Transport for the South East
Partnership Board

Agenda

24 January 2022, 10:00 – 12:00

<u>Virtual via MS Teams</u>

Partnership Board Members Attending Virtually		
Cllr Keith Glazier (Chair) Leader East Sussex County Council	Cllr Tony Page Deputy Leader Reading Borough Council (representing Berkshire Local Transport Body)	Daniel Ruiz Smart Mobility and Transport Lead Enterprise M3 LEP (jointly representing LEPs)
Cllr David Monk Leader Folkestone & Hythe District Council (jointly representing District and Borough Councils)	Cllr Rob Humby Deputy Leader and Executive Lead Member for Economy, Transport and Environment Hampshire County Council	Cllr Amy Heley Chair of the Environment, Transport & Sustainability Committee Brighton and Hove City Council
Alex Williams, Director of City Planning Transport for London	Cllr Dan Watkins Deputy Cabinet Member for Highways and Transport Kent County Council	Cllr Lynne Stagg Cabinet Member for Traffic and Transportation Portsmouth City Council
Richard Leonard Head of Network Development, Strategy & Planning National Highways	Cllr Colin Kemp Portfolio Holder for Infrastructure Woking Borough Council (jointly representing District and Borough Councils)	Geoff French CBE Chair Transport Forum
Cllr Joy Dennis Cabinet Member for Highways and Infrastructure West Sussex County Council	Cllr Jeremy Moulton Deputy Leader and Cabinet Member for Growth Southampton City Council	Ian Phillips Chair South Downs National Park Authority (Representative from Protected Landscapes)
Cllr Phil Jordan Cabinet Member for Infrastructure and Transport Isle of Wight Council	Cllr Alan Jarrett Leader Medway Council	Martin Harris Business Representative – Transport Sponsor Coast 2 Capital LEP (jointly representing LEPs)
Cllr Matt Furniss Cabinet Member for Transport and Infrastructure Surrey County Council		

Apologies: John Halsall, Route Managing Director for South East, Network Rail

Guests: N/A

Item		Who
1	**Welcome and Apologies**	Cllr Keith Glazier
2	**Minutes from last meeting** ***(p4-12)***	Cllr Keith Glazier
3	**Declarations of interest**	Cllr Keith Glazier
4	**Statements from the public**	Cllr Keith Glazier
5	**Future Role and Responsibilities of TfSE** ***(p13-53)***	Rupert Clubb
6	**Freight, Logistics and International Gateways Strategy** ***(p54-179)***	Mark Valleley / Tiffany Lynch
7	**Lead Officer's Report** ***(p180-181)***	Rupert Clubb
8	**Financial Update** ***(p182-196)*** - Q3 update	Rachel Ford
9	**Area Studies Progress Update** ***(p197-203)***	Sarah Valentine
10	**Strategic Investment Plan Progress Update** ***(p204-206)***	Rachel Ford
11	**Technical Programme Progress Update** ***(p207-209)*** - Bus Back Better - Future Mobility - Transport decarbonisation	Mark Valleley / Tiffany Lynch
12	**MRN / LLM Update** ***(p210-214)***	Sarah Valentine
13	**Communications & Stakeholder Engagement** ***(p215-220)***	Hollie Farley
14	**Transport Forum** ***(p221-223)***	Geoff French
15	**Responses to Consultations** ***(p224-287)***	Rupert Clubb
16	**AOB**	All
17	**Date of Next Meeting** Monday 21 March 2022, 13:00 – 16:00	

Officers Attending Virtually

Rupert Clubb	Transport for the South East
Mark Valleley	Transport for the South East
Rachel Ford	Transport for the South East
Sarah Valentine	Transport for the South East
Benn White	Transport for the South East
Hollie Farley	Transport for the South East
Jasmin Barnicoat	Transport for the South East
Elan Morgan	Transport for the South East
Tiffany Lynch	Transport for the South East
Emily Bailey	Transport for the South East
Joseph Ratcliffe	Kent County Council
Andrew Bull	Medway Council
Simon Duke	Surrey County Council
Lyndon Mendes	Surrey County Council
Nikki Nelson-Smith	National Highways
Pete Boustred	Southampton City Council
Kate Martin	Southampton City Council
Ellie Williams	Southampton City Council
Pam Turton	Portsmouth City Council
Richard Kenny	Hampshire County Council
James Hammond	Folkestone & Hythe District Council
Andy Rhind	DfT
Peter Duggan	DfT
Colin Rowland	Isle of Wight Council
Anthony Middleton	C2C LEP
Mark Prior	Brighton and Hove City Council
Matt Davey	West Sussex County Council
Stuart Kistruck	Network Rail
Ernest Amoako	Woking Borough Council

TfSE Partnership Board
18 October 2021
Minutes

Partnership Board members attended in person		
Cllr Keith Glazier (Chair) Leader East Sussex County Council	Cllr Amy Heley Chair of the Environment, Transport & Sustainability Committee Brighton & Hove City Council	Cllr Marley Guthrie Chair, Children and Families Scrutiny Panel Southampton City Council *(Deputising for Cllr Moulton)*
Stuart Kistruck Director of Planning & Franchising-Southern Region Network Rail *(Deputising for John Halsall)*		
Partnership Board members attended virtually		
Cllr Phil Jordan Cabinet Member for Infrastructure and Transport Isle of Wight Council	Cllr Dan Watkins Deputy Cabinet Member for Highways and Transport Kent County Council	Cllr Joy Dennis Cabinet Member for Highways and Infrastructure West Sussex County Council
Cllr Rob Humby Deputy Leader and Executive Lead Member for Economy, Transport and Environment Hampshire County Council	Daniel Ruiz Smart Mobility and Transport Lead Enterprise M3 LEP *(jointly representing LEPs)*	Cllr Tony Page Deputy Leader Reading Borough Council *(representing Berkshire Local Transport Body)*
Cllr Daniel Humphreys Leader Worthing Borough Council *(jointly representing District and Borough Councils)*	Cllr Lynne Stagg Cabinet Member for Traffic and Transportation Portsmouth City Council	Geoff French CBE Chair Transport Forum
Ian Phillips Chair South Downs National Park Authority *(Representing protected landscapes)*	Richard Leonard Head of Network Development, Strategy & Planning Highways England	

Guests (virtual):
Stephen Bennett, Arup
James Shaw, Arup

Apologies:
- John Halsall, Route Managing Director for South East, Network Rail

- o Alex Williams, Director of City Planning, Transport for London
- o Cllr Alan Jarrett, Leader of the Council, Medway Council
- o Cllr Matt Furniss, Cabinet Member for Transport, Surrey County Council
- o Cllr Jeremy Moulton, Deputy Leader, Cabinet Member for Growth, Southampton City Council
- o Martin Harris, Business Representative – Transport Sponsor Coast 2 Capital LEP *(jointly representing LEPs)*
- o Cllr David Monk, Leader, Folkestone & Hythe District Council *(jointly representing District and Borough Councils)*

Observers in person:
Rupert Clubb, Transport for the South East
Rachel Ford, Transport for the South East
Sarah Valentine, Transport for the South East
Jasmin Barnicoat, Transport for the South East

Mark Prior, Brighton and Hove City Council
Matt Davey, West Sussex County Council

Observers virtual:
Lucy Dixon-Thompson, Transport for the South East
Elan Morgan, Transport for the South East
Tiffany Lynch, Transport for the South East
Benn White, Transport for the South East
Hollie Farley, Transport for the South East
Mark Valleley, Transport for the South East

Nikki Nelson-Smith, Highways England
Joseph Ratcliffe, Kent County Council
Martin Randall, Adur & Worthing Councils
Pete Boustred, Southampton City Council
Simon Duke, Surrey County Council
Lyndon Mendes, Surrey County Council
Pam Turton, Portsmouth City Council
Carly Freeston, DfT
Bill Hicks, Berkshire Thames Valley LEP
Frank Baxter, Hampshire County Council

Item	Action
1. Welcome and Apologies	
1.1 Cllr Keith Glazier (KG) welcomed Partnership Board members to the hybrid meeting and noted apologies. 1.2 Cllr Glazier welcomed Cllr Marley Guthrie from Southampton City Council who is deputising for Cllr Jeremy Moulton. 1.3 Cllr Glazier welcomed Hollie Farley who has joined TfSE as the new Communications Manager.	
2. Minutes from last meeting	
2.1 The minutes of the previous meeting were agreed.	

3. Declarations of interest	
3.1 Cllr Glazier asked Board Members to declare any interests they may have in relation to the agenda. No interests were declared.	
4. Statements from the public	
4.1 Cllr Glazier confirmed that no statements from the public have been submitted ahead of today's meeting.	
5. Future board meeting format	
5.1 Cllr Glazier explained that on the request from board members at the July meeting, a physical meeting had been arranged for this October meeting. A hybrid meeting was arranged, but the numbers of board members attending in person was very low. 5.2 Cllr Glazier suggested that board meetings should be held virtually in future apart from the AGM which will be held in person in June / July. There were no objections to this suggestion.	
6. Future roles and responsibilities of TfSE	
6.1 Rachel Ford introduced the agenda item and welcomed Stephen Bennett (SB) from Arup to present the findings of their work on the future roles and responsibilities of TfSE. 6.2 SB outlined the approach taken, some highlights of the stakeholder feedback, the strengths, opportunities, threats and weaknesses. Organisational objectives were identified following from the drivers for change. In addition, the value chain of potential TfSE activities were outlined and the areas where capability should be developed by TfSE. 6.3 The Board sought clarification on what is meant by 'delivery' for TfSE. SB and JS confirmed it is not about TfSE physically delivering schemes, but in helping to secure funding etc. In addition, there are many region wide schemes that could be delivered by TfSE, for example wider roll out of future mobility schemes. 6.4 It was agreed that the subject of statutory status should be kept under review as the levelling up white paper might reveal more on this particular area. In addition, it might be worth considering the request again in future to achieve the influence and permanence needed or wanted. 6.5 Cllr Glazier confirmed that TfSE is about 'delivery of', not the 'delivering of' schemes etc. TfSE are there to facilitate, support and provide the appropriate evidence as required. 6.6 It was confirmed that industry / private sector will need to be involved in TfSE's work and for funding schemes and infrastructure. The LEPs are an important aspect of this, as is the work being carried out within TfSE's	

private sector group. The SIP will require a combination of private and public sector funding to achieve its ambitions. 6.7 KG confirmed a further report with recommendations on the future roles and responsibilities of TfSE will be brought to the Board meeting in January for review.	
7. Lead Officer's Report	
7.1 Rupert Clubb (RC) introduced this item and guided the Partnership Board members through the key parts of the paper. 7.2 RC highlighted the recent meeting with the Great British Railways (GBR) transition team and also the signing of the Joint Engagement Action Plan with National Highways. 7.3 RC also noted the recent ministerial change at the DfT and the upcoming Transport Select Committee inquiry on road pricing. In addition, there is an expectation that the net zero strategy documents will be published in the next few weeks. 7.4 The recommendation was **agreed** by all Partnership Board members. *RECOMMENDATION:* The members of the Partnership Board are recommended to note the activities of Transport for the South East between July-October 2021.	
8. Comprehensive Spending Review	
8.1 Rupert Clubb (RC) introduced this item and guided the Partnership Board members through the key parts of the paper. 8.2 RC confirmed that although it is unclear whether multi-year funding will be available to STBs, TfSE have submitted a multi-year funding bid as it would provide the ability to plan long term and ensure continuity. Details of the bid submission are included as Appendix 1. 8.3 Mark Valleley (MV) outlined the DfT's recent request for all STBs to prepare funding bids for four new areas of work. MV summarised the different workstreams and the details of the proposed bid for each one, including where appropriate, working jointly with other STBs. The submission deadline is Wednesday 20 October. 8.4 Carly Freeston (DfT) confirmed that it will take a bit of time post budget to clarify the funding, but the DfT will let TfSE know as soon as possible. 8.5 The board queried some of the detail of the additional DfT workstreams. MV clarified that for the EV infrastructure strategy, the aim would be to work with infrastructure providers and local authorities and would work with the Government on universal problems such as standardised charging point issues.	

8.6 RC also clarified, in response to a query raised regarding the capability and capacity workstream, that the bid amount has been increased since the report was drafted. However, RC confirmed there is a recognition from the DfT that there are capability and capacity challenges and discussions are ongoing regarding the scale of the challenge and the level of funding identified. RC also clarified that TfSE does work with other STBs, including those that border us and the team will look to strengthen this cross-working, particularly around the issue of freight that has been identified. 8.7 MV confirmed that utilising the expertise contained within all the region's local authorities would be key to how the capability and capacity workstream would develop. Whether it is sharing experience and knowledge or in some cases personnel. Cllr Humby identified a good example of this was happening with Hampshire and all the Solent authorities on the Bus Service Improvement Strategies. 8.8 The recommendation was **agreed** by all Partnership Board members. *RECOMMENDATIONS:* The members of the Partnership Board are recommended to: (1) agree the multi-year funding bid for submission to the Department for Transport; and (2) agree the funding proposals for the additional four workstreams.	
9. Finance Update – Quarter 2	
9.1 Rachel Ford (RF) introduced this item and guided the Partnership Board members through the key parts of the paper. 9.2 RF detailed TfSE's financial position at quarter 2. RF confirmed that staffing expenditure is lower than forecast due to vacancies within the team. 9.3 The recommendations were **agreed** by all Partnership Board members. *RECOMMENDATION:* The members of the Partnership Board are recommended to note the current financial position for 2021/22 to the end of September 2021.	
10. Area Studies Progress Update	
10.1 Sarah Valentine (SV) introduced this item and guided the Partnership Board members through the key parts of the paper. 10.2 SV outlined the current position of each of the area studies. SV also highlighted the upcoming new round of Chair engagement sessions with board members to discuss emerging area studies interventions specific to their geographic areas.	

10.3 The board expressed that they are pleased with how this work is proceeding and the plans for how the next stage of the process will be implemented. 10.4 The recommendation was **agreed** by all Partnership Board members. *RECOMMENDATION:* The members of the Partnership Board are recommended to note the progress made with work on the area studies.	
11. Strategic Investment Plan	
11.1 Rachel Ford (RF) introduced this item and guided the Partnership Board members through the key parts of the paper. 11.2 RF reminded the board of the goals of the strategic investment plan (SIP) and explained the current position in the procurement process and next steps. As it is currently in the standstill period, a further update will be given in a few days on the successful bidders. 11.3 The recommendations were **agreed** by all Partnership Board members. *RECOMMENDATION:* The members of the Partnership Board are recommended to note the progress on the procurement of the strategic investment plan.	
12. Technical Programme Update	
12.1 Mark Valleley (MV) introduced this item and guided the Partnership Board members through the key parts of the paper. 12.2 MV outlined an update on the freight, logistics and gateways strategy which will be presented to the Board at their meeting on 24 January 2022. 12.3 MV mentioned the work TfSE is doing around Bus Back Better; the work that is being taken forward from the future mobility strategy action plan; and summarised the work TfSE is doing on decarbonisation. 12.4 Comments were raised regarding the complexity of creating BSIPs and enhanced partnerships, the restricted timescale and uncertainty with future funding. MV confirmed TfSE are carrying out work to identify the future bus funding need for local transport authorities to help the DfT inform the Treasury. In addition, TfSE will be looking to identify what assistance some of the local authorities may need with creating the enhanced partnerships and facilitating this if necessary. Cllr Humby also reiterated that need to consider the enablers (Local Transport Plans etc) to allow and assist the commercial and viable aspect of bus priority. 12.5 In response to a to question regarding the Transport Decarbonisation Forum, MV confirmed that the meetings are seen as useful and going forward, will help co-ordinate work in the region and steer TfSE's own work	

on decarbonisation. The members are having some useful discussions and hearing from some interesting speakers with tools that could help local authorities. Geoff French reiterated that the Transport Forum were really pleased with the work TfSE is undertaking on decarbonisation. 12.6 As requested, MV confirmed he will catch up separately with Daniel Ruiz on the future mobility work. 12.7 The recommendations were **agreed** by all Partnership Board members. *RECOMMENDATIONS:* The members of the Partnership Board are recommended to: (1) note progress on the development of the freight, logistics and gateways strategy; (2) note the work on defining the future ambition for bus services in the TfSE area following the publication of the Government's Bus Back Better strategy; (3) note the work that has been initiated on the implementation of TfSE's Future Mobility Strategy; and (4) note progress with TfSE's ongoing decarbonisation work.	**MV**
13. Communications and Stakeholder Engagement	
13.1 Hollie Farley (HF) introduced this item and guided the Partnership Board members through the key parts of the paper. 13.2 HF confirmed that a forward plan of proactive communication and engagement opportunities is being developed, especially with a focus on the Strategic Investment Plan (SIP). 13.3 HF also outlined some of the recent engagement that has taken place and future planned engagement and events. This included a brief outline of proposed MP engagement for the area studies and the SIP. 13.4 It was also confirmed that communications leads from all the partner organisations will will be engaged with as work progresses to ensure everyone is working together. 13.5 The recommendation was **agreed** by all Partnership Board members. *RECOMMENDATIONS:* The members of the Partnership Board are recommended to: (1) note the engagement and communication activity that has been undertaken since July 2021; and (2) note and agree the communications and engagement plan for the SIP development process, attached as Appendix 1.	
14. Transport Forum Update	
14.1 Geoff French (GF) introduced this item and guided the Partnership Board members through the key parts of the paper.	

14.2 GF confirmed that as technical work develops in the coming months, it will be essential to ensure the agenda items for future forum meetings link in with the next phase of the area studies, emerging interventions and the SIP. 14.3 The recommendations were **agreed** by all Partnership Board members. *RECOMMENDATIONS:* The members of the Partnership Board are recommended to: (1) Note the recent meeting of the Transport Forum; and (2) Note and consider the comments from the Forum.	
15. Responses to consultations	
15.1 Rupert Clubb (RC) introduced this item and guided the Partnership Board members through the key parts of the paper. 15.2 RC invited comments or questions. Ian Phillips (IP) suggested it would be useful for TfSE in future to refer explicitly to section 62 of the Environment Act. 15.3 In addition, IP also identified the use of the phrase 'car ownership' in the consultation response included as Appendix 2 – and queried whether it did mean ownership or 'car usage'. It is important to be clear on this. *[Post-meeting note: Use of the term "car ownership" in this consultation response was intentional.]* 15.4 The recommendations were **agreed** by all Partnership Board members. *RECOMMENDATIONS:* The members of the Partnership Board are recommended to endorse the draft responses to the following consultations: (1) Port of London – Thames Vision 2050; (2) Hampshire County Council - Spatial Framework for Hampshire's Natural Environment and Infrastructure; (3) West Sussex County Council - A259 Bognor Regis to Littlehampton Proposed Enhancements; (4) Crossrail to Ebbsfleet (C2E) Partnership - Consultation on fast public transport connecting Ebbsfleet, Dartford, Slade Green, Erith and Belvedere with Abbey Wood; (5) Transport for the North - Decarbonisation Strategy Public Consultation; (6) Hampshire County Council – Waterside Strategy Consultation; (7) East Sussex County Council – A22/A2290 Improvements; (8) Highways England – Lower Thames Crossing Community Impacts; (9) Office of Rail and Road –Periodic Review 2023 (PR23); (10) South Western Railway – Timetable Consultation December 2022; and	

(11) West Sussex County Council – Transport Plan 2022-2036 Consultation.	
16. AOB	
16.1 Cllr Glazier thanked attendees for their ongoing support towards Transport for the South East.	
17. Date of Next Meeting	
17.1 The next Partnership Board meeting will be on Monday 24 January 2022 and it will be held virtually.	

Agenda Item 5

Report to: **Partnership Board –Transport for the South East**

Date of meeting: **24 January 2022**

By: **Lead Officer, Transport for the South East**

Title of report: **Future roles and responsibilities of TfSE**

Purpose of report: **To note the findings of the recent independent review into the future roles and responsibilities that TfSE may need to implement its Strategic Investment Plan and agree the proposed next steps**

RECOMMENDATIONS:

The members of the Partnership Board are recommended to:

(1) Note the findings of the independent review into the potential future roles, responsibilities and structures for TfSE;

(2) Agree to adopt the organisational objectives, future activities and areas for focus identified in the transport value chain and the proposed road map to move to the implementation of the Strategic Investment Plan;

(3) Note the future capability requirements and agree to delegate authority to the lead officer, in consultation with the Chair, to develop staffing structures to support this, as appropriate;

(4) Note the findings on the current governance structures; and

(5) Agree to re-establish the Governance Member Sub-Group from summer 2022, to lead a review into the constitution and governance arrangements to ensure they are fit for purpose for the implementation of the Strategic Investment Plan.

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1. Overview

1.1 The purpose of this paper is to present the final report into the future development of Transport for the South East (TfSE) and propose the next steps to support the implementation of the findings.

1.2 As reported to Board members in January 2021, TfSE will need to ensure that it has the appropriate tools and responsibilities in place alongside the right governance and staffing structures as it moves into the implementation phase of the Strategic Investment Plan (SIP). As work commences on the SIP, it is timely to review the operational structures for TfSE to ensure that it remains fit for purpose.

