.
- 4.6 This recommended resource approach could be phased in over a 6-month period and then reviewed to see if additional resources are needed.

Table Three: Recommended resource approach

Role	FTE	Responsibilities In-House
Secretariat Lead	WECA	Oversight of secretariat function
Chair of SOG	Wilts	Liaison with National STB Group and Directors meetings, representing WGSTB
Lead Officer	0.5	To lead on the strategic direction of the Western Gateway STB, co-ordinating the development and delivery of complex, cross-border transport and infrastructure schemes in conjunction with the Western Gateway Senior Officers Group. Also represents Western Gateway STB as a member of the National STB Liaison Group and associated engagement with Government Departments. Crucial role to ensure that Western Gateway STB is best positioned to help develop national strategy, maximise benefit of collaborative approach through joint commissions and have early sight of funding opportunities.
Project Mgr.	0.4 FTE WECA	Oversight of delivery, reporting, procurement, contract management, liaison with DfT
Senior Technical Lead	1.0 FTE WECA	Strategic Transport Plan Client project management, input into technical deliverables, production of project briefs, oversight of individual projects Engagement with National Highways, Network Rail, other STB's, responses to consultations, public information requests, liaison with constituent member technical officers
Technical Leads	2.5 FTE Senior Technical	Rail Strategy Rural mobility Freight Strategy Alternative fuels Carbon baseline

	Lead WECA	EV charging Client project management, input into technical deliverables, production of project briefs, oversight of individual projects Engagement with National Highways, Network Rail, other STB's, responses to consultations, public information requests, liaison with constituent member technical officers
Project support	0.6 FTE WECA	Secretariat for Board, SOG, Rail Officer working group, workshops, management of central mailbox, website Data collection and analysis – additional technical role which may be beyond the scope of project support post.
Comms	0.2 FTE Sphere	Draft and implement a communications and engagement plan, preparing copy for the STB website, social media and writing content for stakeholder emails. Coordinate press release/news article content. Produce Comms materials, support at conferences or engagement events, production of forwards for key documents, public engagement emails.
Total	5.2	

4.7 Cost figures for 2022/23 to 2024/25 for this recommended resource approach are provided in Table Four below.

Table Four: Western Gateway recommended resource approach

Recommended resource approach based on top end budget							
Role	FTE Based on	Base Salary 22/23 per FTE	All in salary cost based on Full time				Comment
			22/23	23/24	24/25	Total	
Lead Officer	0.5	£65,423	£20,840	£42,694	£43,731	£107,265	Ideally need to source from member Authority. Resource may be difficult to secure, therefore costs for the first year reflect when resource is likely to be secured. Costs are expected to flux with the Senior Technical Lead and Project Manager subject to availability
Senior Technical Lead	1	£51,037	£64,736	£66,317	£67,936	£198,989	90% of time is now on projects as majority of STB non project is with Lead officer
Technical Lead	2.5	£44,551	£140,853	£144,303	£147,835	£432,991	Assume two additional FTE completely on projects. Staff sourced from constituent authorities is increased and 90% on Projects
Project Manager	0.4	£44,151	£22,536	£23,088	£23,654	£69,278	Change resource from Programme Manager to Project Manager to reduce costs; cost split to work directly on projects and secretariat Cost is based on estimate and will use timesheets to control costs; therefore, as Lead Officer and other Technical Leads come on board cost estimate will be reviewed as cost reduction may be possible
Project Support Officer	0.6	£34,147	£26,500	£27,153	£27,822	£81,475	Expanded programme will require additional support, resource will work on projects as well as secretariat function
Comms	0.2	£25,000	£25,000	£25,000	£25,000	£75,000	Includes oversight of any third party run comms, project comms and engagement, liaison with constituent authority comms teams
Total	5.2	£264,309	£300,465	£328,555	£335,978	£964,998	

5 Benefits of the recommended resource approach. There are several benefits for taking forward the recommended resource approach as set out below:

- Savings – average daily consultant rate is £540 versus in-house of £350.
- Increased in-house capacity whilst reducing costs.
- Focused approach avoiding consultants stretched across numerous other non-STB projects.
- Local skills and knowledge retained and used.
- Adds value to the role of the STB and for the assistance it provides to the constituent authorities.
- Reduces reliance on consultants. Peninsula STB have previously been heavily criticised by the DfT for letting consultants run their programme.

