

Annex 1

England's Economic Heartland 2025 – 2026 Work Programme (as amended)

Work Area	Specific Workstream	Deliverables
Prioritising and Planning		DfT Programme Spend - £290,000 <i>including staff costs to deliver work in house</i>
1	Integrated Transport (Strategy and Implementation)	<p>Maximising the impact of East West Rail and leveraging it as a trigger for transformational change in the delivery of a once in a generation new approach change to planning integrated transport across the region; EEH will develop an action focused regional Integrated Transport Plan. The Plan will set out how all of EEH's (mode-specific) work strands will be brought together and integrated into a single approach for the region – complementing at all levels existing and future ambitions of our local and combined authority partners. The work will ensure the transport system is planned as a single network with housing and economic growth opportunities embedded. Innovation will be at the forefront of the approach, bringing together existing activity along with further aspiration for innovative funding approaches, and innovation in the way we collaborate and deliver – across sectors, modes and technologies.</p> <p>Impact and delivery pathways will be monitored to share experience and speed up delivery.</p> <p>In local areas, we will work with local authority partners to support specific integrated transport solutions, such as planning bus services across a wider geography.</p>
2	Roads	<p>Continued focus on securing investment in the priorities identified in the Oxford Cambridge Connectivity: Roads Study, completed by National Highways and EEH in 2021.</p> <p>Working with National Highways and DfT roads teams to ensure RIS3, RIS4 and beyond deliver essential roads investment in support of the region's connectivity and economic growth needs.</p>

		As well as this ongoing work, specific funds will be put aside to support further work on the Smart Junctions Project. The project is identifying ways, at a pan regional level, that we can maximise capacity on the existing road network through better strategic network management. The work has completed phase 1 with phase 2 to be rolled out as part of our 2025/26 programme.
3	Freight – A small contribution to the Regional Freight Forum and the South East Freight Partnership.	Work on the regional freight forum and SE freight partnership is ongoing, led by TfSE.
4	Responding to Government Priorities	EEH remains committed to on going support for Government priorities, providing a continuous link between local partners, government and its delivery agencies. Work will be taken forward where with local partners have identified a specific need and a reason for needing support at the strategic level. OxCam – Growth Commission working to ensure transport needs are considered for local places and as part of a wider strategic transport system
5	Improved monitoring and evaluation and approaches to lessons learnt	There is a need to improve the way transport is planned and prioritised, learning lessons from previous activity and monitoring and evaluation. A real terms decrease in budgets is preventing EEH from commencing work, including developing a pan regional approach to climate change resilience and mitigation on our transport system. Costs to EEH will be in staff time only.
6	Integration across the Wider South East Rail Network	This programme, identified by TfL, TfSE, Transport East and Great British Railways as a significant opportunity to explore how the rail network can better support economic growth as well as wider social and environmental outcomes in the outer London/beyond London borders where car use is significantly higher than in neighbouring boroughs of London.
Improving and Integrating		DfT Programme Spend £510,000 <i>including staff costs to deliver programme activity</i>
1	Rail	Continuing to make the case for investment in rail in the region – noting the significant role of the rail network in the region and wider south east, building strong links with officials, Great British Railways (shadow), MPs and key thought leaders. Working with partners to ensure Oxford-Milton Keynes section of East West Rail opens successfully (2025) and supporting the East West Rail DCO process. Specific work includes:

		<ul style="list-style-type: none"> • Working with partners to make the case for East West Rail to be delivered in full, notably maximising opportunities to deliver the Aylesbury Link. • Supporting Network Rail to take forward the next stage of work on Ely Area Capacity Enhancements. • Supporting the case for Oxford-Swindon-Bristol rail services. <p>In local areas, we will work with local authority partners to support specific rail solutions, such as exploring the role of rail connectivity in Oxfordshire, in support of the local authority and the Oxford Growth Commission's work.</p> <p>This work is also enabling us to act quickly when an opportunity arises, and to ensure our rail service aspirations receive the right level of engagement across the new integrated rail body, the sector and Government. EEH's rail work is enabling places across the region to maximise alignment with rail services, thinking about the railway as a driver for economic growth, decarbonisation and realising better connectivity for all communities. The EEH approach focuses on how we can leverage the most impact out of existing services and planned investments as well as identifying smaller scale interventions that, should they become viable, will have the most impact.</p> <p>Leading thinking and providing secretariat for the wider South East Rail Partnership, Ely Taskforce and East West Main Line Partnership.</p>
2	Bus	<p>Continuing to make the case for consistent and fair investment in mass transit schemes across the country, based on merit, building strong links with officials, MPs and key thought leaders such as the Transport Select Committee and national Bus Centre of Excellence.</p> <p>Further building on current activity (which will complete spring 2025) work will be designed to ensure the Government's plan for buses can be implemented in the best way for the region, including:</p> <ul style="list-style-type: none"> - Developing regional route proposals; - Connecting places of strategic importance, as agreed by EEH Board - Developing (and implementing where viable in the short term) propositions for network reform. <p>Propositions are being developed to be innovative in approach and provide the evidence base that can support ambitious future bus funding and effective approaches to planning the region's public transport network.</p>

3	Mobility Hubs Pilot	Working with local authorities to roll out identification of locations tool and process.
4	Innovation Funding and Pump Priming	An ongoing and important part of EEH's offer - small amounts of funding that can be used towards bid development for both innovation funding and to develop models for innovative funding of transport schemes. In both cases, the potential for securing much larger funding opportunities can be realised. EEH had some major innovation funding in 2024/25 but this cannot be rolled forward into 2025/26 so we will need to continue to look for new opportunities.
5	Active Travel Investment Strategy	Developing and launching the case for investment in the Varsity Way.
6	Capacity Support for EWR	A significant opportunity to support the way all local partners can work with and maximise the successful delivery of East West Rail.
7	EEH support for Bus Networks delivery (EPs, Franchising)	Not currently funded but EEH remains keen to explore opportunities to pilot bus network delivery models.
Analysis and Excellence		DfT Programme Spend £576,000 <i>including staff costs to deliver programme activity</i>
1	Technical capability and tool development	Including local transport plan support and further updates and roll out of tools including the CAP and EV infrastructure tool (including staff time and regular support to local authorities). Roll out of tools and workshops throughout 2025 with an ongoing feedback loop with LTAs to show effectiveness. <u>Tools to include:</u> Highways Assignment Model (inc. license and application) Pan STB EV tool Carbon Analysis Playbook tool (CAP) and transport carbon baseline Mobility hubs tool Bus tool (bid booster)
2	Common Analytical Framework (CAF)	Additional costs (EEH staff time) 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 brings consistency across all seven STBs.
3	Data Bank and Platform	Funds to continue to support, develop and enhance 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. Evolution of Cadence, annual license updates of development and housing data (D-log/I-LOG) and other analytical tools.

4	Progressing investment pipeline (scheme development)	<p>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. Ongoing work with the investment framework outputs – further development of strategic case (leveraging mobility, socio economic data and land-use models).</p> <p>The data and evidence provides important support to National Highways and Network Rail decision making. (Staff time only)</p>
5	Partner Support	Ongoing partner intelligence and support, including policy intelligence, ongoing engagement and sharing expertise. Responding to specific LA needs and unique economic opportunities
6	Capacity and Capability Centre of Excellence	<p>Scrutiny and review of funding propositions, continuation of the design of the capacity and capability programme including master class series.</p> <p>Supporting LTAs in delivery of Major Scheme Business Cases and local priorities (such as future Bus investment proposals).</p>
7	Skills Development (including University Engagement)	<p>Establishing the EEH careers networks and supporting competency approach</p> <p>Continued Roll out of masterclass programme.</p> <p>Strengthening alignment with the region's universities.</p>
8	Forum Management and supporting cross sector engagement (staff time and building partnerships)	<p>Ongoing work to ensure the smooth running of the organisation, stakeholder management and growing partnerships.</p> <p>Our regional forums include:</p> <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 - Ely Taskforce - EEH Delivery Partners
Accountable Body Costs		£50,000
Other EEH Costs (funded by local contributions)		£420,000

	Including staff time to manage business operations, travel, office and meeting costs, engagement and communications activity and professional memberships.
EEH Reserves	£430,000 (funded by EEH)
Total DfT Programme Spend	£1,523,000 (including all programme staff costs)