1.3 Arup was commissioned in April 2021 to lead an independent review of the roles and responsibilities currently held by TfSE, to assess whether additional responsibilities would be needed to support the delivery of the SIP and to consider the current organisational and governance structures. Arup held 1:1 interviews, focus groups and workshops with a number of key stakeholders and also issued a survey to members of the Transport Forum. The findings of the stakeholder engagement were used to shape the final report and be a key input to the development of the draft SIP.

2. Working towards the Strategic Investment Plan

2.1 The SIP will form the final part of the transport strategy, bringing together the outputs from the area studies and thematic studies, to become the blueprint for investment in the south east for the next 30 years. It will include a strategic narrative, alongside the package of multi-modal interventions identified through the area studies and thematic strategies.

2.2 The SIP will need to make the case for investment in strategic infrastructure in the region, but will also need to set out the role that TfSE will need to play in its implementation.

2.3 It is important to ensure that TfSE has the right governance structures, staffing structures and capabilities and organisational framework in place to deliver the SIP. TfSE commissioned work in April 2021 to provide an independent review of the current position and to make recommendations as to how TfSE might need to evolve to ensure that it remains ‘fit for purpose’ to implement the SIP. The findings of the independent review will be fed into the development of the SIP and will be taken forward throughout the next 12 months.

3. Arup Report – findings and recommendations

3.1 Arup were appointed in April 2021 to lead an exercise reviewing the current TfSE structures, governance and organisational mission. The procurement followed the East Sussex County Council process and was subject to a request for written quotation. The assessment panel included a representative from the Senior Officer Group.

3.2 Throughout May to July 2021, a number of stakeholder interviews, workshops and focus groups were conducted with the Senior Officer Group, the Partnership Board, TfSE team and other key stakeholders. In August 2021 a survey was issued to members of the Transport Forum seeking their opinions on the roles and responsibilities that TfSE might need to implement for the SIP.

3.3 The review also included desk-based research into other sub-national transport bodies and similar bodies to provide a benchmark and to offer best practice development options.

3.4 The final report uses the feedback from the stakeholder engagement and the findings from the desk-based research to set out proposals for the future development of TfSE. A copy of the final report is attached as Appendix 1.

Organisational Objectives

3.5 Arup prepared a strengths, weaknesses, opportunities and threats (SWOT) analysis, which was based on stakeholder feedback, to inform three proposed organisational objectives that align to the constituent authority and Department for Transport (DfT) drivers for a sub-national transport body. The three proposed objectives are:

- Identify and support interventions that deliver the transport vision and strategy;
- Secure higher levels of transport investment in the South East's strategic transport network; and
- Support TfSE's key stakeholders in responding to and overcoming emerging transport challenges.

3.6 The report highlights that if TfSE is successful in achieving these objectives there will be benefits for constituent authorities, residents and businesses, central government and delivery partners / operators.

3.7 The proposed organisational objectives closely align to the work that TfSE has undertaken to date but offer a more formalised approach to measure the success of the organisation. It is clear that the SIP will be centred around the delivery of the three proposed objectives and that there should be clear benefits for all stakeholders associated with its successful delivery.

3.8 It is recommended that the organisational objectives are agreed by the Partnership Board and adopted by TfSE for future work.

Transport Value Chain and Areas of Focus

3.9 The review also explores the priority future activities that TfSE should focus on through the use of a transport value chain. A value chain is a model that describes the range of activities required to deliver proposed services. Findings from the stakeholder engagement indicate the primary role for TfSE should cover strategy, policy, prioritisation, and planning and delivery.

3.10 The following summarises the Arup findings on the way in which TfSE is currently operating:

- **National Government Decision Making –**The continued success of TfSE and recent requests from DfT clearly show how TfSE has demonstrated to government on the impact and effectiveness of TfSE and STBs more generally. TfSE has also provided a powerful regional voice for transport in the south east, influencing decision making.
- **Strategy, Policy and Prioritisation –**TfSE has developed a clear strategy, stated clear regional approaches to emerging transport themes (future mobility and freight) and is in the process of developing a plan articulating regional intervention priorities.
- **Planning & Delivery** –TfSE doesn't deliver transport interventions currently but it conducts significant stakeholder engagement activity, which is also a key component of the early stages of the scheme planning and delivery process. This puts TfSE in good stead for doing this more in the future to support scheme

planning and delivery. TfSE also currently has good experience of making use of the supply chain and delivering work through contractors.

- **Operate & Maintain**–This area of the value chain is far removed from TfSE's current role and it doesn't yet undertake any activities in this area.

3.11 The report suggests further areas within the value chain where TfSE has the potential to offer further benefits, including regional modelling and data analysis, funding and financing for schemes and packages, business case preparation, options development and selection and investment strategy and planning.

3.12 TfSE is already starting to work on a number of these areas, including data analysis (work undertaken through ProjectView and other analytical work) and investment strategy and planning (the development of the SIP).

3.13 As a result of the work on the value chain, Arup propose three areas for TfSE to focus on in the immediate future and to help realise the proposed organisational objectives:

- Develop regional data, modelling, and analytics capability;

- Evolve to deliver the Strategic Investment Plan; and

- Implement the future mobility and freight strategies.

3.14 The three proposed areas of focus align with the existing work that TfSE has led to date and will support the work underway to develop the SIP. The Partnership Board is recommended to agree the value chain analysis and these three immediate areas of focus to ensure that TfSE have a clear focus for the development of the SIP and its implementation.

Capacity and Capability

3.15 Based on the three initial areas of focus identified, the report makes proposals for TfSE to strengthen its capacity and capability in the following three areas:

- Regional data, modelling & analytics capability – to enable TfSE to become a regional leader and a resource for the area. TfSE already supports evidence-based decision making but this would create a resource to provide further support to constituent authorities. This evidence-based approach will become increasingly important to support the development of the business cases for the interventions identified in the SIP.

- Delivering the SIP – this will ensure that TfSE has the right skills and capacity to support the delivery of the SIP, through the development of business cases and scheme development work. Although constituent authorities and delivery partners will continue to play a key role in the delivery of schemes, TfSE could lead on the development of some of the cross boundary, strategic schemes. This will require additional resource and tools to progress the intervention packages into investment ready propositions which clearly articulate how regional objectives and local needs will be met.

- Future mobility and freight strategies – the report recommends that TfSE develops internal capabilities to implement both the future mobility and freight strategies across the region. The report recognises the strength of the strategies but highlights that regional leadership and coordination will be essential to ensure they are successfully delivered. It suggests that TfSE is the ideal organisation to adopt the leadership role but will need to enhance its capability and capacity to do this effectively.

3.16 The recent funding bid to the DfT, which was agreed at the Partnership Board in October 2021, includes provision to undertake a small, managed expansion of the TfSE team to increase capacity in these three areas of focus. It is proposed, subject to the decision on the multi-year funding bid, that authority be delegated to the lead officer, in consultation with the Chair, to develop and implement an appropriate staffing structure to enhance the level of resource in these areas.

3.17 The report proposes that a further organisation development exercise is undertaken to help define the operating model and develop the required staffing structures. The report does note that this would be subject to the availability of longer-term funding. As such, it is not proposed to take forward this recommendation at the current time but this will be reviewed following the decision on a multi-year funding settlement from the DfT, which is expected early 2022.

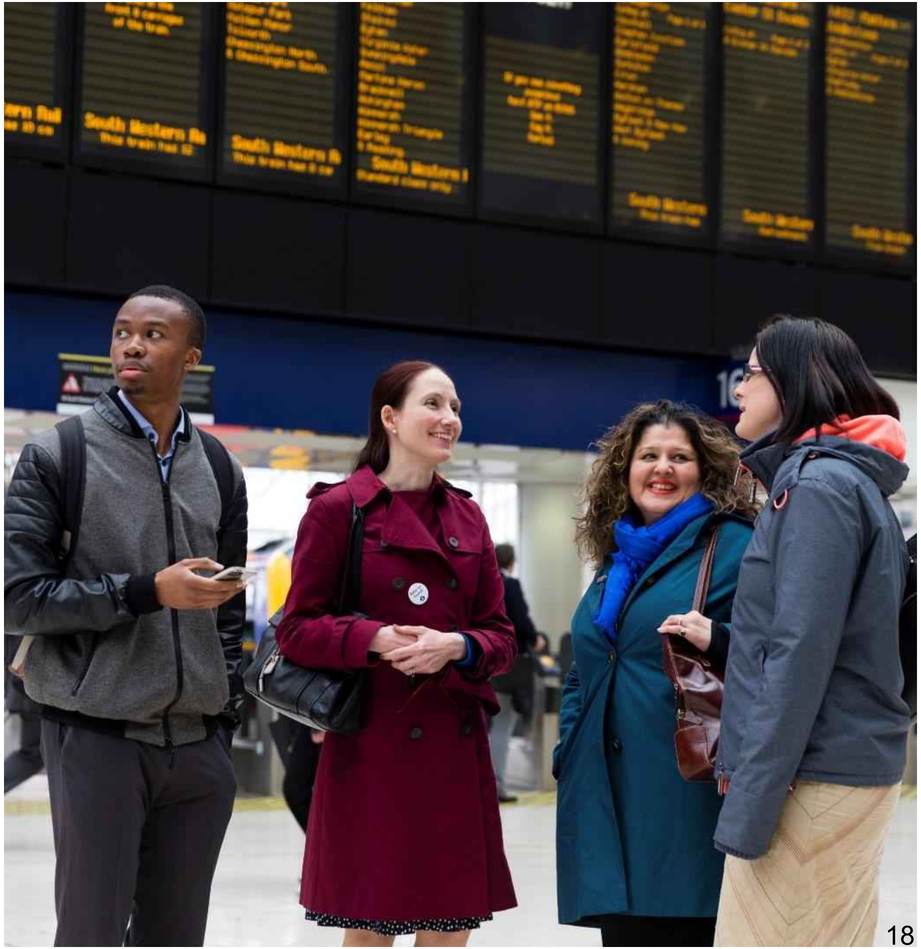
Governance Structures

3.18 Through the stakeholder engagement interviews and workshops, the Arup report was able to formulate some recommendations about the current governance structures for TfSE. The report highlights that the current structures offer a high degree of transparency and accountability, but there is a potential risk that the governance structures could become too bureaucratic. Although this is not a concern at the minute, it will need to be managed as TfSE evolves.

3.19 The report concludes that the current governance arrangements are appropriate for the organisation during the development of the SIP. It does identify that TfSE will need to be able to make dynamic and timely decisions when implementing the SIP and this may require some changes to the governance structures and that the scheme of delegations in the constitution may need updating.

3.20 The report also considers the approach to seeking statutory status. It concludes that statutory status affords greater levels of certainty and influence, but the timing must be right for any future application. It suggests that TfSE should focus initially on securing longer term funding certainty and should await the forthcoming Levelling Up White Paper. If appropriate, TfSE could consider aligning a further application alongside the SIP submission.

3.21 TfSE proposes that the governance recommendations from the Arup report are noted and agreed, but would suggest that the Governance Member Sub-Group is re-established in summer 2022 to undertake a review of the constitutional arrangements, which would report back to the Board in early 2023 alongside the final version of the SIP.



ARUP

Transport for the South East – Future Organisation Report

Final Report

1 November 2021

Executive Summary

ARUP

There is a clear, continued future need for Transport for the South East (TfSE). Until now, TfSE has grown organically, initially as a response to the Cities and Local Government Devolution Act (2016) and subsequently providing support to the Department for Transport (DfT) and constituent Local Transport Authorities (LTAs). TfSE has evolved organically, responding to ad-hoc requests from DfT but this current setup does not accommodate for TfSE's permanence and status in the long term.

This report articulates how TfSE, as an organisation, should respond to the role that it fulfils in the South East and evolve into an influential body, focused on strategic objectives and achieving them through facilitating the delivery of regionally important transport interventions.

Arup has identified TfSE's future importance in the region and the benefits that it should aim to deliver to the region's residents, visitors and businesses.

The report is split into three sections:

1. State of play – here we review the history of TfSE, how it has operated to date and the approach to this project.
2. Objective setting – in this section we describe the themes and findings from our stakeholder engagement exercises including a SWOT analysis, proposed objectives for the organisation, key benefits TfSE should seek to deliver and the focus for future activities.
3. TfSE 2.0 – Arup's interpretation of the objectives and how that translates into actions for TfSE now. This includes the assessment of TfSE's existing capabilities and ongoing ability to fulfil the needs of its stakeholders, Arup's recommended areas of focus, and the assessment of the important governance and organisation aspects of TfSE that support its operation including the need for statutory status. The report ends with a proposed road map for the implementation of the recommended focus areas and the appendices with supporting and more detailed information.

Arup's recommended areas of focus for TfSE:

- Continue to act as a regional lead for all strategic transport concerns, acting as a conduit for discourse between DfT, LTAs and other transport stakeholders;
- Develop its position as a regional resource that tackles emerging transport challenges and develops the capabilities to overcome and capitalise on them;
- Grow and develop as an organisation and build the capabilities to convert packages and interventions identified in the Strategic Investment Plan (SIP) into investment-ready projects.

Contents

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1. State of play

1

Story of Transport for the South East

2

Project approach

Story of Transport for the South East

ARUP

Transport for the South East was established in 2017, set-up by regional leaders and local transport authorities to work with the DfT to understand the transport infrastructure required to boost the region's economy

Since forming, TfSE has gone above and beyond the DfT's core requirement to produce a Regional Transport Strategy. With continued support and financial backing from Local Transport Authorities and DfT, TfSE has evolved to form a missing link in regional transport governance and supported stakeholders in all directions regarding emerging transport challenges.

TfSE has brought together the region's transport bodies in new ways that has resulted in improved communication across local authority boundaries and a single voice in communication with the DfT.

As well as the 30-year strategy, created with regional transport stakeholders and to which the DfT will pay due regard in future decision-making, TfSE has authored several other well-regarded documents using a robust evidence base to inform the regional transport landscape, including the Economic Connectivity Review, Future Mobility Strategy and the soon to be published Freight Strategy.

TfSE's success to date and continued effectiveness is reflected in the positive feedback received throughout stakeholder engagement in this project. It is this success to date that has brought TfSE to its current position, preparing to create a Strategic Investment Plan, the delivery-focused successor to the strategy, ongoing area studies and thematic strategies, that will identify the transport interventions to achieve the vision articulated in the strategy.

Positive stakeholder feedback story

TfSE is valued as a regional layer of transport governance

"It has allowed us to coalesce our business around the agreed TfSE priorities and also allows us to share TfSE learning with wider stakeholders. By having one voice, it is easier to cascade key objectives to residents and businesses in our area."

There is clear support for TfSE's role developing and delivering the regional transport strategy

"TfSE has provided another layer for regional plan and strategy below national government transport policy which can be clearly translated into local priorities in the LTP"

TfSE's role as the interface between central government and local transport authorities is valued

"I believe TfSE has a realistic vision and by bringing all the elements to enable this together around a single unit the joined up writing can begin."

Project Approach

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Data collection and analysis

Option development

Selection Criteria

Recommendation

TfSE Organisation Workshop

Senior Officer Focus Groups

Board Chair & Vice Chair Interview

TfSE Lead Interview

Delivery Partner Interviews

Local Enterprise Partnership Focus Group

Transport Forum Survey

Stakeholder engagement

Desktop Research

Comparison and Benchmarking

TfSE Organisation Workshop

TfSE Board Workshop

Final Report & Board Presentation

See Appendix for details of stakeholder engagement activity

2. Objective setting

1

SWOT analysis

2

Organisational objectives

3

Value chain analysis

ARUP

SWOT Analysis

The Strengths Weaknesses Opportunities Threats (SWOT) mapping interprets intelligence gained during the stakeholder engagement process, clearly stating what TfSE should stop, start and continue to do in its future role. It shows that TfSE's delivery of the strategy is a clear strength, such that it should continue to deliver this strategic function. The highly valued stakeholder engagement in all directions provides an opportunity for continued engagement with key stakeholders. Some of TfSE's potential weaknesses are evidence that TfSE needs to evolve into a body with improved capacity and capability to meet the future needs of the region's stakeholders and that long-term certainty for the organisation is a real threat to its's ability to deliver in future.

	Helpful	Harmful
Internal	*Strengths* • Network and coordination • Evidence base • 360° influence • TfSE Team • Single voice for SE • Regional appreciation • Multi-modal perspective • Communications and promotion • Access to DfT • Value-add activities	*Weaknesses* • Lack of long-term funding • Unplanned organisational development • Risk of duplicating effort with delivery partners / LTAs • Cross-functional engagement (LEPs, other STBs) • Heavy use of supply chain / consultants • Operating constraints
External	*Opportunities* • Regional transport leadership voids • Multi-modal integration • Robust, objective framework for prioritisation • Regional policy response • Delivering differently, agile, less LA • Define the value of TfSE	*Threats* • Risk of disconnection from stakeholders • Conflicting local and modal agendas • 'Informal' ability to influence • Disparate DfT organisation • Shifting policy landscape • Waning stakeholder support • Wide geographic spread

See a more detailed SWOT in the appendix.

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Organisational objectives

TfSE has identified clear objectives for transport in the South East but does not have a set of objectives for the organisation to pursue. The following proposed organisational objectives have been identified through analysis of organisational drivers and desirable benefits. Meeting these objectives will ensure that TfSE adds value in its role as an influential regional transport body.

Transport Strategy was issued

Drivers for change

Original DfT Drivers

1. Central government **policy priorities not implemented** consistently across the country
2. Effort / **challenge of prioritisation** for transport investment high across the country
3. **Difficult to effectively disseminate information** and consult with local authorities on transport issues
4. DfT **struggles to reach all local transport authorities**
5. Transport network needs to be **decarbonised**

Evolved DfT Drivers

1. Huge value **in regional coordination** of LTAs using TfSE network for communication and consultation
2. **Investment priorities** identified in regional transport strategy support more informed decision making
3. **Emerging policy priorities** need to be effectively implemented which TfSE can support in achieving

Local Authority Drivers

1. Not always **easy to action / implement** Government policy
2. Access to DfT **funding can be difficult**
3. Emerging **transport challenges and themes can be difficult** to overcome alone and resource sufficiently
4. Increased need for **regional perspective** to address local needs
5. **Limited ability to influence central government and national delivery partners** (NH, NR) individually, more influence as a collective

Organisational Objectives

- Identify and support interventions that deliver the transport vision and strategy
- Secure higher levels of transport investment in the South East’s strategic transport network
- Support TfSE’s key stakeholders in responding to and overcoming emerging transport challenges

Benefit mapping

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If TfSE succeeds in meeting the proposed organisational objectives, each of the stakeholder groups identified will stand to benefit in different ways from the outcomes of TfSE's work. By keeping the benefits for different stakeholder groups in mind and providing a clear line of sight to the objectives, TfSE can make sure the decisions it makes as an organisation will add value to the region and ultimately help to achieve the vision for transport in the South East.

Organisational Objectives

- Identify and support interventions that deliver the transport vision and strategy
- Secure higher levels of transport investment in the South East's strategic transport network
- Support TfSE's key stakeholders in responding to and overcoming emerging transport challenges

Benefits for local authorities

e.g. higher business / investment case success rate, improved and streamlined access to DfT funding

Benefits for residents, visitors and businesses

e.g. increased public transport ridership, reduced transport pollution, reduced transport CO_2 emissions, increased investment in the South East

Benefits for central government

e.g. decarbonisation, levelling-up, health & wellbeing, quality of life, better places

Benefits for delivery and operating partners

e.g. improved transport user satisfaction, increased use of public transport system, improved network efficiency

Transport value chain

The process explored priority future activities that TfSE should focus on through the use of a transport value chain. The value chain is a model that describes the range of activities to deliver proposed services - a more detailed description of the full transport value chain used can be found in the appendices.

Findings from the stakeholder engagement indicate the primary role for TfSE should be in the middle parts of the value chain covering strategy, policy, prioritisation, and planning and delivery. Through our analysis we identified where in the value chain TfSE is currently operating (below) and where TfSE should focus its attention in the future (following pages).

- **National Government Decision Making –** The continued success of TfSE and recent requests from DfT clearly show how TfSE has influenced government on the utility and effectiveness of TfSE and STBs more generally. From a different perspective, TfSE has provided a powerful regional voice for transport in the south east influencing decision making.
- **Strategy, Policy and Prioritisation –** TfSE has developed a clear strategy, stated clear regional approaches to emerging transport themes (future mobility and freight) and is in the process of developing a plan articulating regional intervention priorities.
- **Planning & Delivery** – TfSE doesn't deliver transport interventions currently but it conducts significant stakeholder engagement activities, putting it in good stead for doing this more in the future. TfSE also currently has good experience of making use of the supply chain and delivering work through contractors.
- **Operate & Maintain** – This area of the value chain is far removed from TfSE's current role and it doesn't yet undertake any activities in this area.

National Government Decision Making	The highest levels of the value chain identify the national need for transport and the transport priorities to achieve wider government policy.
Strategy, Policy and Prioritisation	Strategy, policy and prioritisation covers the regional and local approaches to identifying transport interventions to achieve the strategic objectives.
Planning & Delivery	Planning and delivering the physical interventions that are required to meet transport policy and strategy requirements
Operate and Maintain	Operation and maintenance of infrastructure and services covers the most tactical elements of making transport infrastructure work to achieve the desired outcomes.