6 Risks of continuing current resource level With only one 1.8 FTE under the current resource approach there is the serious risk that planned work on rural mobility, rail, freight strategy, alternative fuels for freight and EV charging will be delayed. Delivering the full programme for 2022/23 to 2024/25 will be very challenging. Other risks are:

- Development of SOBCs and implementation of schemes and pilot projects will be delayed undermining the added value the STB brings.
- Reputational risk of not spending the additional DfT allocated additional funding for 2022/23 to 2024/25. DfT could reduce funding if the programme is not being fulfilled.
- Reputational risk of not delivering on the DfT's key policy agendas on decarbonisation, electric vehicle infrastructure, better bus services, freight and local authority capability.

6.2 Other options Other options have been considered; however, these have been discounted:

- Elongate the programme, however this would push it outside of the three-year funding envelope.
- Outsource work to suppliers – oversight wouldn't be possible with current staffing model. DfT likely to be unhappy.
- Continue with current model – is not feasible given size and scale of programme at 1.8 FTE

7 Programme for 2022/23 to 2024/25 The full recommended programme for 2022/23 to 2024/25 is set out in Appendix One. This includes details for each

project area including scope, justification, planned work, timescales, decisions, resources and risks.

8 Consultation, communication and engagement

- 8.1 Officers from the Western Gateway's constituent authorities have been consulted on this report and their comments incorporated.

9 Equalities Implications

- 9.1 Delivering the Western Gateway's programme will open up new travel opportunities and improve accessibility to the transport network for everyone. No adverse impact on any protected groups is expected.

10 Legal considerations

- 10.1 The Western Gateway STB remains an informal non-statutory partnership.

11 Financial considerations

- 11.1 The Western Gateway's overall budget for 2022/23 to 2024/25 was confirmed on 21 March 2022. The cost of the recommended resource approach is set out in Table Four. This is affordable within the Western Gateway's budget.

12 Conclusion

- 12.1 The Board is asked to agree the recommendations set out at the beginning of this report.

Appendices

Appendix One: Western Gateway Work Packages

Contact Officer

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Appendix One: Western Gateway Work Package 2022/23 to 2024/25

Theme	ID	Work package	Expected Outcome	Output	Est Cost	Plan
Strategic Transport	1.4	Strategic Transport Plan (Horizon 2050) - Stage 3 - Strategy Production	<p>Scope: Production of corridor strategy (2025-2050) – this will include formal production of each corridor strategy and will be subject to public consultation.</p> <p>Justification: To provide public facing corridor strategy document which will feed into the STB wide strategy document produced by STB staff. This work will be delivered in collaboration with our neighbouring STBs. It will work alongside and consider National Highways and Network Rail’s Route Investment Strategy and Strategic Rail Corridor plans.</p>	Strategic Transport Plan Document.	22/23 - £80k	<p>Resource:</p> <ul style="list-style-type: none"> Senior Technical Lead required Full time x 1, plus Technical Officer support x 1 Peer review – TOG x 5 days Plus, Comms and Project Support to run consultation Peer review on consultation – constituent Authorities sign off <p>Timetable:</p> <ul style="list-style-type: none"> Baseline report – July complete 22 Instruct Phase 3 – July Prep consultation - Aug Technical Assessment – Sept complete 22 Consultation approval to proceed – Oct Consultation – Nov – Dec Consultation Report – Jan 23 Draft Strategy – Feb 23 Strategy and prioritisation– March 23 <p>Decision:</p> <ul style="list-style-type: none"> Prioritisation of projects to take forward into SOC/OBC <p>Risks:</p> <ul style="list-style-type: none"> Insufficient in-house resource will delay the timetable for the adoptions of the Strategic Transport Plan
		Strategic Transport Plan (Horizon 2050)	<p>Scope: Taking outputs of Strategic Transport plan into Strategic Outline Case per Corridor</p> <p>Justification: Development of pipeline work to assist our constituent members to have a shelf ready case to take forward as funding allows</p>	Strategic Outline Case	23/24 and 24/25 - TBD Dependent on priorities emerging from STP. Reallocation from other projects will be required.	<p>Resource:</p> <ul style="list-style-type: none"> In-house Senior Technical Lead required Full time x 1, plus Technical Officer support x 2, plus additional specialist support from 3rd party on Economic case and technical specialisms Peer review/workshops x 3 per corridor on SOC – TOG x 10 days per corridor Plus, Comms x 0.2 FTE and Project Support x 1 to run engagement with specific stakeholders and data collection and analysis support (currently no in-house resource) <p>Timetable:</p> <ul style="list-style-type: none"> Project kick off – April 23 Draft SOC – Jan 24 <p>Decisions:</p> <ul style="list-style-type: none"> Approval of brief for project Approval of high-level options & engagement for Business Case Approval of SOC/OBC <p>Risks:</p> <ul style="list-style-type: none"> Insufficient in-house resource will delay developing the pipeline of work