Future activity focus

ARUP

The objectives and benefits identified clearly show where TfSE should be developing capability to deliver specific activities to support the region following delivery of the SIP in supporting role to stakeholders, converting a prioritised list of interventions that support the objectives in the strategy into investment ready projects backed up by evidence and data.

This represents a natural continuation of the SIP work with some notable added elements such as funding and financing and consultation. Regarding the emerging transport challenges (e.g. future mobility), TfSE is well placed to lead on the delivery of their implementation. This might entail the preparation and delivery of contracts for services that support future mobility interventions across the region (e.g. regional travel information tool). The following pages include explanations of the proposed activities TfSE should undertake in the future.

National Government Decision Making

National Modelling for the Economy

- Use national datasets in regional modelling to inform regional decision making
- Develop a common approach to modelling across STBs aligned with DfT

Strategy, Policy and Prioritisation

Transport Strategy

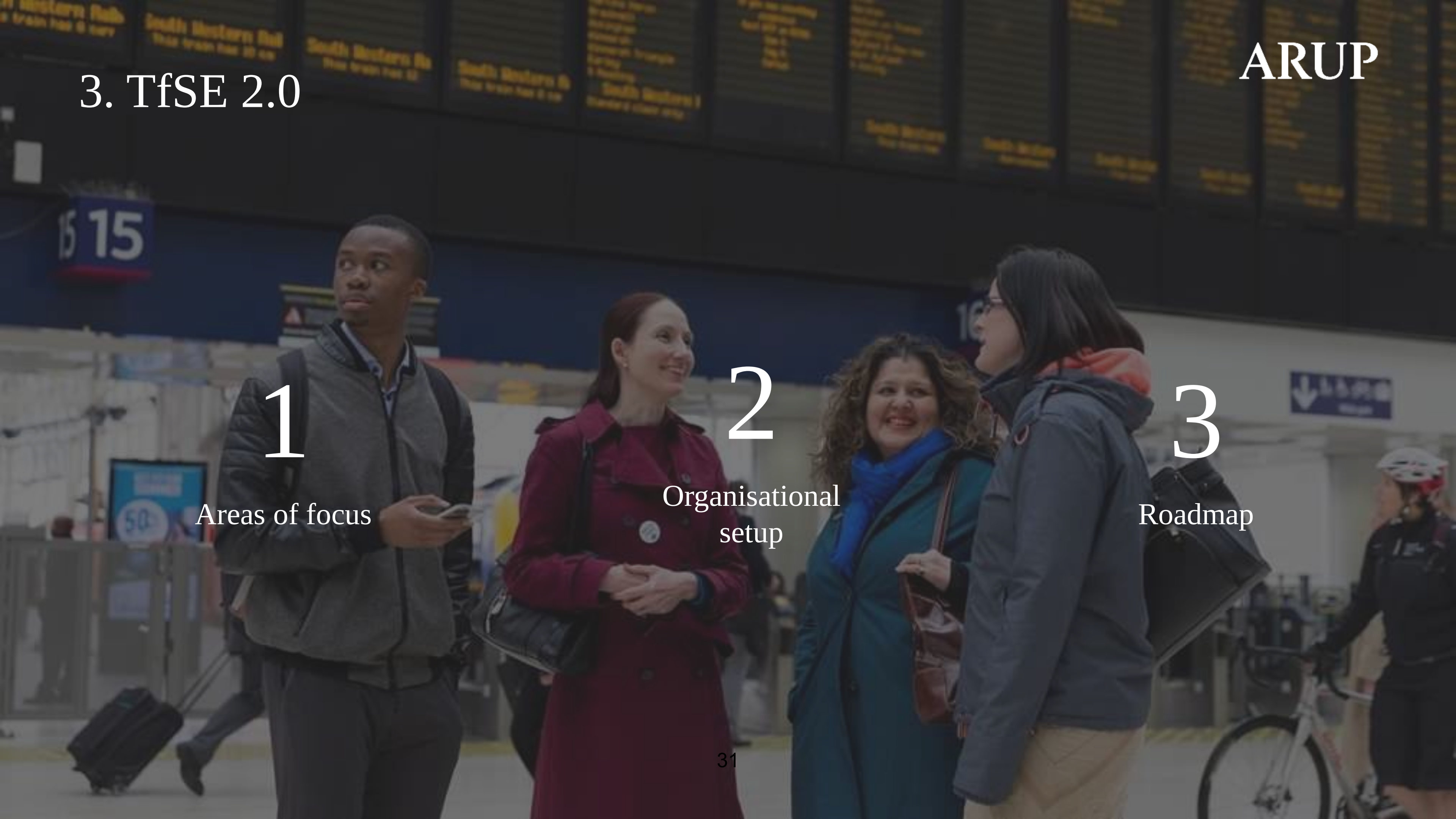
- Identify and articulate important regional outcomes and priorities
- Adopt regional leadership role for multi-modal considerations (e.g. rail vs road)

Funding & Finance

- Identify and develop new funding streams e.g. govt grants and other sources
- Identify and develop new financing streams e.g. private sector investment
- Distribute funds received to regionally important interventions / projects

Future activity focus (cont.)

Strategy, Policy and Prioritisation	Regional Transport Policy	• Support constituent LTAs in achieving new policy goals
	Data & Modelling	• Get LTA input into data repository to improve it
	Investment Strategy and Plan	• Identify priority investments to achieve regional outcomes • Identify hierarchy of interventions to support funding constrained decision making • Identify sequence of investment aligned to external factors (e.g. delivery body funding cycles) • Create communication strategy to influence behaviour to promote desired outcomes
	Business Case Making	• Develop analytical framework to support business case development • Develop business cases for identified interventions • Support constituent authorities in developing business cases for interventions • Secure funding / financing through the use of strong business cases
Planning & Delivery	Options Development & Selection	• Undertake scheme feasibility work to identify preferred option • Develop and prioritise options that meet required outcomes • Identify assessment criteria to support options selection
	Engagement & Consultation	• Develop consistent consultation approach to be used in regionally significant infrastructure projects



3. TfSE 2.0

1

Areas of focus

2

Organisational setup

3

Roadmap

Recommended areas of focus

ARUP

Below are a set of recommended areas of focus that came through strongly in the stakeholder engagement and value chain analysis that can help realise the benefits expected of TfSE for each stakeholder group. These themes will require significant capability development within TfSE to strengthen the organisation's position as a strategic body with influence. There are subsequent actions that can contribute to the implementation of these as detailed in the Roadmap.

	Area	Outcome	Organisational Objectives
1	**Develop regional data, modelling, and analytics capability**	*TfSE has strong evidence-base to support decision making*	Identify and support interventions that deliver the transport vision and strategy
2	**Evolve to deliver the Strategic Investment Plan**	*Priority interventions are delivered efficiently to contribute to the economic activity of the South East*	Secure higher levels of transport investment in the South East's transport network
3	**Implement future mobility and freight strategies**	*The South East grows its low carbon transport network and connects to the rest of the UK and to international gateways*	Support TfSE's stakeholders in responding to and overcoming emerging transport challenges

Develop regional data, modelling & analytics capability

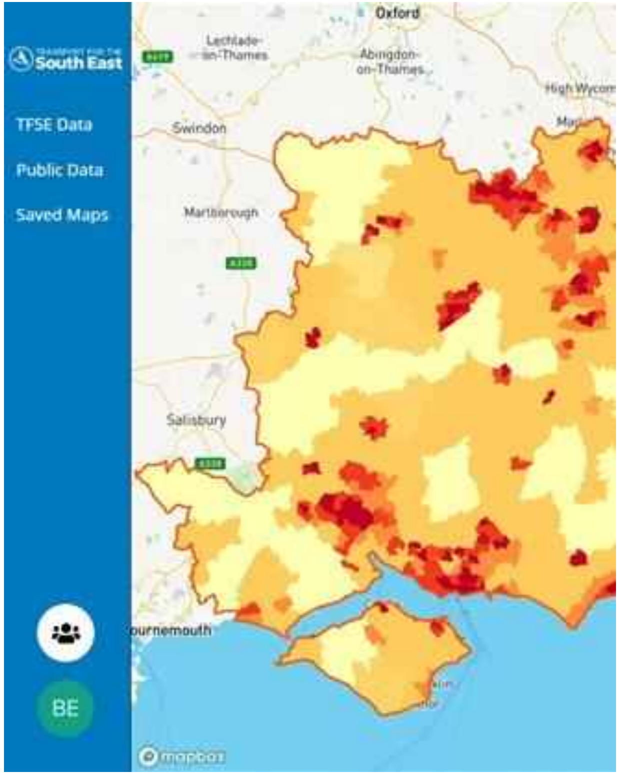
ARUP

We recommend that TfSE develops capability in data, modelling, and analytics to fill a gap and become a regional leader and resource for it in the region. TfSE should commence this as soon as possible.

TfSE has built up a significant transport evidence base from previous work on the economic connectivity, transport strategy, and area/thematic studies. It should capitalise on this by bringing this capability in-house and becoming the source of transport data and evidence for the region. With significant changes in travel patterns post-pandemic it is important to keep this data up-to-date and to employ the latest modelling techniques to analyse trends and test future scenarios.

By undertaking this role, TfSE will be continuing its already strong work in supporting evidence-based decision making but broadening the potential use case to all constituent LTAs. Creating the infrastructure and documentation behind such capability takes time and we think that TfSE and its constituent LTAs will greatly benefit from having access to this resource when implementing future mobility at a regional scale and when progressing the outputs of the SIP, for example for business case preparation.

Data and the associated activities, modelling, analysis etc., are complex and are known to work better with scale in mind. By pooling the needs and resources for the entire region, each stakeholder agency will benefit from both a cost and quality perspective and TfSE's regional role makes it well placed to fulfil this need at scale, supporting the regional data and modelling needs with consistency. Such consistency will facilitate both effective cross-boundary and multi-modal analysis.



Evolve to deliver the Strategic Investment Plan

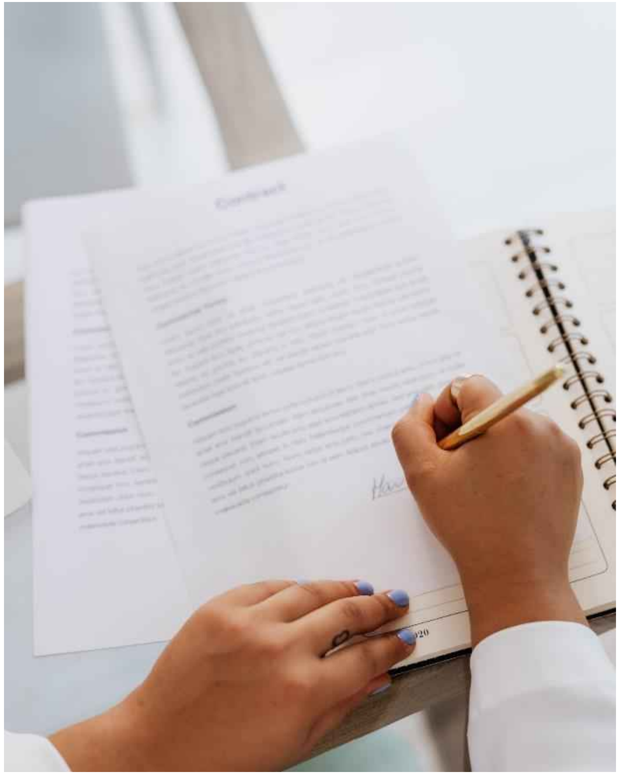
ARUP

We recommend that TfSE starts to develop the organisation and its capabilities to progress the delivery of interventions that will be identified by the SIP.

There is a risk identified in the SWOT analysis that if TfSE does not evolve then it will struggle to deliver the improvements set out in the Strategic Investment Plan and the objectives of the strategy. The stakeholder engagement indicated that TfSE needs to extend its range of activities beyond creating strategy. It should develop capability to deliver on the strategies it creates too. The second focus area therefore proposes that TfSE undertakes more activities than it does at present to develop that delivery capability. Activities it doesn't currently have the capabilities to do, as identified in our value chain analysis. TfSE needs to make important decisions about how to fill the capability gaps and how the activities are delivered and by who.

Effectively TfSE needs to put in place the resources and tools to progress the intervention packages into investment-ready propositions which clearly articulate how regional objectives and local needs will be met.

Such growth in capability will require the TfSE organisation to develop and understand the best approach to meeting the expected capability needs of the future. However, this needs to be done in a planned way to ensure that the growth and changes to the shape of the organisation are sustainable and best meet the objectives identified. The sense from stakeholder engagement was that organic growth to build capacity and capability is the preferred approach, rather than radical change, and we would support this approach.



Implement future mobility and freight strategies

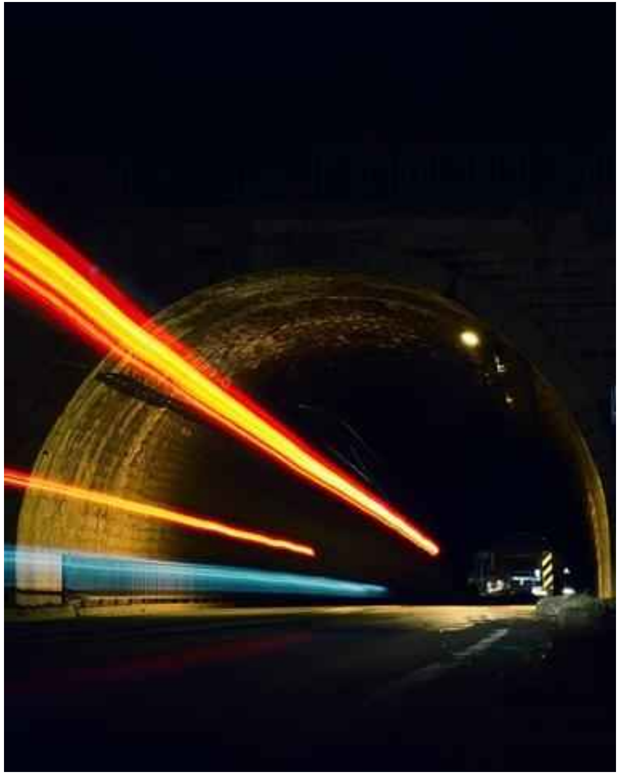
ARUP

We recommend that TfSE develops internal capabilities to actively progress Future Mobility and Freight interventions across the region, with support from local transport authorities to make a tangible difference on the ground. Delivering projects and outcomes will demonstrate clearly the value that TfSE offers and the benefits it can provide to transport users.

TfSE has developed a comprehensive response to emerging transport themes and the need to decarbonise transport through its future mobility strategy. It has also presented a robust approach to implementing the interventions the strategy identifies. However, it is still difficult for potential users of the strategy , i.e. local transport authorities, to make the most of it. The interventions proposed in the strategy can exist at a very local level but many require or would benefit from a level of regional coordination.

Several aspects of the interventions identified in the Future Mobility Strategy will benefit from region-wide or cross-boundary coordination (e.g. oversight and implementation of regional Mobility as a Service). TfSE is the ideal organisation to take a regional leadership role in these areas.

To support this focus area, TfSE should develop its ability to progress projects from identification to business case development to identifying funding and financing opportunities to procuring services that meet regional transport needs from a future mobility perspective. This will require TfSE setting up a service that LTAs would be able to tap into ensuring consistency of quality and user experience across the region (e.g. bike / scooter share schemes).



Future capability requirements

ARUP

As already identified there is a clear need for TfSE to undertake a greater range of activities in the future. Both in the short and long term. From a short term perspective, TfSE needs to undertake these activities to support implementation of the Future Mobility and Freight strategies across the region. In the long-term, TfSE needs to develop these capabilities in readiness for SIP completion and take the identified packages into investment-ready projects.

TfSE needs more resources and capabilities to bring its data, modelling and analytics capabilities in-house to increase access to those for LTAs, progress the intervention packages identified in the SIP into investment-ready propositions, and effectively deliver the identified interventions in their published strategies from identification of project opportunities, identification of funding and financing opportunities to business case development.

Future capability requirements (cont.)

ARUP

To do these, over the coming year, TfSE needs to make some important organisational decisions regarding how it deals with the expected capability gap and develops its organisation. We would propose a dedicated organisation development project that assesses in detail, the existing and required capabilities, identifies how TfSE should close that gap and defines the TfSE Operating Model to bring it all together. This exercise should be undertaken when there is a bit more certainty over long term funding.

NOW - TfSE 1.0

- National Strategy & Policy
- Transport Strategy
- Regional Transport Policy
- Procurement / Contract Management
- Engagement & Consultation

FUTURE - TfSE 2.0

- National Strategy & Policy
- National Modelling for the Economy
- Regional Transport Strategy
- Regional Transport Policy
- Investment Strategy and Plan
- Funding & Finance
- Data, Modelling & Analysis
- Business Case Making
- Performance Management & Benefits Realisation
- Output Requirements & Project Planning
- Options Development & Selection
- Procurement / Contract Management
- Engagement & Consultation

Governance and organisation structure

ARUP

Analysis of the data collected through our stakeholder engagement activities, especially through the interviews, focus groups, workshops and survey responses, has identified some high level themes regarding the governance and organisation structures behind TfSE.

As articulated through the SWOT analysis findings, the main concern is the extra layer of governance and potential bureaucracy that exists because of TfSE's presence. To date this has not been a barrier and has been a positive influence, resulting in a preference to reach consensus in decision making. This is supported by the associated transparency afforded through the make-up of the board and the governance behind TfSE.

Future decision making

In the future, if TfSE were to undertake and evolved role as proposed, delivering more activities across the supply chain with shorter timeframes for delivery, TfSE's outputs and decision making might become constrained by the current structure. In a future that requires more dynamic decision making with higher frequency of outputs TfSE would benefit from an expanded scheme of delegations as part of the constitution.

This is especially the case where TfSE has a role in delivering projects that are more intervention focussed. Equally, as TfSE's outputs become more technical, it may be inappropriate for the board to have as much influence in TfSE's outputs, especially where the outputs are based on robust data and evidence. In this case, the current make-up of the board and representation would continue to be suitable.

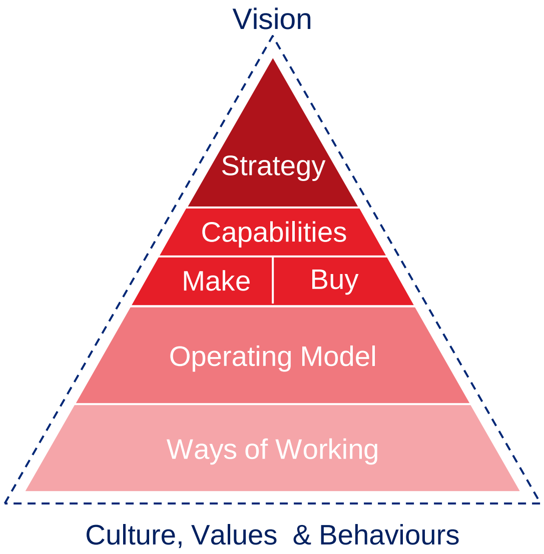
Organisational structure

Regarding the organisation structure, the size and shape of TfSE currently does not present any challenges to effective operations. If TfSE follows the recommendations proposed however there is an expectation that TfSE would need to grow. This would warrant a need to revise the structure of the organisation – this would be a feature of an organisational development exercise proposed on the following page.

Organisation Development

ARUP

For TfSE to fully implement the focus areas proposed there is a significant capability gap that needs to be filled. Currently TfSE makes good use of the supply chain to deliver outputs, a symptom of short-term funding and planning. Given the ongoing efforts to reach a long-term funding settlement, TfSE should undertake a focussed organisational development review to identify how it fulfils the identified capability gaps and how it wants to function as an organisation.



Renewed focus on strategic objectives and roles/responsibilities to drive the implementation of the transport strategy and SIP

Expanded capacity and capability that aligns with the key components of the value chain and future functions

Expanded governance and organisation providing strategic leadership and technical capability, drawing on supply chain for specialist support and additional capacity

Continued successful collaborative working with stakeholders delivering on shared objectives with a focus on technical excellence to provide data and evidence to secure investment

The need for statutory status

TfSE applied for statutory status in July 2020, a response to the climate at the time, the expected government white paper on devolution and perceived need to do so. At the time the Secretary of State for Transport deemed the existing arrangements to be sufficient and confirmed that the DfT pays regard to the TfSE's transport strategy in future decision making. The government is expected to issue a Levelling Up white paper in late 2021 which will include its position on devolution. Considering this context, the key points from stakeholder engagement are set out below (left) and our recommendations now how to proceed (right).

A number of stakeholders advocated the need for TfSE to have statutory status

Others were of the view that this is not required at this time to achieve strategic objectives

Experience from other STBs indicates that statutory status does not *guarantee* additional recognition or funding…

…But it can increase influence (e.g. becoming statutory consultee) and would be needed in longer term for later functions of value chain (e.g. delivery, operate, maintain)

There may be (interim) alternatives that could be effective

- Hold off another application for statutory status right now but keep reviewing the need to do so
- Review Levelling Up White Paper and further developments
- Maintain engagement with DfT and consider interim agreements
- Focus on longer term funding certainty
- If appropriate, consider application to align with publication of SIP

Roadmap – *from strategy to delivery*

ARUP

Our proposed roadmap – indicating key strands of work required to evolve the TfSE organisation from strategy to delivery is set out below.

Transport for the South East 2.0

Produce an Organisation Development Plan

Based on the newly identified organisational objectives and the capabilities that make-up Arup's identified focus areas for TfSE 2.0, TfSE should create and organisational development plan to outline how this can be achieved.

Build increased leadership and technical capacity and capability

The focus areas expand the range of activities that TfSE should undertake. How TfSE undertakes these activities should be a key output of the organisational development plan.

Implement regional data, modelling, and analytics strategy

A data and information strategy will be imperative for TfSE to set out requirements and provision for dependable and reliable data collection and storage across the region. Growing the data and modelling capabilities in the team will provide adequate resource for creating the SIP and delivering the future mobility interventions.

Maintain regional data and analytics function to support case-making and SIP delivery

Growing the data modelling capabilities in the team will provide adequate resource for creating the SIP and delivering the future mobility interventions. TfSE could play an important role in fulfilling perceived gaps in data and modelling capabilities with LTAs in the region

Evolve to deliver the SIP

To deliver the interventions identified in the SIP, TfSE will need to develop capabilities across the transport value chain, including option and business case development, to continue supporting LTAs in achieving the vision they set for transport in the South East.

SIP development and production

Deliver the SIP

TfSE should use new capabilities to work with LTAs to; develop business cases, undertake options development, report progress to DfT etc.

Plan and implement Future Mobility and Freight strategy pilot schemes

TfSE should identify interventions and articulate how LTA can use the future mobility and freight strategies for meaningful and tangible progress on the ground for a lower cost, getting ahead of the curve on small interventions.

Develop scaled interventions for bigger regional impact

Once the pilots are embedded, TfSE should develop a scaling programme to expand the interventions in readiness to other parts of the region for bigger, regional use and impact

Short to medium term (pre-SIP) | *Post SIP delivery*

Appendices

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1. Stakeholder engagement
2. SWOT
3. Modal analysis
4. Transport value chain
5. Case studies

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Stakeholder engagement

Engagement group	Attendees	Engagement type
Senior Officers	Surrey, Kent, West Sussex, Hampshire, Portsmouth, Southampton, Isle of White, East Sussex, Berkshire Representative, Medway	Workshops
Delivery Partners	Network Rail, National Highways, Department for Transport	Interviews
TfSE Officers	All	Workshops
Local Enterprise Partnerships	Enterprise M3, Coast to Capital	Focus Groups
TfSE Chair and Vice-chair	n/a	Interview
TfSE Board	TBC	Workshop
Protected Landscapes	South Downs National Park	Survey
Transport Forum	All	Survey

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Strengths, Weaknesses, Opportunities, Threats

	Helpful	Harmful
Internal	*Strengths* • Communications • Promotion of SE • TfSE Team • Regional Understanding • Network creation / development • Technical ability • Single voice • Access to DfT • Influence on DfT • Use of evidence base	*Weaknesses* • Broad geographic scope • Duplication of effort with LTAs / LEPs • Unplanned organisational development • Bureaucratic / heavy governance • Disconnected from stakeholders • Insufficient power • Usability of evidence for LTAs • Coordination of transport and land-use • Cross functional engagement (LEPs) • Operating constraints • Perception of TfSE • Transparency • Organisational direction
External	*Opportunities* • Policy response • Financial sustainability • Identifying and progressing regionally important interventions • Give back to LTAs • Draw more on stakeholder resources • Communities of practice • Skills networks • Centres of excellence • Delivering differently – more agile, less like a LA • Define how TfSE operates • Define value of TfSE • Define the TfSE program • Give back to LTAs	*Threats* • Conflicting agendas • Consistent long-term funding • Misguided focus • Unclear central government policy roadmap • Waning stakeholder support

Strengths

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Engagement across all stakeholders has identified the following aspects as strengths of TfSE.

Communication
TfSE's ability to communicate broadly and effectively representing the TfSE at a range of events

Promotion of the South East
TfSE's effectively promoting the South East to key partners (DfT, HE, NR)

TfSE Team
The people and resources that make up the team are seen as a strength including the technical capability of individuals and their open and approachable nature

Regional Appreciation
TfSE has developed a good, broad understanding of regional issues, constraints and has put a focus on the wide geography.

Network and coordination
TfSE has successfully created a network of individuals from across the South East who now communicate and collaborate in way that they didn't previously

Technical ability
TfSE provides good technical and political coverage and has the capacity to provide technical support and advice on which decisions can be based

Single voice for SE
TfSE is effectively communicating on behalf of the region as a single voice to the benefit of DfT/HE/NR etc. and limiting the effort required of each LTA in communicating.

Access to DfT
The relationship that TfSE holds with DfT gives LTAs a different kind of access to DfT and provides a different perspective on information / guidance that comes out of DfT.

Influence on DfT
Making use of the good relationship with DfT and the mutual appreciation of providing a single voice between LTAs and DfT, TfSE's ability to influence DfT is seen as a strength doing more than any single LTA would be able to do alone

Evidence base
The use of data and evidence to develop the strategy and other documentation.

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Weaknesses

Engagement across all stakeholders has identified the following aspects as current weaknesses of TfSE.

Broad geographic scope
The regions covered is vast and not that clear or cohesive with huge diversity across it but all areas need to be included and represented

Duplication of efforts with LTAs / LEPs
The extent to which efforts are overlapping with LTAs is not clear and there could be a risk unnecessary work

Disconnected from stakeholders
TfSE has started to become slightly disconnected and not as well integrated with its stakeholders. Issuing outputs instead of creating them with LTAs

Unplanned organisational development
The organisation has developed in a tactical way due to funding and operational constraints and unclear future leading to further lack of direction for future organisation development

Bureaucratic / heavy governance
There is a very local government feeling about how TfSE conducts itself with significant governance and bureaucracy

Insufficient power (statutory status)
TfSE doesn't have the right power of ability to implement the strategies and plans that it is developing

Usability of evidence for LTAs
Although TfSE makes good use of evidence the evidence isn't easily available to be used by LTAs and other parties.

Coordination of transport and land-use
TfSE has no role or power in land-use planning and cannot support the integration of these two critical components of development.

Cross functional engagement (economic / social / environmental)
The success in engaging across other organisations e.g. LEPs has been mixed resulting in inconsistent input from them

Perception of TfSE
There has been some confused messaging about TfSE's priorities not reflecting the vision.

Transparency
TfSE's future and programme of work isn't always clear and the value that TfSE brings to the region isn't well articulated.

Opportunities

Engagement across all stakeholders has identified the following aspects as current opportunities for TfSE,

Policy response
TfSE is a great position to respond to emerging government policy on behalf of the region and shape the collective action to achieve policy goals

Financial sustainability
There is potential for a number of funding avenues to be available in the future (CSR 2021 and a multi-year settlement, private sector support etc.) which will allow TfSE to plan longer term and develop appropriately

Identifying and progressing regionally important interventions
Already a key priority for TfSE, with the forthcoming SIP TfSE have an opportunity to establish a list of prioritised schemes which respond to the needs of the South East

Give back to LTAs
There is an opportunity to keep up the good will with LTA and other stakeholders by providing more support back to them. E.g. through a hub for data and evidence or modelling capability.

Draw more on stakeholder resources
Make more use of existing skills and capabilities that exist within the LTAs to support TfSE work and outcomes

Communities of practice
Develop ‘communities’ of practice to facilitate consistency of activity and output for transport across the South East.

Centre of excellence
Develop TfSE as a centre of excellence identifying, creating and sharing best practice on emerging transport themes and new policy

Delivering differently – more agile, less like a LA
To shape TfSE’s organisation to be agile and respond quickly to new information and deliver work quicker leading to outcomes sooner

Define value of TfSE
Identify the value that TfSE brings to stakeholders and articulate what is different now than before.

Define the TfSE program
Make TfSE’s future program of work clear and include the limits of the existing funding / capability envelope

ARUP

Threats

Engagement across all stakeholders has identified the following aspects as current threats for TfSE,

Conflicting agendas
As TfSE gets closer to identifying priority schemes the variations in local agendas that exist across the region may have an impact on region wide engagement and the ability for TfSE to speak with one voice for the region

Consistent long-term funding
Consistent long-term funding is crucial in ensuring that TfSE can create and implement strategies and plans for its organisation to deliver what it is required to do so

Misguided focus
As new and emerging themes in transport and government policy are identified TfSE needs to make appropriate adjustments to ensure their outputs and work have long-term relevance

Unclear central government policy roadmap
The roadmap for central government policy includes several subjects that are expected to impact TfSE including its access to funds, its role, its power and the expectations that DfT has of it as an organisation and its outputs

Waning stakeholder support
As TfSE continues to develop high level documentation it must continue to keep stakeholders engaged and involved in the development of regionally significant plans and strategies to avoid their disenfranchisement

ARUP

Modal analysis

Immediate stakeholder group

Taxis & Private Hire Vehicles | Ports | Aviation | Micro-mobility | Active Travel | Bus | Local Roads | Rail | Strategic Roads

Low value add potential → *High value add potential*

Wider network

Taxis & Private Hire Vehicles | Micro-mobility | Aviation | Ports | Local Roads | Strategic Roads | Bus | Rail | Active Travel

Both the wider network and the immediate stakeholder group has identified the same top and bottom four modes of transport for TfSE to focus on. The wider network identified Active Travel, Rail and Bus as modes with the highest value add potential. The immediate stakeholder group thought that the highest potential was with Strategic Roads, Rail and Local Roads. TfSE is expected to be an integrator between transport modes, driving the shift to more sustainable modes of travel and contributing to wider benefits for the region.

Transport value chain

ARUP

National Government Decision Making

The highest levels of the value chain identify the **national need for transport and the transport priorities to achieve wider government policy**. This includes any modelling to understand the impact that transport has on the economy, major funding decisions and how that impacts transport, nationally significant infrastructure projects and the rules and regulations for transport.

Strategy, Policy and Prioritisation

Strategy, policy and prioritisation covers **the regional and local approaches to identifying transport interventions to achieve the strategic objectives**. This area should make heavy use of data and information to inform decision making to provide assurances that value will be achieved from any investments. These activities also support objective assessment of different interventions supporting prioritisation.

Planning & Delivery

Planning and delivering the physical interventions required to meet transport policy and strategy requirements including the management of programmes and plans to detailed option development and design, procurement and contracting and eventually delivery, e.g. construction of new transport infrastructure, and stakeholder engagement and consultation.

Operate and Maintain

Operation and maintenance of infrastructure and services covers the most tactical elements of making transport infrastructure work to achieve the desired outcomes. Across modes and transport themes and can cover a very broad range of activities. For local roads it could be the daily maintenance and inspection of highways, for micromobility it could mean the provision and management of first and last mile travel solutions such as share e-scooters.

Transport value chain

ARUP

National Government Decision Making	National Strategy & Policy	Developing and communicating national strategies and policy.
	National Modelling for the Economy	Developing and running models which assess the national economy and the impacts of government decision making.
	National Budget Setting for the Economy	Setting the national budget for the economy.
	Regulation	Creates, reviews and develops legislation and policy for transport to achieve National Transport Strategy.
Strategy, Policy and Prioritisation	Transport Strategy	Setting transport strategy.
	Regional Transport Policy	Developing regional transport policy.
	Local Transport Policy	Developing local transport policy.
	Investment Strategy and Plan	Developing the investment strategy for transport interventions and plan for implementation.
	Funding & finance	Identifying and securing funding and financing for transport interventions.
	Data & modelling	Collecting data and undertaking modelling to inform an improved transport network.
	Business Case Making	Making business cases for specific transport interventions to secure investment.
Planning & Delivery	Performance Management & Benefits Realisation	Managing the performance of transport services and interventions, and the realisation of benefits.
	Output Requirements & Project Planning	Setting the desired outputs for a project and the plan to achieve them.
	Options Development & Selection	Developing options to deliver on transport, and selecting the preferred option.
	Procurement / Contract Management	Procuring and managing contracts for transport services and assets.
	Consultation	Undertaking consultation on the transport network, involving data analysis and gaining public feedback.
	Design Specification	Specifying the designs of transport services or assets.
	Infrastructure Delivery	Delivering infrastructure which supports transport provision, including its construction.
Operate and Maintain	Operational Readiness & Transition	Preparing services for operation, and transitioning to operation.
	Pricing and charging	Setting the price of services, and facilitating payments from customers.
	Travel Information	Communication of timetables, maps, and disruptions - enabling journey planning.
	End User Services & Passenger Experience	Provision of services directly to the end user (e.g. operating vehicles) and the management of the passenger experience.
	Asset maintenance and decommissioning	Inspection and maintenance of assets, including end of life decision making.
	Marketing and branding	Development and marketing of a brand for transport services.

Case studies from other organisations

ARUP

Transport for Wales (TfW)

TfW had to identify and drive its strategic case for change to appropriately grow its role and its expansion in remit. In the case for change, the key Welsh Government drivers for change were aligned to the transport objectives for Wales. This mapping was used to drive the benefits for the economic, society and transport that TfW could deliver.

As an Integrated Transport Delivery Body, TfW's priorities had to span across many modes. The transport value chain was used to identify where TfW could concentrate its efforts, where Welsh Government would need additional support for TfW and where TfW could not be influential and hence activities were out of scope.

The strategic case identified three main key activities in TfW for enabling integrated travel. Those areas were funded to grow the capabilities, partnerships and capacity, increasing the headcount in the organisation. TfW is delivering activities across the whole value chain, focusing on the downstream sections and influencing Welsh Government for the upstream sections.

Transport for the North (TfN)

During engagement between DfT and TfN, both parties agreed on a set of objectives and KPIs to shape the next steps of their business planning while agreeing any required changes for joint working practices. After this engagement, working principles and roles for each stage of the collaborative process.

The drivers for change for TfN were combined with the objectives for their organisation to drive wider benefits for the North. The critical actions for TfN were concentrated on 3 categories where they could be the most impactful.

Supporting evidence for areas of focus

ARUP

1 Develop regional data, modelling and analytics capability

In our engagement with stakeholders, the use of data as evidence based was highly regarded. Data, modelling and analytics will be very important post SIP in terms of decision making, business cases etc. It may also feature heavily in investor decision making. Data and modelling is intrinsically linked to ideas around future mobility and it will support effective implementation of schemes. Absence of capability within LTAs - gap can be filled by TfSE. Can also address multi-modal concerns so that single mode interventions are not assessed in isolation

2 Evolve to deliver the Strategic Investment Plan

LTAs will not be able to effectively translate the SIP into real schemes that are ready for investment (public or private). Engagement based on value chain discussions clearly prioritised these elements for TfSE to play a more significant role. These activities constitute a natural extension / follow-on from the production of the SIP

3 Implement future mobility and freight strategy

Stakeholder engagement indicates future mobility modes are priorities for the region. Acknowledgement that it is difficult for LTAs to use some of the products that TfSE produces due to resource / capability constraint. Value chain exercise regarding future mobility indicated appreciation of role that TfSE can/should play in this area. Recent DfT request for TfSE to support regarding bus back better for LTAs - a key element of future mobility. Priorities identified in the freight strategy will be key in implementing future mobility trends in the region.

Agenda Item 6

Report to:	**Partnership Board - Transport for the South East**
Date of meeting:	**24 January 2022**
By:	**Lead Officer, Transport for the South East**
Title of report:	**TfSE Freight, Logistics and Gateways Strategy**
Purpose of report:	**To agree the draft Freight, Logistics and Gateways Strategy**

RECOMMENDATION:
The members of the Partnership Board are recommended to agree the draft Freight, Logistics and Gateways Strategy.

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1 Introduction

1.1 The purpose of this report is to ask the members of the Partnership Board to agree the draft TfSE Freight, Logistics and Gateways Strategy.

2 Financial considerations

2.1 The cost of the freight strategy commission was £92,950, which has been funded from the 2021/22 DfT grant allocation to TfSE of £1.225m.

3 Background

3.1 The South East makes a significant contribution to the UK economy and provides nationally important infrastructure that facilitates the strategic movement of freight by air and by sea through a number of international gateways that are situated in the region.

3.2 TfSE's Transport Strategy (2020) sets out the clear vision to deliver a net zero carbon transport network by 2050, at the latest. The freight and logistics sector has a major role to play in supporting the delivery of this vision, as this sector is critical to enabling economic growth. However, road-based freight (light vans and HGVs) was responsible for 32% of the greenhouse gas emissions from all UK transport in 2019[1] and decarbonising the sector is going to be a major challenge.

3.3 As well as building on the content of the Transport Strategy, the freight strategy work has been underpinned by other key parts of TfSE's technical work, including the Freight and Logistics Gateway Review (2019), the Freight Scoping Study (2020) and the Future Mobility Strategy (2021). Together, these have highlighted that a framework for strategic planning and policy development for freight and logistics is needed in the public sector (including for infrastructure investment decisions). This framework, in the form of a freight strategy is needed to provide leadership and support for private sector

[1] Office of National Statistics statistical table ENV02 – Greenhouse gas emissions by transport mode: United Kingdom. See https://www.gov.uk/government/statistical-data-sets/energy-and-environment-data-tables-env#greenhouse-gas-emissions-env02.

freight and logistics businesses to have confidence to plan for sustainable investment and growth.

3.4 Several factors have been identified that present challenges to deriving and delivering that strategic planning framework, including:

- Lack of quality data on freight and logistics that would guide policy and investment and unlock future opportunities;
- Skills and labour shortages across the freight and logistics sector;
- A perception in the industry of “freight blindness” on the part of the public sector;
- Lack of some types of supporting infrastructure in the region – including both large and small scale inter-modal freight interchanges; space for warehousing/ storage; and facilities for lorry parking and driver rest/welfare; and
- Particular structural and operational issues that make decarbonising the sector by 2050 a significant challenge. The industry is looking for greater leadership from the public sector on its strategic and operational expectations (e.g. through development of future alternative fuel networks) so that it can respond in appropriate ways and plan and invest for the future.

3.5 These issues are by no means restricted to the South East. However, TfSE is well placed to help instigate and, as necessary, coordinate actions to deal with these and other issues at a regional level.

3.6 In parallel with TfSE’s work on the development of its freight strategy, the Department for Transport (DfT) has been undertaking its own Future of Freight work. TfSE has used its regular meetings with the DfT freight team and with other sub-national transport bodies (STBs) working on freight development projects (through the STB freight group led by Transport for the North - TfN) to understand more about the national ‘direction of travel’ for freight and emerging best practice.

4 Development of the draft Freight, Logistics and Gateways Strategy

4.1 In December 2020, TfSE awarded a commission to WSP, in partnership with Steer and Future City Logistics, to develop a Freight, Logistics and Gateways Strategy and action plan for the South East. This appointment followed a request for quote tendering process.

4.2 As with other aspects of TfSE work, importance was given to stakeholder engagement and collaboration. The first part of the commission involved setting up a Freight Strategy Steering Group (FSSG) to oversee the development of the study, along with a Freight Forum (FF) that provided access to a wider group of stakeholders. The aim was to have significant representation on both the FSSG and the FF from the freight sector, including trade bodies such as Logistics UK, the Road Haulage Association and the Rail Freight Group. Two constituent authorities (Hampshire and Kent) were represented on the FSSG.

4.3 Technical work began in January 2021. The potential vision and objectives for the freight strategy were reviewed at an early stage through both the FSSG and FF. Virtual/online working groups were set up with volunteers from both groups contributing to a thematic evidence base on:

- Freight Data and Future Insight;
- Freight Infrastructure;
- Future Technology and Decarbonisation; and
- Planning and Operational Issues.

4.4 Detailed technical reports were prepared setting out the evidence supporting the need for intervention in each of these thematic areas. These technical reports will be published alongside the main strategy, once this has been agreed by the Partnership Board. The full draft strategy is included as Appendix 1 and copies of the draft technical reports have been made available on the TfSE website, should members of the Board wish to review them in advance of the Board meeting.

4.5 The consultants then drew together the draft Freight Logistics and Gateways Strategy, based on that thematic evidence base, wider feedback from stakeholders and their own knowledge of the industry.

4.6 The strategy provides a clear vision for how the sector should develop going forward to 2040, ensuring investment and planning can work holistically across the public and private sector over the coming decades. The draft strategy has ambitious objectives, based on those of TfSE's Transport Strategy. They are aimed at tackling the major economic, social and environmental challenges particularly in a post-Covid, post-'Brexit' environment. The strategy also aims to achieve buy-in from a wide range of stakeholders. The seven specific objectives for the freight strategy itself are to:

- Improve operational efficiency and capacity of the freight and logistics sector;
- Grow the size of, and employment within, the sector;
- Improve connectivity to/from the South East's international gateways;
- Reduce safety risk to other road users produced by freight transport;
- Integrate logistics into place-making processes, through integration with planning policy and cultivating and harnessing better data from the sector;
- Reduce environmental impact of the sector, by achieving net zero carbon emission by 2050 at the latest, as well as reducing air pollution associated with freight transport; and
- Reduce wider environmental impact of the sector including impact on communities, noise levels and informal lorry parking.