Appendix One: Western Gateway Work Package 2022/23 to 2024/25

Theme	ID	Work package	Expected Outcome	Output	Est Cost	Plan
Rural	4.5	Implementation of Rural Mobility	<p>Scope: With the joint Western Gateway and Peninsula Rural Mobility Strategy work completed the next step is take forward the pilot project(s) identified in the study for delivery. Next steps are:</p> <ul style="list-style-type: none"> Secure funding and stakeholder support Agree areas to focus pilots within Develop prospectus for pilots Competition for Expressions of Interest Bids for funding with seed funding and consultancy support Final selection of pilots by STBs <p>Justification: Rural mobility is a key part of and will inform the Western Gateway's long term STP. The Rural Strategy work being undertaken in 2021/22 will identify the area(s) where rural mobility issues are most pressing and develop proposals for robust pilot project(s). Should the pilot project(s) prove successful then they will form the template for extension to other rural parts of the Western Gateway.</p>	<p>Co-ordinate bids and facilitate delivery of the Rural Mobility Strategy pilot projects.</p> <p>Case for investment and build pilot pipeline to SOC/OBC stage?</p> <p>Subject to conversation required with DfT on likely funding.</p>	22/23 - £150k	<p>Resource: Currently no in-house Technical resource to client manage project with current scope, therefore timetable shown is only dependent on securing additional resource</p> <ul style="list-style-type: none"> In-house up to September 0.2FTE Technical Lead + Project support In-house September – Jan 1FTE Technical Lead + Comms Support 0.5FTE + Project Support <p>Timetable:</p> <ul style="list-style-type: none"> July – Aug Using Long List from Rural Strategy call for additional information to inform workshops, Prioritisation workshops and recommendation of short list and paper to Board Sept – Investment Strategy and agree recommended short list, agree engagement & soft market testing Oct-Nov - Engagement and soft market testing with potential interested parties Dec – write report on soft market testing and recommendations to Board Jan 24- report on soft market testing and agree next steps – develop selected pilot area Outline Business case <p>Decisions:</p> <ul style="list-style-type: none"> Approval of brief for project Approval of long list to short list Approval of investment strategy Agreement on procurement and prioritisation of pilot locations to take forward to OBC <p>Risks:</p> <ul style="list-style-type: none"> Insufficient in-house resource will delay the selection and development to OBC of the first rural mobility pilot projects
				OBC	<p>23/24 - £200k</p> <p>24/25 – £235k</p>	<p>Resource: Currently no in-house Technical resource to client manage project with current scope, therefore timetable shown is only dependent on securing additional resource</p> <p>Timetable:</p> <ul style="list-style-type: none"> Feb 23 – agree brief for procurement & commission support for OBC specialist support including specialist consultation support April – procurement award contract May – project kick off July – draft OAR Sept – draft ASR and consultation proposals Oct – prepare for consultation with comms and project support needed Nov 23 – Jan 24 – consultation Mar 24 – consultation report April-June 24 – prepare final OBC and continue community engagement July 24 – OBC <p>Decisions:</p> <ul style="list-style-type: none"> Approval of brief for project Approval of high-level options & engagement for Business Case Approval of OBC <p>Risks:</p>