4.7 The strategy identifies a series of actions and interventions informed by a comprehensive evidence base, developed through technical analysis and extensive engagement of key public and private sector stakeholders based in the region. The strategy identifies fourteen strategic themes as follows:

- Reduce Trip Demand
- Re-mode to Cleaner Alternatives
- Retime Activity to Outside of Peaks
- Accelerate Decarbonisation
- Enhance Infrastructure and Connectivity
- Increase Provision of Logistics Land and Property
- Develop Future Freight Foresight
- Improve Operational Efficiency and Safety
- Enhance Industry Workforce Capability
- Sharing Industry Best Practice
- Better Local Freight and Logistics Planning
- Increase Public Sector Understanding of the Industry
- Improve Perceptions of the Industry
- Clarity of Roles and Influence of Public Sector Organisations

4.8 A series of actions have been developed for each of these strategic themes and come together as a detailed delivery plan. The package of measures identified in the action plan cover short, medium and longer term time horizons. In some cases, the measures may require implementation in phased stages, building on initial introduction, then refined and/or enhanced over time.

4.9 The strategy makes the call for a publicly and privately funded package of projects and for continual engagement and interaction with a network of stakeholders, along with ongoing monitoring of progress in delivering the action plan.

4.10 During November, the draft strategy and the four detailed technical reports were made available to TfSE's constituent authorities, Network Rail, National Highways, all members of the FSSG and volunteers from the FF for review. The draft strategy was also presented to the Department for Transport on 23 November 2021. Together, this engagement activity resulted in a total of 387 comments being received from 15 stakeholders. A copy of the draft final Freight, Logistics and Gateways Strategy, which takes account of these comments where appropriate, is attached in Appendix 1.

4.11 Moving forward, the intention is to give the TfSE Freight Forum an ongoing role to have an overview on progress – and, as necessary, holding TfSE and other partners to account for delivery. On specific projects or work topics, specialised working groups would need to be set up that report back periodically to the main Freight Forum. Progress on this work will also be reported to the Board.

4.12 The level of activity that TfSE will be able to support will be dependent on the level of resource available to it. At the time of writing this report, the outcome of TfSE's bid to the Comprehensive Spending Review (CSR) process is not yet known. Included in the action plan are clear indications of relative priorities for projects and activities, which will help TfSE is able to deploy the resources it does have to best effect. A first action as part of delivering the strategy will be for TfSE to identify a work programme that best fits the resources available.

5 Conclusions and recommendations

5.1 The draft TfSE Freight, Logistics and Gateways Strategy sets out a clear vision to guide TfSEs future work on freight and logistics. An extensive evidence base has been developed to support the development of the strategy and overcome the challenges that have inhibited the development of a more holistic and considered approach to freight and logistics by public sector bodies. Importantly, the Freight, Logistics and Gateways Strategy provides a comprehensive objectives-based delivery plan for TfSE to pursue in partnership with the freight and logistics sector, public sector network operators, local government and DfT. It also identifies a clear future role for TfSE's Freight Forum.

5.2 Members of the Partnership Board are recommended to agree the draft Freight, Logistics and Gateways Strategy included in Appendix 1 to this report.

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Transport for the South East

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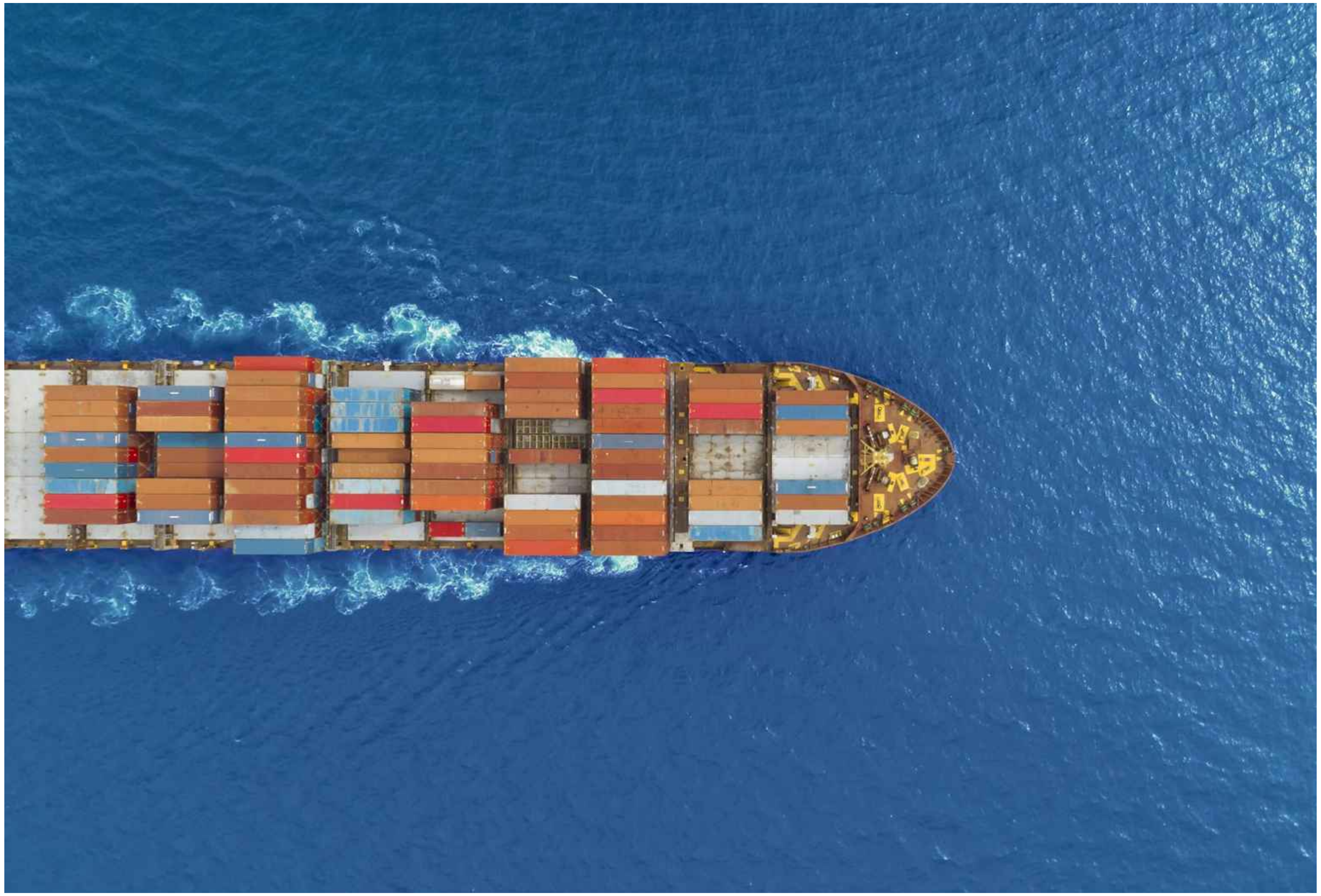
Transport for the South East – Freight, Logistics and Gateways Strategy



Transport for the South East
Our ref: 24002201
Client ref: Freight, Logistics and Gateways Strategy

Transport for the South East – Freight, Logistics and Gateways Strategy

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Executive Summary

Context surrounding this strategy

The South East of England is a significant sub-region of the UK. The region generates substantial Gross Value Added (GVA) to the UK economy from a diverse range of sectors. It is also host to a large number of major international freight gateways of national significance that enable freight movements to and from the continent and to and from the whole of the UK and the Republic of Ireland. Freight and logistics activity in the South East impacts on broader UK and international supply chain activity. Future decisions affecting the development of the sector in the South East will have far reaching consequences for freight and logistics, and business activity, elsewhere in the UK.

With population and employment forecast to grow in the region in the decades ahead, demand for goods and services will continue to increase. Freight and logistics are inherently linked to economic growth, and harnessing the former is key to delivering the latter. Therefore, this economic growth must be enabled and supported with holistic investment in strategic transport and logistics networks, and mediated by the planning system. There is an opportunity to harness new technology in order to enable supply to meet growing demand whilst mitigating negative impacts on road networks, residential areas, and carbon emissions.

The South East in itself also faces unique challenges and opportunities as a region. The region is critically important to connecting the UK as a whole with major international gateways, enabling global supply chains to serve the UK economy and increase prosperity. However, land values in the region are far higher than average, constraining land supply and increasing costs for investors in developing new logistics sites and facilities. Housing supply is also constrained, leading to high housing costs for workers and creating a challenging environment to allocate sites for logistics use in place of residential use.

To meet this challenge, this strategy has been developed to provide a framework for strategic planning and policy development, including investment decisions, as well as the long-term stability that private sector organisations need to plan for sustainable growth.

This strategy provides a route map to enable the growth of the industry to keep up with the growing population and economy in a sustainable manner, in the following ways:

- The strategy provides a clear **vision** for how the sector should develop going forward to 2040, ensuring investment and planning can work holistically across the public and private sector over the coming decades. The year 2040 has been chosen to reflect the rapidly changing nature of the freight industry, including the effects of external trends and issues (e.g. the UK Government's pledge to end the sale of diesel HGVs from 2040).
- The strategy identifies the **actions** that public and private sector organisations should be taking in the short, medium, and long term, from infrastructure investment to key areas for collaboration and innovation, to develop buy-in from all sections of the industry and ensure the vision for the strategy is delivered holistically.

Delivering a vision for the region

Looking forward to 2040, the future of the region can be shaped pro-actively through the delivery of this freight, logistics and gateways strategy, which will support the key strategic principles from Transport for the South East's Transport Strategy (published in 2020). The role of freight and logistics in delivering these strategic principles is shown in Table 1 below.

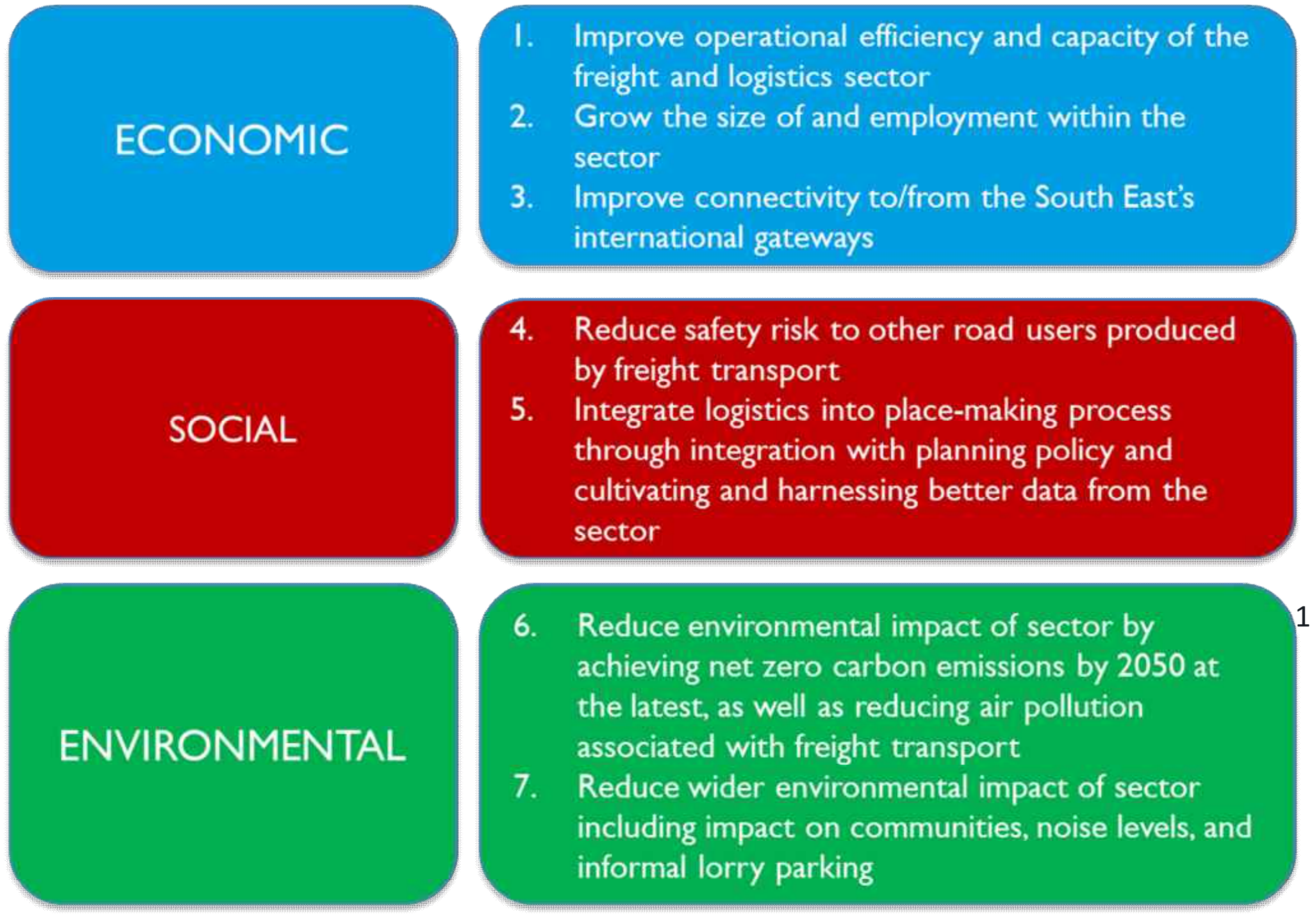
The vision and objectives of this freight strategy need to be ambitious to tackle the major challenges faced by the region's economy, particularly in a post-pandemic, post-Brexit environment, to achieve buy-in from a wide range of stakeholders.

Table 1: Transport for the South East key strategic principles and the importance of logistics in their realisation

Transport for the South East key strategic principles	Importance of freight and logistics relating to principles
Principle 1: Ensuring the delivery of a high quality, sustainable and integrated transport system that supports increased productivity to grow the South East and UK economy and compete in the global marketplace	The efficient movement of goods, and the delivery of sufficient capacity to enable that efficient movement, is a key contributor towards this principle. Freight and logistics supports jobs, helps with the delivery of new homes, and enables trade and commerce, supporting increased productivity and economic growth in the region and wider UK
Principle 2: Facilitating the development of a high quality, sustainable and integrated transport system that works to improve safety, quality of life and access to opportunities for all	Freight and logistics results in high volumes of vehicle movements. The industry has a significant role to play in mitigating road risk to vulnerable road users and air quality and noise impacts on communities, but also plays a central role in supporting communities through access to goods and providing jobs in local economies
Principle 3: Facilitating the delivery of a high quality, sustainable and integrated transport system that protects and enhances the South East's unique natural and historic environment	Given freight and logistics drives demand for high volumes of vehicle movements, the industry has a core role to play in transport decarbonisation, increasing efficiency, allocating the right mode and the right type of vehicle for the right journey, and investing in new technology to mitigate environmental impacts

The objectives identified for the Transport for the South East freight, logistics and gateways strategy are divided into three areas: economic, social, and environmental. These are shown in Figure 1 below. Each has been informed by a policy and governance review covering national, regional and local government, and engagement with key stakeholders involved throughout the development of this strategy.

Figure 1: Strategic objectives for the freight, logistics and gateways strategy to 2040



1

Actions required to deliver this strategy

The strategy identifies a series strategic actions (and resulting interventions and measures) designed to deliver the vision and strategic objectives outlined above. These strategic actions cover a wide range of approaches, with many of them contributing to more than one of the strategic principles and objectives.

The strategic actions are evidence-led, informed by a comprehensive evidence base which itself was developed through technical analysis and extensive engagement with key public and private sector stakeholders based in the region. This included surveys, workshops, steering groups, and through the creation of a Freight Forum and its technical working groups. Whilst the actions are rooted in local evidence and shaped by sub-regional demands, they seek to take account of priorities and actions being sought and delivered at a national scale, given the need for a whole-system approach to the development of the UK freight and logistics sector.

The full list of fourteen strategic actions is set out in Chapter 4. These are as follows:

- Improve Perceptions of the Industry
- Reduce Trip Demand
- Re-mode to Cleaner Alternatives
- Retime Activity to Outside of Peaks
- Increase Public Sector Understanding of the Industry
- Enhance Infrastructure and Connectivity
- Accelerate Decarbonisation
- Sharing Industry Best Practice
- Increase Provision of Logistics Land and Property
- Better Local Freight and Logistics Planning
- Develop Future Freight Foresight
- Improve Operational Efficiency and Safety
- Enhance Industry Workforce Capability
- Clarity of Roles and Influence of Public Sector Organisations

To deliver these strategic actions, a detailed action plan has been developed, shown in Appendix B. This action plan details the specific measures connecting to each of the fourteen strategic actions listed above and details its relative priority, timescale for delivery and cost of them. This action plan will be used to inform the different roles and responsibilities of Transport for the South East and other key stakeholders in delivering this strategy. The dimensions of each of each of the actions set out in the action plan include:

- Priority level
- Initial actions and processes
- Defined outcomes
- Monitoring indicators
- Benefits
- Timescales for delivery
- Expected capital expenditure
- Expected revenue expenditure
- Key delivery partners
- Key risks
- Risk mitigations
- Relationship to parallel actions
- Piloting requirements

The detailed action plan required to deliver this freight, logistics and gateways strategy is set out in Appendix B. A delivery plan, including a monitoring framework to ensure the successful delivery of this strategy, is detailed in Chapter 5. This chapter also includes a logic map setting out how the strategy will deliver the desired outputs, outcomes and impacts, and meet the strategic objectives.

1 Context

Safeguarding our region's prosperity through holistic freight and logistics planning.

Introduction

1.1 The South East of England hosts a number of major international freight gateways of national significance, enabling freight movements to and from the continent and to and from the whole of the UK and the Republic of Ireland.

1.2 Additionally, the region generates significant freight volumes in its own right, with growing population centres across the region, from coastal communities to the traditional London commuter belt. A holistic approach to freight and logistics planning is needed that reflects this duality.

1.3 With forecast population and jobs growth comes growing demand for goods and services. This growth must be supported with holistic investment in strategic transport and logistics networks, planning processes, and new technology, in order to enable supply to meet growing demand. Freight and logistics are inherently linked to economic growth and harnessing the former is key to delivering the latter.

1.4 To meet this challenge, a strategy is required to provide a framework for strategic planning and policy development, including investment decisions, as well as long term stability, providing the private sector with the confidence it requires to plan for sustainable growth.

1.5 Transport for the South East (Transport for the South East) published their Transport Strategy in June 2020, which provided a holistic, 30-year vision for region and the strategic goals and priorities which underpin this vision. Leading on from this work, the freight, logistics and gateways strategy has been developed to focus exclusively on the freight transport and logistics sector.

Our region

Demography and economy

1.6 The South East of England has a large population of approximately seven million people living across a large geographical area, comprising many mid-sized towns and cities in addition to several larger conurbations including the Brighton area, the Solent area, and the Thames Estuary (North Kent) area, including Medway. The region surrounds the southern half of Greater London and its economy is closely related to London's, with high proportions of residents within an hour's train journey from the city, and many commuting to jobs based there.

1.7 The economy of the region is diverse, with healthy technology, services, and tourism industries. However, compared to some other English regions, there are relatively few major manufacturing sites and major warehouses/distribution centres in the South East. Housing supply is also constrained, leading to high housing costs for workers and creating a challenging environment to allocate sites for logistics activity.

Key freight infrastructure

1.8 The region hosts major air and seaport gateways with direct freight connections to import/export locations across the world, many of which have ambitions to expand their operations. This includes the ports of Dover, London Thamesport, Portsmouth, Southampton, and Medway Towns, as well as Gatwick airport. Although Heathrow airport and London Gateway port are just outside the Transport for the South East area, they have a significant impact on activity within it. As well as global-reaching maritime and airborne logistics activity, the region also hosts the international rail gateway to Europe via the Eurotunnel.

1.9 The region includes nationally important road freight corridors, mainly comprising motorways and trunk routes serving ports, but also the M25 London orbital motorway.

1.10 Connectivity to rail and maritime international gateways makes heavy use of the road network. Freight transport impacts the strategic road network at key bottlenecks, such as at Dartford Crossing, the M25 in Berkshire, the M3 in Southampton, the M2/M20 at Dover, and the A34. There is a lack of resilience for freight routes, particularly a lack of alternative/diversionary road and rail routes for several critical freight links.

1.11 Road freight is dominated by short distance movements, in common with other parts of the country. However, unlike other areas, the region's roads carry high volumes of through traffic, travelling between continental Europe and the Midlands / North, and the Republic of Ireland. There are also high flows of goods to and from London, East Anglia, and the south west. London's demand for goods and services, and its relevant transport and freight policies, have an impact on the freight sector in the Transport for the South East area.

1.12 Air freight has grown at airports in the Transport for the South East area (Gatwick and Southampton), but remains a small proportion of overall tonnage moved.

1.13 There are also four key rail freight corridors in the region:

- Solent to the Midlands, between Southampton and Didcot.
- Great Western Main Line to Wales and the West of England, between Reading and London.
- Channel Tunnel routes to London and the wider rail network, (HS1 and 'Classic' Routes).
- The Brighton Mainline and North Kent Lines also play a key regional role in moving goods.

The reductions in the levels of long-distance commuting and business travel coupled with increased levels of home working during the coronavirus pandemic may open opportunities for additional rail freight paths. This will depend on provision of facilities for handling rail freight outside the Transport for the South East region, along viable long distance rail freight routes (e.g. north of Oxford towards the West Midlands, and through Greater London on the North London Line and West London Line).

1.14 Distribution centres are concentrated in and around the southern half of the M25, with concentrations in North Kent and Crawley, as well as clusters further towards the coast in areas such as the Solent. However, there are much greater concentrations of distribution centres to the north of London and into the Midlands. Within the region, rail access to distribution centres is severely limited.

Factors constraining sectoral growth

1.15 Prior Transport for the South East work, including the Transport Strategy and the Freight Strategy Scoping Study, identified a number of factors cited by the industry as constraining growth. These include:

- A lack of quality data hindering the understanding of rail freight movements in the region and nationally. This limits current insight and understanding of the issues faced by the industry, and ultimately the ability to unlock future opportunities.
- Skills shortages throughout the industry including in HGV driving and management. Firms cite challenges in recruiting new, younger staff to the industry to enable its growth to meet consumer demand.
- A perception of 'freight blindness' in the planning process, where the needs of freight and logistics are not adequately understood and thereby not fully considered by local and regional planning authorities.
- A shortage of suitable lorry parking across the South East, for warehousing / storage and for driver rest facilities, partly caused by placing higher value on other land uses.

Purpose of this strategy

1.16 There is an identified need for policy and strategy makers to engage with key stakeholders from the freight and logistics sector to develop a coherent strategy to ensure the region's growth and success is enhanced, rather than constrained, by the freight and logistics sector.

1.17 An integrated, holistic strategy is required at both the region-wide level for long distance freight movement (including traffic passing through the region entirely), to accommodate growing demand whilst also ensuring goods can be safely, reliably, and efficiently delivered into urban centres whilst minimising air pollution and carbon emissions.

1.18 This strategy provides a route map to enabling growth of the industry to keep up with the growing population and economy in a sustainable manner, in the following ways:

- The strategy provides a clear **vision** for how the sector should develop going forward to 2040, ensuring investment and planning can work holistically across the public and private sector over the coming decades. The year 2040 has been chosen to reflect the rapidly changing nature of the freight industry, including the effects of external trends and issues, such as the UK Government's pledge to end the sale of diesel HGVs from 2040.
- The strategy earmarks the **actions** that the public and private sector should be taking in the short, medium, and long term, from infrastructure investment to key areas for collaboration and innovation. This is to develop buy-in from all sections of the industry and ensure the vision is delivered holistically.

How this strategy was developed

Building on the Transport Strategy for the South East

1.19 This strategy builds on prior work developed by Transport for the South East examining the role and vision for the freight sector within the region. This includes:

- The Transport for the South East Transport Strategy (2020)
- The Freight and Logistics Gateway review (2019)
- The Freight Scoping Study (2020)
- Future Mobility Strategy (2021)

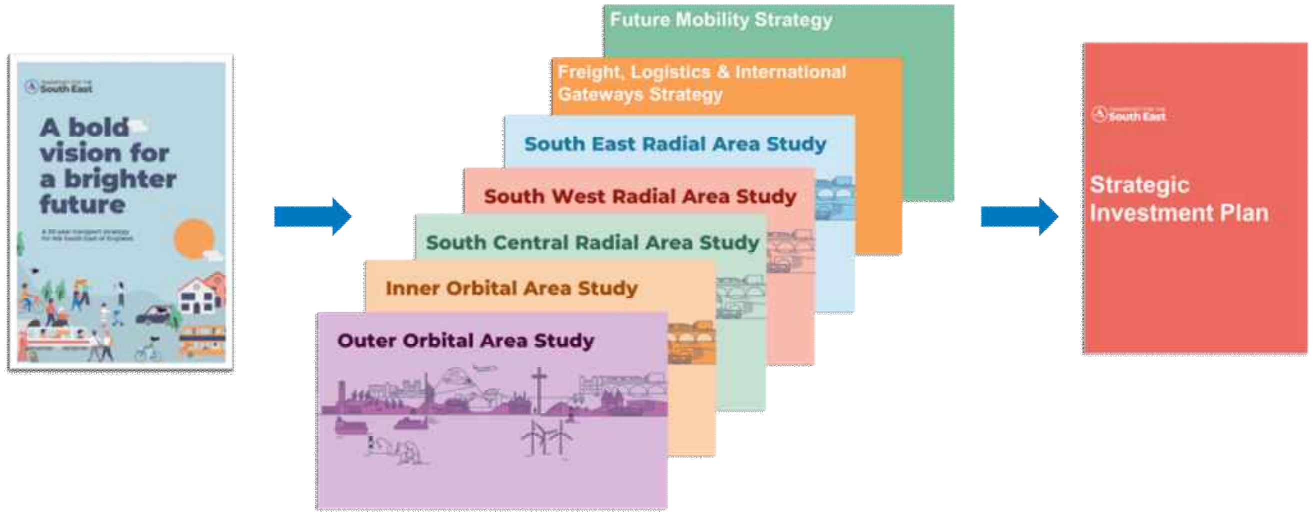
1.20 The evidence developed in this prior work has provided a starting basis for this strategy.

Supporting wider Transport for the South East Work

1.21 In addition to prior work, Transport for the South East have also aligned this strategy with its Area Studies Programme (2020-2022). These studies identify the relative strengths and weaknesses in the movement of goods and people, and the quality of transport infrastructure, in different sub-regions, building further evidence of the current position of the region in terms of freight operations, constraints and opportunities.

1.22 At the time of writing, the Strategic Investment Plan (SIP) is to be developed in 2022 for submission to central government in early 2023. This strategy, alongside the Area Studies Programme, heavily inform the development of the SIP.

Figure 1-1: The route from the Transport for the South East Transport Strategy to the Strategic Investment Plan



Building a freight-specific evidence base

1.23 Building on prior work undertaken, Transport for the South East has developed this strategy by commissioning a further programme of technical analysis of the region's strengths and weaknesses in the following work packages:

- Data, research and future insight relating to freight movements
- Freight-specific infrastructure
- Freight-specific technological developments, including support the path to decarbonisation of the sector
- Freight-specific operational and planning considerations

1.24 This technical work, and the prior and parallel work undertaken by Transport for the South East, has provided a strong evidence base from which actions have been identified. Technical reports on each of the four areas listed above have been developed, acting as an evidence base for this strategy. This is summarised in Chapter 3. The strategic actions arising from this are set out in Chapter 4, followed by Chapter 5 outlining roles and responsibilities for key stakeholders, and the resources required, to deliver the strategy. A conclusion follows as Chapter 6, providing a concise overview of the main priorities of the strategy.

Stakeholder engagement

1.25 Throughout this programme of work, each technical work package has been directed and informed by engagement with a Steering Group of key public and private sector industry stakeholders, meeting regularly to feed back into the development of the technical work. The Steering Group panel membership is included in Appendix A.

1.26 Supporting the work of this core Steering Group is a wider forum of stakeholders, established by Transport for the South East to share knowledge and provide broader direction to this strategy. Engagement with this forum has ensured that the vision and actions identified in this strategy have been developed with buy-in from the wider public and private sector. The membership of this forum is also included in Appendix A.

2 Vision and Objectives

How do we want our region to grow for the benefit of everyone?

Introduction

2.1 Transport for the South East's vision for what the South East of England will look like in the future, and its objectives for how the region's economy will work to the betterment of its population, provide core direction to the freight, logistics and gateways strategy.

2.2 Looking forward, the future of the region can be shaped pro-actively through strategic planning, such as through Transport for the South East's Transport Strategy and this freight, logistics and gateways strategy.

2.3 The vision and objectives of this freight strategy need to be ambitious in order to tackle the major challenges faced by the region's economy and environment, particularly in a post-pandemic, post-Brexit environment, and given the need to decarbonise the industry to meet the UK's emissions targets.

The importance of freight and logistics

2.4 Transport for the South East's Transport Strategy (2020) outlined how the region will grow and change in the years to 2050:

> "By 2050, the South East of England will be a leading global region for net-zero carbon, sustainable economic growth where integrated transport, digital and energy networks have delivered a step-change in connectivity and environmental quality."
>
> "A high-quality, reliable, safe and accessible transport network will offer seamless door-to-door journeys enabling our businesses to compete and trade more effectively in the global marketplace and giving our residents and visitors the highest quality of life".

2.5 The freight and logistics sector has a major role to play in delivering this vision, as this sector is critical to enabling economic growth, although decarbonising the sector by 2050 will be a significant challenge.

2.6 More specifically, the freight and logistics sector has a core role to play in delivering Transport for the South East's key strategic principles as shown in Table 2.1.

2.7 Building on this foundation, the freight, logistics and gateways strategy has identified a strategic vision for the specific role of freight and logistics within the region.

Table 2-1: The importance of freight and logistics in delivering Transport for the South East's key strategic principles for the region

Transport for the South East key strategic principles	Importance of freight and logistics relating to principles
Principle 1: Ensuring the delivery of a high quality, sustainable and integrated transport system that supports increased productivity to grow the South East and UK economy and compete in the global marketplace	The efficient movement of goods, and the provision of sufficient capacity to enable that efficient movement, is a key contributor towards this principle. Freight and logistics support jobs, helps with the delivery of new homes, and enables trade and commerce, supporting increased productivity and economic growth in the region and wider UK
Principle 2: Facilitating the development of a high quality, sustainable and integrated transport system that works to improve safety, quality of life and access to opportunities for all	Freight and logistics results in high volumes of vehicle movements. The industry has a significant role to play in mitigating road risk to vulnerable road users and air quality and noise impacts on communities, but also plays a central role in supporting communities through access to goods and providing jobs in local economies
Principle 3: Facilitating the delivery of a high quality, sustainable and integrated transport system that protects and enhances the South East's unique natural and historic environment	Given freight and logistics drives demand for high volumes of vehicle movements, the industry has a core role to play in transport decarbonisation, increasing efficiency, allocating the right mode and the right type of vehicle for the right journey, and investing in new technology to mitigate environmental impacts

How the vision and objectives for the freight strategy were developed

2.8 The specific vision for the freight, logistics and gateways strategy, and its companion strategic objectives, have been developed through a programme of work comprising the following workstreams:

Policy and governance contextual review

2.9 This provided an understanding current policies and governance procedures in place impacting freight and logistics at national, regional and local level. Conclusions of this review are detailed in this chapter.

Strategic thematic analysis

2.10 This assessed the strengths, opportunities, weaknesses and challenges facing freight and logistics at a thematic level., Four themes were investigated in detail. These were:

- Data, insight, and research & innovation
- Freight specific Infrastructure
- New technology and decarbonisation
- Operational and planning considerations

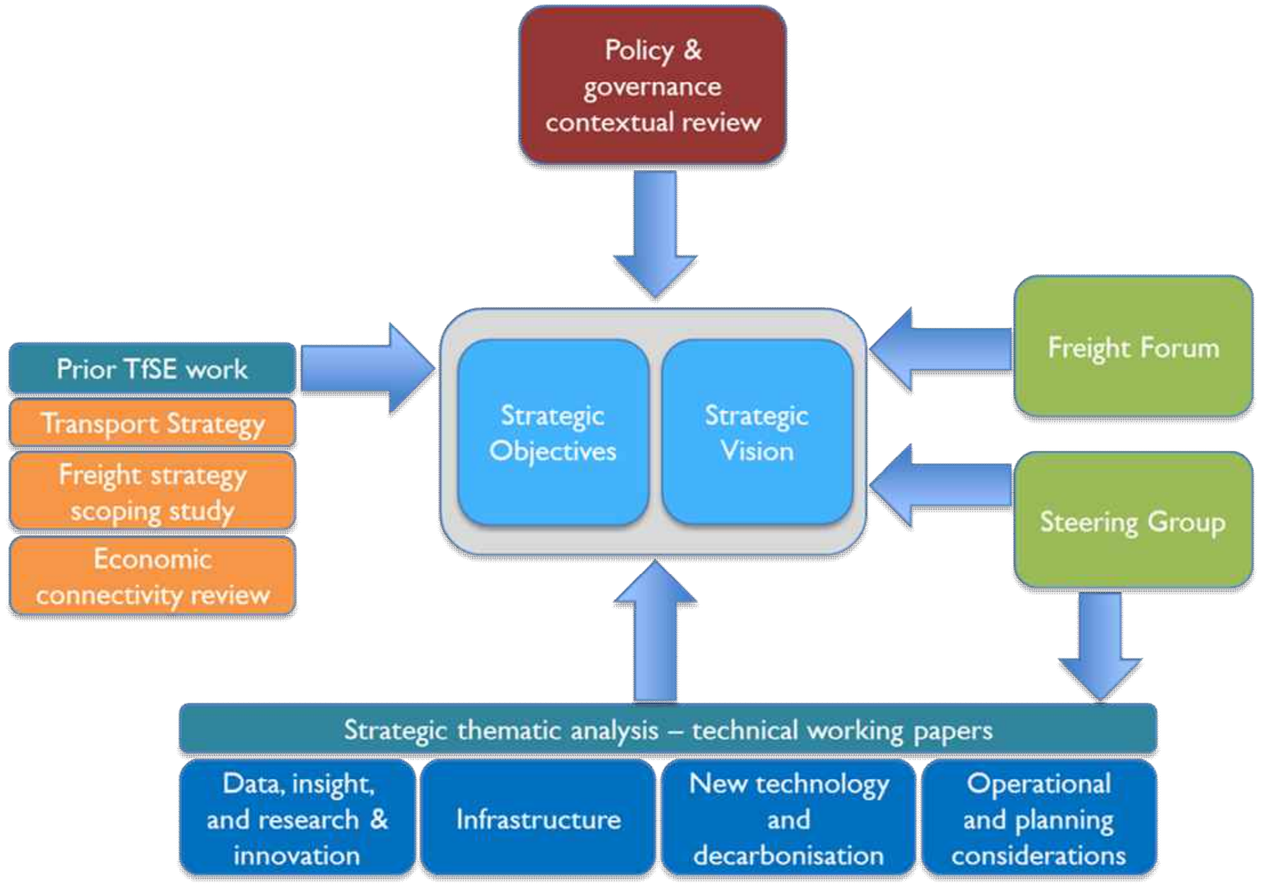
2.11 Technical reports were prepared on each of these areas and the evidence gathered is summarised in Chapter 3 of this document.

Stakeholder consultation

2.12 Throughout the programme of work, the Freight Strategy Steering Group played a role in critiquing and informing the development of the thematic analysis and the strategy objectives. Transport for the South East engaged extensively with the Steering Group and Freight Forum, in addition to topic level working groups convened specifically to ascertain key challenges and key future priorities.

2.13 These workstreams have built on Transport for the South East's prior work, such as the Transport Strategy, Economic Connectivity Review, and Freight Strategy Scoping Study to inform the strategic vision and objectives of the freight, logistics and gateways strategy. The structure of this holistic approach is shown in Figure 2.1.

Figure 2-1: How the vision and objectives for the freight, logistics and gateways strategy were formed



Freight and logistics policy and governance context

2.14 The objectives of the freight, logistics and gateways strategy are set within the context of existing freight and logistics policies at national, regional, and local levels. These are set out in Table 2.2.

Table 2-2: Policy and governance context at national, regional and local level, governing different policy areas

	National	Regional	Local
Transport (overall)	• UK Government: Decarbonising Transport (2021) • UK Government: Future Mobility Strategy (2019)	• Transport for the South East Transport Strategy (2020) • Transport for the South East Future Mobility Strategy (2019) • London Mayor's Transport Strategy (2019)	• Local Transport Plans
Freight & logistics	• UK Government: Logistics Growth Review (2011)	• Transport for the South East Freight Strategy Scoping Study (2019)	• Local freight policies
Wider policy areas		• Transport for the South East Economic Connectivity Review	• Local Plans

National Level

2.15 Prior Transport for the South East work on freight, such as the Freight Strategic Scoping Study, and the Freight Logistics and Gateways Review, has reviewed freight and logistics policy at a national level, including policy at the Department for Transport and National Highways.

2.16 Transport for the South East has also previously reviewed work undertaken by the National Infrastructure Commission and Network Rail, as well as private sector airport and seaport policies, strategies, and forecasts.

Impact of coronavirus pandemic on freight and logistics

2.17 The coronavirus pandemic has had a significant impact on freight activity. According to Department for Transport traffic statistics, approximately 50% of the UK's HGV fleet was parked up in the first week of April 2020, as a direct result of the pandemic and its impact on supply chains. However, by September 2020, road freight traffic had reverted to the same levels as in the baseline week at the beginning of February 2020. Similarly, rail freight traffic recovered to pre-pandemic levels by late 2020 and has increased by around 2% since 2019. This contrasts with rail passenger volumes, which have stabilised at around 60% of pre-pandemic levels (CILT Rail Freight Forum, 2021). Boosting rail freight is also a key component of the recent Williams-Shapps Report Plan for Rail and is key to serving current and emerging markets for commodities (intermodal freight, aggregate, and express parcels).

2.18 As the economy recovers from the pandemic, new and changing consumer preferences are continuing to impact the profile of freight demand across the UK. The growth in online shopping for all kinds of consumables and groceries rose sharply during 2020 and is likely to continue growing beyond 2021. Increased demand for home deliveries has increased the need for capacious and resilient supply chains, including suitably located warehousing and storage facilities, driver welfare facilities, and vehicle depots.

Supporting the Industrial Strategy

2.19 The importance of efficient logistics is recognised by government. For example, the 2017 Industrial Strategy for Britain sets out a programme which includes several actions to improve supply chains and supports a focus on supply chains when planning infrastructure.

2.20 The Department for Transport's Logistics Growth Review of 2011 identified five core areas in which government can play a significant part in helping to increasing the productivity of the UK logistics industry and strengthening its role in the UK economy.

National Freight Strategy

2.21 The UK Department for Transport is co-developing a National Freight Strategy with the freight industry, which is set to be published in Spring 2022. Given that actions in one region (especially the South East) can have a massive impact on logistics and business in the rest of the UK, there is an ongoing need to strike a balance between the pursuit of regional and national level priorities.

Transport Decarbonisation Plan

2.22 The government's Transport Decarbonisation Plan outlines a strategy to achieve net zero carbon emissions from all forms of transport by 2050. The plan outlines a programme focusing on investing in research and development, rail electrification, and rolling out electric vehicle infrastructure across the UK, as well as supporting the private sector to trial new low emission transport technology such as battery-powered aircraft and electrically assisted cargo cycles.

2.23 Mode shift to rail will be key to achieving net zero carbon emissions by 2050. The document's ambitious proposals provide a favourable context to the Transport for the South East freight, logistics and gateways strategy, signalling an appetite from government to invest in industry to support decarbonisation and growth. Accompanying this investment is a commitment to ban the sale of new non-zero emission road freight vehicles between 3.5 and 26 tonnes in weight by 2035, and over 26 tonnes by 2040 (subject to further consultation).

Regional Level

Transport for the South East's Transport Strategy

2.24 Transport for the South East published a transport strategy in July 2020 that provided a holistic, 30-year vision for the region and the strategic goals and priorities. This document identified the need for, and underpins the principles developed in this freight, logistics and gateways strategy. It went out to public consultation in 2019 and has since been adopted by Transport for the South East as the key policy document underpinning all further workstreams, including this freight logistics and gateways strategy, and a programme of area studies. This further work will support the development of a draft Strategic Investment Plan in 2022 that will set out a blueprint for future large scale transport investment in the region.

Transport for the South East's Future Mobility Strategy

2.25 Transport for the South East's Future Mobility Strategy, published in 2021, identified the need for continuous and widespread engagement of stakeholders to understand how future technological development in the transport sector could help deliver the 2050 vision set out in the transport strategy. The strategy seeks to identify the types of future mobility interventions that will meet the needs of different types of places across the region. These interventions include ridesharing, ride-hailing, Mobility-as-a-Service (MaaS), shared mobility resources, mobility hubs, parking and kerb space management, and new freight models with dynamic pricing.

Transport for the South East's Economic Connectivity Review

2.26 Transport for the South East's 2018 Economic Connectivity Review analysed the current composition of the region's economy, and its strengths and weaknesses. The Review advanced the case for building on the strong foundation of the region's economy to boost economic and jobs growth. This includes sustained investment in ports and airports to access international markets and ensuring transport infrastructure in the region can accommodate forecast economic growth. Other areas included concentrating housing growth near to forecast jobs growth areas to allow people close access to jobs in the region and live in sustainable communities.

2.27 Freight policy within London impacts the demand for freight transport within the Transport for the South East region. The Mayor of London's Freight and Servicing Action Plan[i] places focus on maximising road space efficiently and reducing the negative environmental impacts of freight transport through consolidation of road vehicles, utilisation of rail freight and waterborne freight, as well as micro-mobility vehicles (e.g. cargo bikes and walkable trolleys). Retiming deliveries to avoid freight servicing at peak times is also referenced.