Appendix One: Western Gateway Work Package 2022/23 to 2024/25

Theme	ID	Work package	Expected Outcome	Output	Est Cost	Plan
						<ul style="list-style-type: none"> Insufficient in-house resource will delay the development and implementation of the rural mobility pilot projects and the subsequent role out of successful schemes to other rural areas.
Rail	5.1	Implementation of the Rail Strategy	<p>Scope: Building on the work of the Western Gateway's Rail Strategy and the emerging outputs from Network Rail's strategic rail corridor studies it is proposed to fund and establish a rolling programme of investment. As Network Rail's studies are completed, they are built into the programme for taking forward thus ensuring a Western Gateway wide strategic approach is taken. Network Rail has identified the need to work with STBs on delivering the outputs of the strategic rail corridor studies.</p> <p>Justification: Supports the Western Gateway's Rail Strategy Conditional Outputs to improve accessibility and provide equal journey opportunities by rail for all residents and the Western Gateway's long term STP and decarbonisation plan. Feeds into RNEP and helps constituent authorities build pipeline This work will also be delivered in collaboration with our neighbouring STB's, in particular the Peninsula, Network Rail and the East West Main Line Partnership (Bristol and South Coast to Oxford). STP should provide an overview that sets out priorities</p>	Deliver SOC – PACE Stage 3 Develop (GRIP 3) Recommended priorities subject to discussion with Network Rail 1. Dorset Strategic Connectivity – Heart of Wessex Line	22/23 - £150k	<p>Resource: Delivery with Network Rail, In-house Technical Lead required to client management. Subject to negotiation with Network Rail and is our current assumed and preferred model.</p> <p>Timetable:</p> <ul style="list-style-type: none"> Sept 22 – agree proposals for Network Rail to undertake development work for Oct 22 – project kick off March 23 – draft proposals report produced April 23 – agree proposals for 2023/24 for Network Rail to undertake development work for or further development of schemes from 2022/23 to OBC. May 23 – scheme work for 2023/24 kicks off Dec 23 draft proposals report produced. <p>Decisions:</p> <ul style="list-style-type: none"> Approval of proposals to undertake development work Approval of proposals for further development work to OBC Approval of SOC/OBC <p>Risks:</p> <ul style="list-style-type: none"> To bring any scheme to SOC stage it is anticipated that significantly more investment is required; therefore, investigating co-funding opportunities are required The amount of funding available to take schemes in delivery is not likely to be significant; getting rail projects to this stage takes considerable investment and time and doesn't deliver the more immediate carbon reduction and transport benefits required to meet our climate change targets Insufficient in-house resource will delay the development of schemes from the various Strategic Corridor Studies
				2. Bristol to Birmingham – taking Cheltenham Spa Proposals to SOC	23/24 - £200k	
				3. Bristol to Oxford Oxford to South Coast via Swindon and Westbury	24/25 - £235k	
				4. Bristol to Exeter 5. West of England Main Line (Salisbury to Exeter) 6. Greater Bristol 7. Southwest Main Line Phase 2 (Woking to Salisbury and Bournemouth)	Future Years	

Theme	ID	Work package	Expected Outcome	Output	Est Cost	Plan
Freight	4.3	Implementation of Freight	<p>Scope: The joint Western Gateway and Peninsula Southwest Freight Strategy (SWFS) proposes forty-six interventions overall, packaged into six themes which are split by the following modes: aviation, maritime, rail, road and 'other'. The interventions will need to be led and developed by several primary and secondary owners. Their role will be to deliver or support and of the forty-six interventions, with ten to be led by the STBs. One of the key recommendations is to establish a Freight Steering Group to take forward actions from the freight strategy.</p> <p>Justification: The Freight Strategy work has identified the need for the Peninsula and Western Gateway STBs to take the lead on regional freight opportunities for decarbonisation and modal shift whilst continuing to work with National Highways and Network Rail on their freight strategies.</p> <p>It will support the DfT's Freight Plan, expected late 2022, and supports the Western Gateway's long term STP.</p>	Co-ordinate bids, investment strategies and strategic regional overview and deliver a programme of schemes to encourage decarbonisation and modal shift to rail and electric/hydrogen vehicles.	22/23 - £150k	<p>Resource: Current lead is 1 day per week max – issue on resource to take this forward as resource is involved in wider STB work. Therefore, not feasible to take this forward with current workload.</p> <ul style="list-style-type: none"> In-house technical lead full time to support Freight work and lead the Freight Forum for the Southwest Region and Alternative Fuels for Freight working with the Peninsula STB Comms and engagement resource also needed for behavioural change or engagement work Project support for Freight forum Timescales: To be determined prioritisation with Freight Forum commences 14th July <p>Decisions, examples of outputs from Strategy:</p> <ul style="list-style-type: none"> Promote a trial of the use of a load and vehicle matching exchange to reduce empty running for 10 hauliers for a year. Agree the role of Sub-national Transport bodies with regards to the freight industry. Once established carry out an awareness campaign Establish and promote a Southwest Freight Forum with the Peninsula STB. Undertake sector supply chain audits. Consider creating an information sharing platform in conjunction with the Freight Steering Group so that for example best practice case studies can be featured. Support and signpost businesses and local authorities to transition to rail freight. Identify cluster locations where logistics plans are needed along with facilities for last mile logistics. Exploring collective procurement with local anchor institutions for purchasing 'essential' goods. Develop engagement on logistics schemes and partnerships. Support and signpost businesses and local authorities to transition to rail freight. Safeguard rail freight sites through developing Supplementary Planning Guidance. Awareness campaign of coastal shipping opportunities for supply chains. <p>Risks:</p> <ul style="list-style-type: none"> Insufficient in-house resource will delay taking forward the Freight Strategy interventions and limit the input and usefulness of the Freight Forum
					23/24 - £200k	
					24/25 - £200k	