Local level

2.28 The Local Transport Plans produced by local transport authorities set out the vision for the development of the transport system at a local level within the Transport for the South East region. These plans inform new infrastructure priorities to enable housing and jobs growth. Where relevant, local authorities also include policies relating explicitly to freight and logistics.

A vision for freight, logistics and gateways in South East England

A strategic vision for the region

> "By 2040, the South East will have a more efficient, sustainable and safer logistics sector, to support sustainable economic growth, with significantly reduced impacts on communities and the environment."

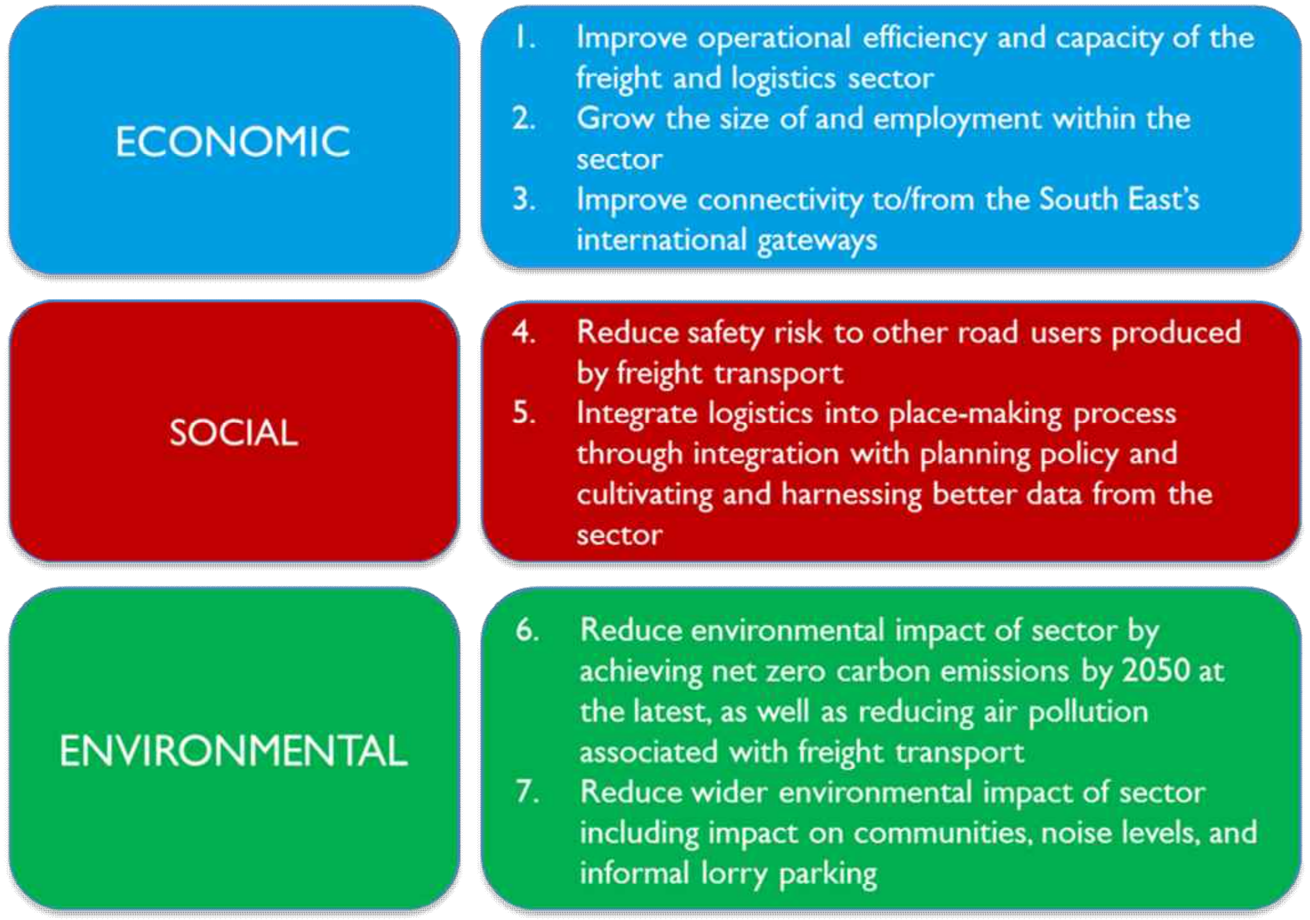
2.29 The above vision defines Transport for the South East's central vision for how freight and logistics will support the region to achieve the overall vision and objectives set out in the transport strategy including wider societal objectives such as increasing housing supply, boosting economic growth, increasing opportunities for people, and protecting the environment.

2.30 This vision is fundamental to the development of the wider strategic objectives for freight and logistics in the region, as well as informing the strategy developed to achieve these objectives.

Strategic objectives for the region

2.31 The strategic objectives shown in Figure 2.2 represent Transport for the South East's strategic priorities for the freight and logistics sector. The strategic objectives complement each other to deliver Transport for the South East's strategic vision for the sector by 2040. These strategic objectives cover the economic, social, and environmental pillars of sustainability.

Figure 2-2: Strategic objectives for the freight, logistics and gateways strategy, to 2040



2.32 Within each of the seven strategic objectives, several sub-objectives have also been identified:

Economic objectives

1. To improve the capacity, and operational efficiency of the freight and logistics sector in the Transport for the South East area through:
    - improved reliability and capacity for freight (rail and road) on the transport network
    - improved connectivity to markets in the Transport for the South East area
    - improved integration between different modes of freight transport
    - reducing the impact of rail and road congestion on freight operations
    - reducing the impact of freight operations on rail and road congestion
    - increased land availability for current and future freight and logistics activities
2. To enhance the contribution of the freight and logistics sector as an important industrial sector and employer in the Transport for the South East area through:
    - improved freight and logistics skills and job opportunities
    - measures to address specific labour and skills shortages
    - support for inward investment and innovation best practice
    - improved working environments for employees
3. To improve connectivity to the international gateways in the Transport for the South East area
    – infrastructure provision to meet changing patterns of demand

Social objectives

4. To improve the safety of the freight sector through reductions in the number of accidents involving goods vehicles on roads, particularly with vulnerable road users.
5. To better integrate freight into place-making activity through:
    - integration of freight considerations in land use planning, development plans and construction, delivery and servicing plans for existing and new developments
    - better freight data to inform better planning decisions

Environmental objectives

6. To reduce the impact of freight and logistics operations on the environment through a reduction in air pollution and greenhouse gas emissions from the sector to achieve net-zero by 2050 at the latest.
7. To reduce the impact of freight on communities through reductions in noise levels, air quality impacts, intermodal transfers, and informal overnight lorry parking.

Measures of success

2.33 The strategic objectives detailed above will be achieved through implementation of the strategy that is detailed in Chapter 4, including short-term, medium-term and long-term actions.

2.34 Transport for the South East considers the primary measure of success of the strategy to be the achievement of these strategic objectives and the realisation of the strategic vision for the region. Progress towards achieving these strategic objectives will be monitored throughout the freight, logistics and gateways strategy's 20-year lifespan. A monitoring framework is set out in Chapter 5.

2.35 A further key measure of success will be the realisation of the strategy through buy-in from the full spectrum of public and private sector stakeholders in the diverse and thriving South East region. Through outreach and building consensus, Transport for the South East will ensure different types of organisations feel represented, listened to, and empowered to work to support a larger movement to realise the strategic vision for freight and logistics within the region.

3 The Evidence Base

What is the evidence that has informed the development of the objectives?

Introduction

3.1 This chapter summarises the wealth of evidence that has been accumulated and synthesised to inform this strategy. It draws upon the Freight Strategy Scoping Study, the Transport for the South East Freight Logistics and Gateways Topic Paper, and the four work-package technical reports that accompany this strategy:

- review of baseline and freight data and research and future insight;
- freight specific infrastructure;
- technology and decarbonisation; and
- operational and planning considerations.

3.2 Given the importance of the South East, much of the evidence described is intertwined within a wider geographical, socio-economic, and environmental context than the South East region alone. Many businesses (including freight and logistics operators) have domestic and international reach, and rely on resilient supply chain networks, which in 2021 have been impacted by the UK leaving the European Union.

3.3 From this evidence base, a series of Strategic Actions have been identified, that will deliver the strategic objectives. The Strategic Actions are identified within the evidence base for each strategic objective. The relationship between the Context, Vision and Objectives, Evidence and Strategic Actions is shown in Figure 3.1 below.

Figure 3-1: Relationship between the Context, Vision and Objectives, Evidence and Strategic Actions

Evidence underpinning the objectives

Objective 1: to improve the efficiency of the operation of the freight and logistics sector in the Transport for the South East area

3.4 The evidence underpinning each of the objectives has been gathered as part of the technical work undertaken in support of the strategy development. The objective relating to the need for improved efficiency in freight and logistics operations stems from findings included within the operational and planning considerations workstream, which concluded that there is greater need for cross-sector communication to facilitate knowledge sharing and operational efficiencies within the industry.

3.5 Public sector organisations within the UK are limited in geographic scope, whereas in the main the private sector organisations which distribute freight transcend these geographies. This limits the extent to which any individual local authority is able to influence the operation of the freight and logistics sector. At a national level the Department for Transport seeks to provide guidance for the freight industry, but this guidance can't take account of specific local contexts and variations. This creates a disconnect between private sector organisations operations and public sector areas of jurisdiction, compounding obscurity of roles and the influence of the various layers of public sector organisations. This creates a requirement for greater clarity of roles within the public sector to ensure that better local freight planning and operations can be achieved.

3.6 The vast majority of freight innovation, both for technology and operation, occurs within the private sector. The private sector dictates changing trends within the industry, but many of these innovations are developed by an individual company and these innovations are not shared across the industry, meaning that operational and technological solutions, which could help better achieve wider objectives, are not rolled out across the sector. Lack of awareness between private sector organisations and between public and private sector means potential efficiencies within the sector, stemming from innovation, are not realised.

3.7 Inefficiencies not only stem from lack of clarity between private and public sector, but also inefficiency within private sector operational practices. Re-timing deliveries allows goods to be delivered to businesses outside normal hours, using techniques to minimise noise and disturbance and the externalities generated from freight movements. The aim of shifting deliveries to other times is to improve delivery schedules and reduce congestion particularly in peak hours (within or outside the shoulders of the day). There can be many techniques involved in reducing visual and noise intrusion; ranging from the type of vehicle used, to the equipment used to move goods over the last 250m, to minimise community disturbance. Quiet deliveries, or re-timing, links to consolidation and zero emission last mile deliveries.

3.8 Operational inefficiencies can often be exacerbated by the location of logistics infrastructure. The price for logistics land is increasing, partly because of increasing demand for storage and distribution space by operators in order to build resilience into their supply chains. On top of this, there is a shortage of lorry parking locations. If left unconstrained by local planning, land prices could severely hinder the ability to realise operational efficiency improvements. Local planning needs to account for and prioritise freight as a land use type.

3.9 From this evidence, the strategic actions to meet this objective are:

- Retime activity to outside of peaks
- Increase provision of logistics land and property
- Improve clarity of roles and influence of public sector organisations
- Sharing industry best practice
- Better local freight and logistics planning

Objective 2: to enhance the contribution of the freight and logistics sector as an important industrial sector and employer in the Transport for the South East area

3.10 Operational and planning considerations work package concluded that in addition to the communication across sectors, greater attention needs to be focused on training and education within the sector. This applies not just to private sector organisations, but also embedding freight expertise within local, regional and national authorities.

3.11 In total, over 79,000 EU registered citizens left the UK in 2020, exacerbating an existing skills and driver shortage across the industry. The number of EU HGV drivers fell by 14,275 (36.3%) over Q2 2020 whilst there was a parallel drop of 4,000 (1.5%) in UK nationals who were registered as HGV drivers (Logistics UK, 2020). Indeed, there was a notable reduction in HGV practical and theory tests undertaken (and passed) between 2019-2020 (Q2) (Logistics UK, 2020).

3.12 This situation has led to staff retention issues, with drivers hopping between businesses offering higher wage opportunities (often at the detriment of smaller hauliers with smaller margins). However, the cost of recruitment and training are also high: £7,000 per HGV driver for gaining a full qualification with annual driver salaries or gross hourly pay for the South East lagging behind other parts of the country (e.g. Midlands). The Migration Advisory Committee (MAC) has not accepted the case for adding the role of HGV driver to the Shortage Occupation List (SOL) and therefore the ability for the sector to access skilled worker visa routes to address driver shortages is limited.

3.13 The strategic actions to meet this objective are:

- Perceptions of the industry
- Increase public sector understanding of the industry
- Industry workforce capability

Objective 3: to improve connectivity to the international gateways in the Transport for the South East area

3.14 The third work package focused on infrastructure, particularly in relation to connectivity to and from international gateways. Utilising information provided in the Freight Strategy Scoping Study and the Transport for the South East Freight Logistics and Gateways Topic Paper, as well as emerging studies within the region, the findings of the work package identified a series of infrastructure improvements required to meet the objective of improved connectivity. These were not isolated to a specific mode, but often related to intermodal connections.

3.15 The consequences of a business-as-usual approach towards operational practices has direct implications on revenue and costs for companies working within the haulage and road freight sector who are more vulnerable to internal and external factors. The costs of congestion to businesses along major corridors through the Transport for the South East area amounted to £389 million in 2019, and is predicted to rise to £1.1 billion by 2041 without mitigation. The cost of congestion for HGVs is double that of LGVs (Steer, 2018).

3.16 Industry stakeholders regularly cite poor connectivity and the lack of infrastructure, as well as constraints on investment in skills development and decarbonisation technology, as key barriers to more efficient and less polluting movement of goods in and around major urban and economic centres,

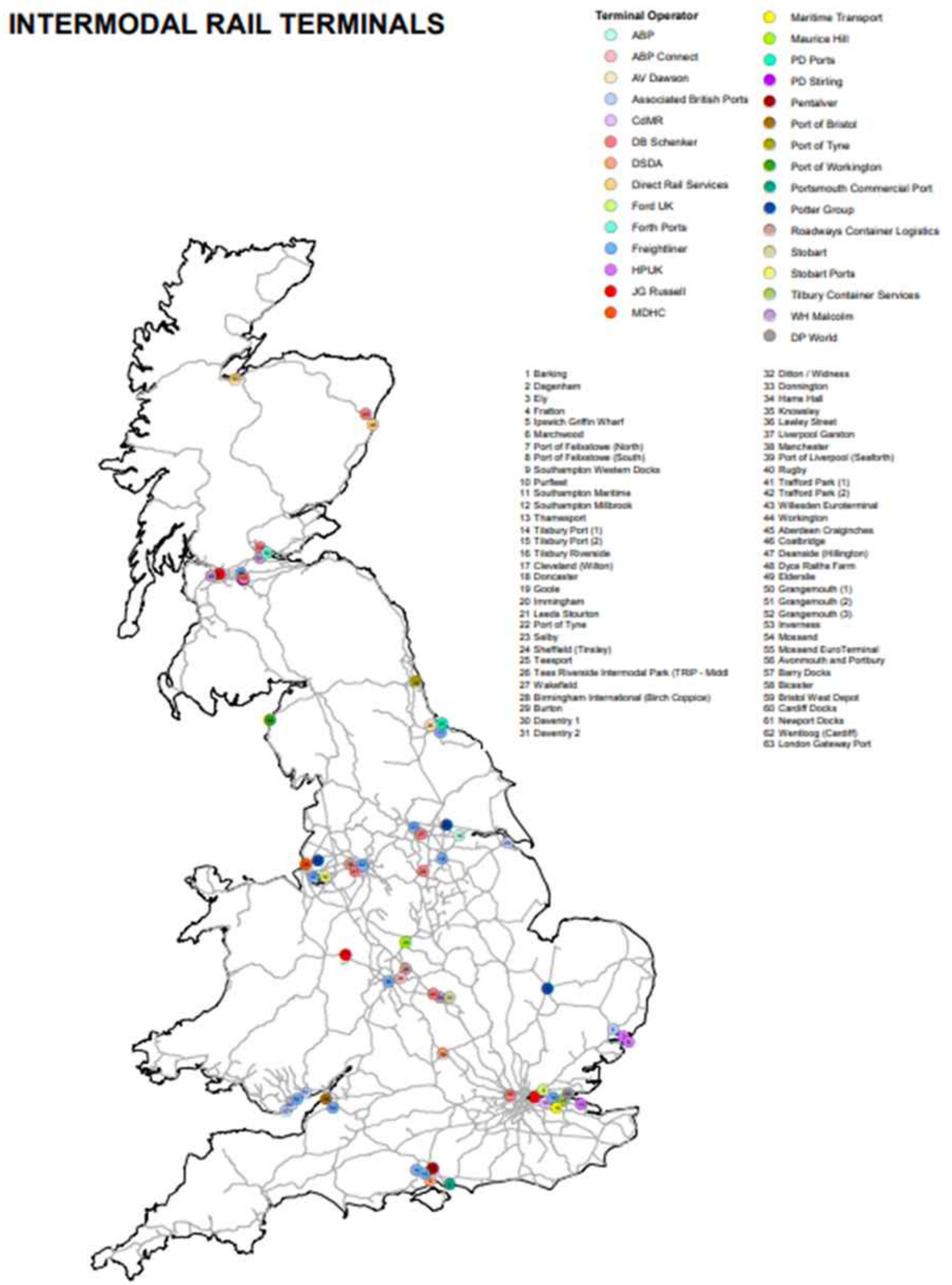
3.17 Urban and peri-urban sites for warehousing/depots and consolidation centres are key infrastructure components for the movement of goods from gateways, manufacturing sites and other depots and warehousing, and goods 'last mile' journey to end users in the region's urban areas and their surrounding hinterlands. The provision and location of these sites are important for the efficient movement of goods into the region's urban areas, as well as the ability to transfer goods onto more sustainable and zero emission forms of transportation, as well as the ability to consolidate goods to optimise the loads carried by larger vehicles and timings of these deliveries.

3.18 The Office for Science report on *Last Mile Urban Freight in the UK: How and Why it is Changing (2019)*[ii] notes that increased collaborative working between logistics providers may influence infrastructure requirements, especially where land use values are high, with a "carriers of carriers" approach being sought to help ensure depots are financially viable and reduce the number of sites required.

3.19 There are relatively few intermodal freight transfer sites in or near the South East, except for those provided at deep seaports (e.g. Southampton and London Gateway/Tilbury) with supply chains linked to national distribution centres located across other parts of the UK, shown in Figure 3.2 below.

3.20 The region's waterside aggregate terminals are generally better served by rail than the deep seaports. In the Rail Delivery Group's *In Partnership for Britain's Prosperity: South East London & Kent*[iii] report, the case is made to support the movement of freight traffic at Kent terminals, and London distribution centres, to deliver aggregates for the construction industry across the UK.

Figure 3-2: Intermodal Rail Terminals situated across the UK (Network Rail, 2021)



3.21 Local Planning Authorities are key facilitators for new sites by providing land and/or allocating sites within Local Plans; as well as developing area-wide Freight & Servicing Action Plans, working with industry and local stakeholders, to not only address operational issues, but to identify and source plots of land that are accessible to the Strategic and Major Road Networks and within the relevant customer catchment areas. In addition, Local Planning Authorities can provide important stakeholder liaison with the local communities which might oppose such developments on social and environmental grounds to understand concerns and help mitigate any potential downside risks.

3.22 The following paragraphs assess the evidence for improved connectivity to international gateway by mode.

Rail

3.23 Rail freight plays a significant role in the movement of goods across the UK, forming an important part of all multi-modal freight operations, including airports, ports and inland waterways.

3.24 According to the Rail Delivery Group's *Keeping the lights on and the traffic moving (2014)*[iv] rail freight makes up 11% of all inland freight movement by tonnage. This includes shipping goods from international gateways; major freight generators along rail freight corridors; and via Strategic Rail Freight Interchanges.