Appendix One: Western Gateway Work Package 2022/23 to 2024/25

Theme	ID	Work package	Expected Outcome	Output	Est Cost	Plan
Alternative Fuels	3.2	Alternative Fuels & EV Freight	<p>Scope: Emerging from the WG and Peninsula Alternative Fuels for Freight study will be a long list of hydrogen refuelling/electric vehicle (EV) recharging stations. The next stage in the work is to refine this to a shortlist. This will be funded through the capability and capacity funding provided by the DfT to Midlands Connect. Following the shortlisting the next stages are to develop proposals to Outline Business Case and facilitate and assist the local authorities and private sector in delivering the sites.</p> <p>Justification: The Alternative Fuels for Freight, to be completed by July 2022, supports the Government's decarbonising agenda and the Western Gateway's own commitment to a decarbonised transport network. There will also be a need to support/ facilitate the roll-out of interim measures around high blend renewable fuels, hydrotreated vegetable oil (HVO) and bio-methane recognising it will take a decade for the HGV fleet to convert.</p>	Pre-feasibility and options assessment reports with a refined shortlist of sites for Freight Alternative Fuelling/recharging stations. Co-ordinate bids, investment strategies and strategic regional overview on the deliver a programme of schemes to enable the take up of alternative fuels. Feasibility work on prioritised schemes. Support to Authorities to develop business cases.	22/23 - £60k	<p>Resource – Freight Lead working with the Peninsula STB with comms and project support</p> <p>Timescales: Phase 1 long list of sites – September, rest timescales to be determined</p>
				Phase 2 short list	23/24 – £110k	<p>Resource – hire technical lead to work with Freight Lead</p> <p>Risks:</p> <ul style="list-style-type: none"> Insufficient in-house resource will delay taking forward the shortlist of sites to OBC
				Phase 3 OBC for prioritised sites	24/25 - £110k	<p>Resource – two Technical Leads for Freight</p>
EV charging	3.3	Alternative Fuels & EV Non-Freight	<p>Scope: For the wider electric vehicle charging network the STB has a role as set out in the DfT's Taking Charge EV Infrastructure Strategy to lead the assessment of regional demand and assist local authorities and electricity network operators in the planning of ChargePoint rollout. Regional assessments are expected to be in place by the end of 2022.</p> <p>Justification: The STB's EV charging work will support the Government's decarbonising agenda and the STB's own commitment to a decarbonised transport network. Benefits – constituent authorities are spending considerable amount of effort and resourcing</p>	<p>Regional assessment of demand. Identify clusters of demand Provide support for local authorities and electricity network operators.</p>	<p>22/23 - £60k</p> <p>23/24 - £80k</p> <p>24/25 - £80k</p>	<p>Resource - no available in-house resource to take this forward estimated 0.2FTE, outsource main elements of work to supplier</p> <p>Timetable</p> <ul style="list-style-type: none"> June - Discuss workshop July - workshop to discuss next steps with Peninsula STB August – write procurement brief Sept – award contract for regional assessment of demand <p>Risks:</p> <ul style="list-style-type: none"> Reputational and performance impact as this is a DfT priority as set out in the funding settlement letter

Appendix One: Western Gateway Work Package 2022/23 to 2024/25

<p>Cycling</p>	<p>4.1</p>	<p>Implementation of Strategic Cycling Strategy</p>	<p>Scope: With the Strategic Cycling Strategy completed the next step is implementation of its recommendations. The STB will assist the Western Gateway authorities in preparing funding bids for a prioritised programme of schemes and business case preparation. The STB will co-ordinate bids and provide a strategic regional overview enabling more effective and joined up bids.</p> <p>Justification: The Cycling Strategy work to be completed in June 2022 will identify opportunities for longer distance cycling journeys including E-Scooters and E-Bikes, strategic cycle routes and interchange with public transport hubs. It is expected to identify gaps and the investment opportunities for strategic cycle routes between the Western Gateway authorities. Given other priorities and limited budget for 2022/23 it is proposed that funding for taking forward the recommendations in the Cycling Strategy be deferred to 2023/24. Project and comms support will be needed for 2023/24.</p>	<p>Co-ordinate bids, investment strategies and strategic regional overview to deliver a programme of schemes to encourage cycling.</p>	<p>Pipeline</p>	<p>With current resource load – resource prioritised for 2022/23 on EV work</p> <p>Risks: Momentum on developing the recommendations from the Strategic Cycling Strategy is lost. Reputational impact as active travel is a DfT priority.</p>
<p>Coach</p>	<p>3.3</p>	<p>Implementation of Strategic Coach Strategy</p>	<p>Scope: The Coach Strategy, due to report Autumn 2022, will set out a programme of interventions to promote and support coach travel including but not limited to proposals for a network of strategic coach routes, decarbonised coach fleet, coach friendly access and facilities for passengers, drivers and vehicles, easy access for those less able and guidance to help the local authorities ensure decision making and new development planning make provision for coaches.</p> <p>Justification: The Western Gateway STB's Short Term STP includes a commitment to produce a Bus & Coach Strategy to inform the production of the four long-term strategic travel corridor plans. Given other priorities, limited budget for 2022/23 and with the Coach Strategy due to</p>	<p>Co-ordinate bids, investment strategies and strategic regional overview to deliver a programme of schemes to support coaches and coach travel.</p>	<p>Pipeline</p>	<p>With current resource load – resource prioritised for 2022/23 on EV work.</p> <p>Risks: Momentum on developing the recommendations from the Coach Strategy is lost</p>

			report in Autumn 2022 it is proposed that funding for taking forward its recommendations be deferred to 2023/24.			
Contingency funding	Strategic Transport Plan	<p>Scope: Contingency funding is to be allocated to enable a response to changes in Government policy, new initiatives and funding bids during 2022/23. Areas for where the contingency funding may be needed are:</p> <p>Bus - DfT settlement letter includes better bus services as a priority. By taking a common approach the STB can help the local authorities with their network reviews. This could save on repetitive tasks with corresponding economies of scale benefits and promote best practice. Peninsula STB taking a similar approach with allocated funding for 2022/23.</p> <p>MRN – a second round of MRN funding seems likely and as per the first round the STB will take the leading role in bringing together and prioritising schemes for the DfT.</p> <p>Control Period 7 – Network Rail is engaging with the STB on the producing the Control Period 7 business plan. The STB may need to provide additional technical input to support investment in its area.</p> <p>GWR and SWR – engagement on new National Rail Contracts.</p> <p>Route Investment Strategy 3 – National Highways are engaging the STB on the Route Strategies. The STB may need to provide additional technical input to support investment in its area.</p> <p>Centre of Excellence – DfT funding settlement letter requirement.</p> <p>Think piece on roads – respond to increasing pressure against road building with an updated position. England’s Economic Heartland currently producing a review along these lines.</p>		<p>22/23 - £65k</p> <p>23/24 - £116k</p> <p>24/25 - £125k</p>	<p>Resource: In-house staff only appropriate on this work, Lead is James White, with support from Ewan Wilson and David Land if full round of MRN is required additional support will be needed. Funding would be ideally used to support FTE 0.2-0.5 to take this forward.</p> <p>Timescales: Decision July – to take forward pipeline MRN and RIS 3 work</p>	