3.25 In general, rail freight in the region is constrained by three key issues:

- Capacity on major rail corridors being shared with passenger services
- Shortage of railheads / terminals for intermodal transfers
- Low standards of gauge clearance

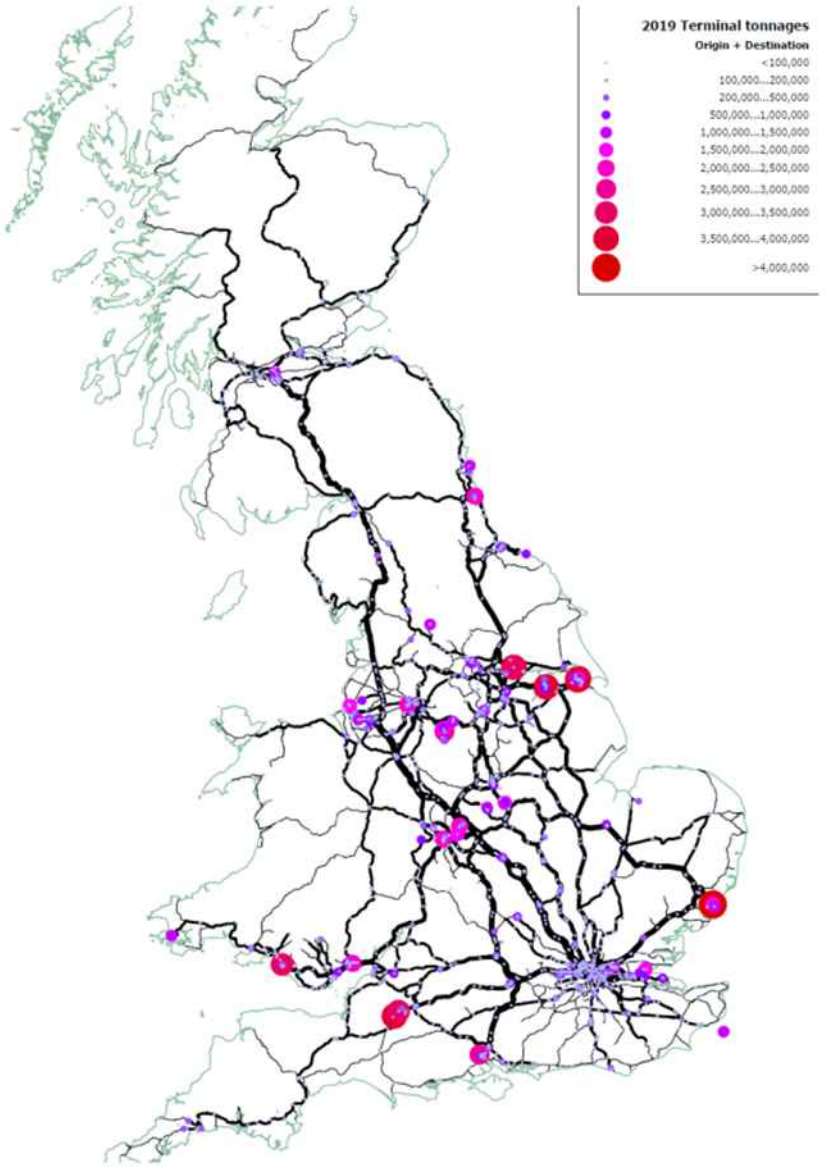
3.26 Network Rail's Key Freight Corridors[v] shown in Figure 3.4 illustrates the importance of three major rail freight corridors across the Transport for the South East region, namely:

- Southampton (Port) to the West Midlands and the West Coast Mainline (WCML) as well as diversionary routes for port, domestic intermodal and automotive freight;
- Channel Tunnel for intermodal, automotive and metals freight movements travelling internationally & through to London/Midlands (including via Maidstone and Catford using 'classic' routes, as well as HS1); and
- Cross London traffic, including Thameside between ports of Tilbury, London Gateway through to Reading/Berkshire for construction, automotive and mail freight traffic.

3.27 There are other key corridors for freight traffic including the Brighton Mainline (helping to move construction traffic) and the North Kent Lines to and from London via Dartford (providing materials for growing markets for aggregates and supplying aviation fuel to international gateways). The proposed Croydon Area Remodelling Scheme (CARS) would facilitate increased freight service provision.

3.28 Currently, all sea-to-rail freight traffic in the South East is international in origin. However, other regions do see domestic rail freight traffic, using "swap-body" rail to road containers for onward distribution.

Figure 3-3: Terminal tonnage transported by rail freight, origin plus destination (2019) (Network Rail, 2020)



3.29 Rail freight can carry all types of goods, but prohibitive operating costs prevent the rail network from carrying a greater proportion of the region's and nation's freight. Efficiency gains must be realised (especially for strategic trips), supported by infrastructure investment, including inland intermodal terminals for handling and transferring goods between road and rail. Although rail freight terminals for construction materials, especially at ports and wharves on the Thames, are well placed for moving additional volumes of traffic, a shortage of intermodal terminals is one of the most significant constraints to mode shift across the Transport for the South East region.

3.30 Improved gauge clearance (outside the Solent-Midlands corridor and Channel Tunnel Link) is also needed in order to build network resilience, enhance journey reliability, and ensure commercial competitiveness relative to other modes.

3.31 Rail freight has opportunities to decarbonise, but it is generally less polluting than like-for-like road alternatives, particularly HGV movements (which make up 14% of all UK transport emissions according to the Rail Freight Strategy (2016)[vi] .

3.32 Network Rail's *Freight Network Study (2017)*[vii] notes that demand for rail freight is expected to continue to grow, as it is increasingly recognised as an economically attractive and environmentally efficient form of transport. Network Rail's focus is on maintaining and developing current capacity and capability, such as for intermodal commodities from the major ports and the Channel Tunnel to key terminal locations, as well as supporting the potential of bulk sectors and domestic intermodal traffic on the network.

3.33 Network Rail's short-term strategy proposes the creation of a core arterial, nationally cohesive freight network with complete 'line of route' enhancements, to reflect the forecast growth in intermodal traffic. This is relevant to the Port of Southampton, where there is high potential for transporting greater volumes of goods by rail. Didcot and Basingstoke are key locations for capacity constraints on the Southampton to the West Coast Main Line, with the latter also impacting the Great Western Main Line. Additional freight paths would have a substantial impact on emissions reduction, given each train carries the equivalent of 50-80 HGVs. Full utilisation of the Channel Tunnel corridor for freight transport is also hindered by constraints along the 'classic' onward network beyond the HS1 route itself.

3.34 Network Rail's *Control Period 6 Region Summary Plan for the Southern Region (2021)*[viii] outlines the need for a core freight network complemented by a range of diversionary routes that will need to be upgraded concurrently to similar standards to support network resilience.

3.35 The South Western Main Line, Solent to Midlands Corridor (Southampton to Didcot particularly), Channel Tunnel Routes (HS1, & classic routes), North Kent Lines (London to the Isle of Grain) and the Brighton Mainline are key arteries for rail freight. The Port of Dover, however, currently has no rail link.

3.36 Local links around Southampton are vital to the transport of container/intermodal goods, e.g. for the automobile sector, towards the Midlands and the North. The role of this corridor, and the potential for modal shift, was examined in the Solent to Midlands Multimodal strategy (developed jointly by Network Rail and National Highways). There is also potential to use underutilised sidings at Fratton in Portsmouth for strategic movement of (domestic) goods.

3.37 The general aspiration across the rail network is to upgrade the gauge of the core intermodal network to W10 and W12 standard, to develop a resilient rail network and leverage the operational and economic advantages of rail freight (relative to road).

3.38 The ability to carry more freight per train is also an objective of the rail industry. Delivery of suitable clearance and pathing for the maximum 775m freight train length on the Southampton to the West Coast Main Line was completed in early 2021, with an aspiration to make this the baseline for all intermodal trains. However, train length capability is also reliant on adequate loading and unloading facilities, particularly at ports and terminals.

3.39 In terms of future priority schemes, there is an aspiration for:

- Full W12 gauge clearance along classic routes between the Channel Tunnel to Wembley (incremental options are currently being considered).
- Addressing the lack of gauge-cleared diversionary routes for the Reading to Basingstoke section of the Southampton to Midlands corridor, by upgrading the route via Westbury and Melksham to W10/W12.[ix].

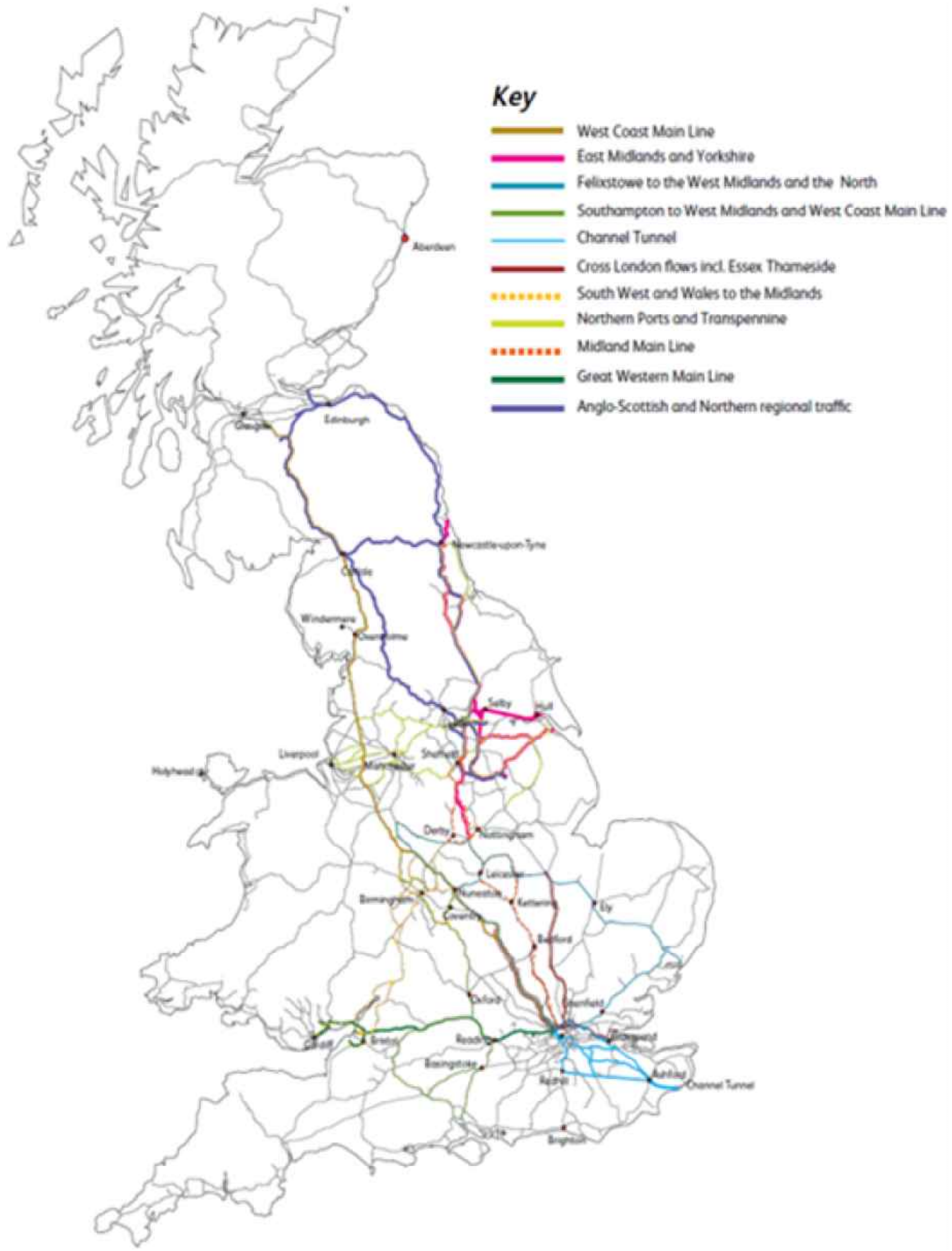
3.40 Freight trains across the Transport for the South East area are commonly hauled by diesel locomotives. There are around 850 locomotives in the UK with around 630 of these in operational service. However, the role of electrified fleets and energy demand is likely to increase into the future. According to the Rail Emissions 2018-19 Annual Statistical Release (2019), rail freight used 75 million kilowatt hours (kWh) of electricity in 2019 (up 12.7% from the previous year) whilst 153 million litres of diesel was expended (a decrease of 6.7% over the same period). This trend is likely to continue as the sector decarbonises[x].

3.41 The South East of the UK benefits from existing electrification, through the network of “third rail” infrastructure (750v DV) across Kent, Wessex and Sussex with High Speed 1 (HS1) being electrified using 25kV AC overhead line. Third rail is used for freight operations (and has done historically) but more investment in modern third rail capable locomotives is needed. Third rail (750v DC) is reputed to be less efficient than overhead (25 kv AC) electrification.

3.42 Third rail capacity for freight requires further investigation, with a significant investment likely required in infrastructure to meet the electrical current demand for freight trains (which require for compared to passenger traction units). The potential of regenerative braking for battery powered locomotives also requires further investigation.

3.43 Additionally, key gaps in the electrified UK rail network limit the possibilities of electric rail freight for intermodal transport. Rail freight travelling to and from the West Midlands and North to the international gateways in the Solent area cannot be hauled by electric traction, due to the unelectrified track from Basingstoke to Reading, as well as north from Didcot.

Figure 3-4: Eleven major freight route corridors (Network Rail, 2017)



Airports

3.44 Airports are key gateways, critical for international trade, that rely on connections by road and rail to aid with the movement, including exporting and importing, of goods. Air cargo typically consist of high volume or high value courier and parcel freight operating Just in Time (JIT) express deliveries, carried in the hold of passenger planes, but can also include unusual or certain types of bulk materials. There is an increasing trend towards airport economic clusters which, together with the need to move goods between the airport and goods origin/destinations, rely on efficient local and regional links by road and rail.

3.45 Heathrow Airport handles 1,698,000 freight tons, Gatwick Airport 97,000 freight tons, and Southampton Airport 200 freight tons per year[xi]:

- Heathrow Airport is the largest airport hub in the UK handles more air cargo than other UK airports combined. Although it is just outside the Transport for the South East geography, it generates substantial freight trips to and from the region and is of major importance to the economy of the South East and the UK. It also has a well-established consolidation centre and logistics operation and has benefitted from access improvements in recent years.
- Gatwick Airport facilities include a cargo centre, covering 10 hectares, including HGV loading and unloading area, storage and office accommodation with logistics operations run by DHL.
- Southampton Airport's cargo typically consists of courier and express deliveries; carried in the hold of passenger craft, with occasional freight only schedules

3.46 This is set against a backdrop of airport expansions planned across the region, subject to the recovery of demand post-Brexit and post-pandemic. Masterplans are in place to guide growth and help minimise the adverse impacts on communities whilst supporting development of additional freight carrying capacity. In all cases, this will add freight flows to and from the airport.

3.47 The most important transport corridors for accessing the South East area's airports are:

- Heathrow Airport: M4/Great Western Main Line and M25/M3;
- Gatwick Airport: A23/M23/Brighton Main Line, including M25 and A27 from further afield; and
- Southampton Airport: M27/West Coastway and M3/A34/Solent to Midlands routes/South West Main Line.

3.48 On the Strategic Route Network, highway infrastructure that provides access to these hubs is congested, with congestion forecast to worsen. These networks accommodate a complex and high-volume mix of local, inter-urban and strategic people and freight traffic – all competing for limited road space.

3.49 The interventions identified by National Highways within its Road Investment Strategy (2020-2025) supporting airport access within the region are upgrading M4 junctions 3-12 and M25 junctions 10-16 to Smart Motorway around Heathrow Airport. These will be delivered, subject to the usual planning process, regardless of whether Heathrow is expanded[xii].

3.50 The lack of freight rail connections to the region's airports means there is limited potential for modal shift of air freight, and it is unlikely that this will change in the foreseeable future. Further connections to airports are not viewed as a priority for heavy rail freight, unlike the movement of bulk goods and consumer products from seaports.

3.51 The long-term impact on the region's road network could be significant as growth in volumes are expected to continue. This will be most acute at and around Heathrow Airport given its role as the largest UK hub airport. Proposals for a Strategic Rail Freight Interchange at Colnbrook, near Heathrow, which could facilitate more sustainable airport access for freight, have been rejected.

Coastal Ports

3.52 Connectivity to international gateways is not limited to airports. Ports are key gateways that rely on inland connections by road, rail and water to facilitate the movement of goods. Every port requires road access for HGV (and LGV) traffic carrying a variety of bulky loads.

3.53 Different ports in the Transport for the South East Area specialise in different types of traffic including Load-On/Load-Off or Roll-On/Roll-Off consignments which affects the access arrangements.

3.54 Some ports also have rail links that enable goods to be delivered by train. New or upgraded connections would involve capacity improvements to handle additional volumes of goods. These connections can be linked to growth and expansion plans, efforts to meet local policy objectives, and in response to site constraints. Upgraded connections would also enable greater industry efficiency and would stimulate greater inward investment in skills and decarbonisation.

3.55 Infrastructure investment would also support the development and realisation of designated freeports in the region. Two freeports have been designated in the South East, with the intention of delivering increased regional and national prosperity. These are the Solent Freeport and the Thames Freeport. Freeports are specially designated economic zones where normal tax and customs rules do not apply. This means goods can be imported, manufactured, and exported again without facing standard tariffs or requiring normal customs checks. Companies which operate within freeports do so with the benefit of paying a lower rate of VAT tax and employment tax, as well as relief when it comes to purchasing land. The Solent Freeport encompasses the ports of Southampton and Portsmouth, and Southampton Airport. It is hoped that the Freeport status will unlock a further £2 billion of inward investment in the area, and create an additional 26,000 jobs.

3.56 There are seven port locations across the South East, listed below:

- Port of Southampton
- Portsmouth International Port
- Port of Shoreham
- Port of Newhaven
- Channel Tunnel terminal at Cheriton
- Port of Dover
- Medway Ports

3.57 The Transport for the South East Transport Strategy (2020) identifies the key corridors that enable road freight to access to the major ports. These, as well as key rail freight corridors allowing access to the region's ports, are:

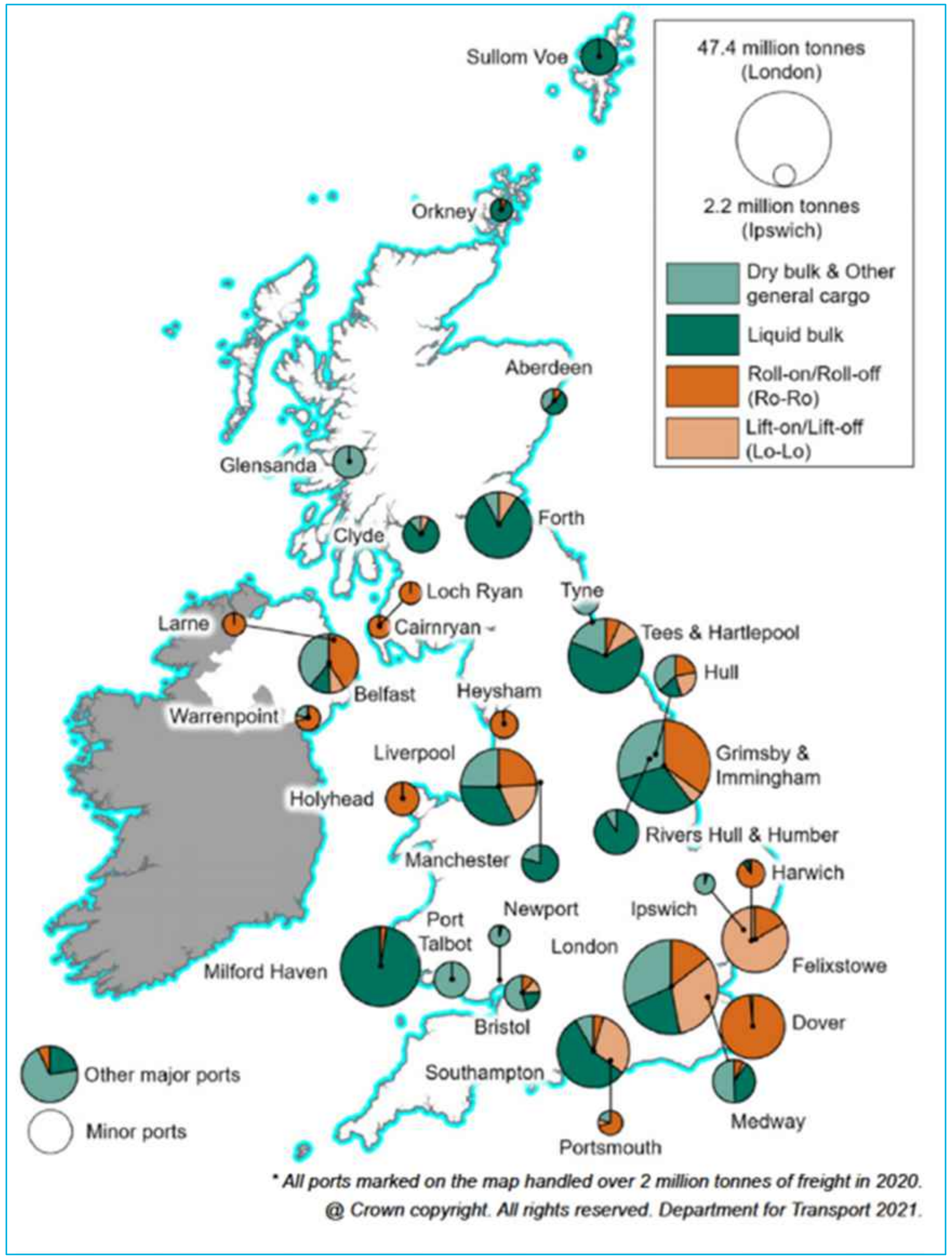
- Port of Southampton and Portsmouth International Port: although the Port of Southampton has very good access to the rail network, Portsmouth International Port is not (and the latter is predominantly a 'ro-ro' port). Rail freight from the Solent area often travels to London or northwards towards the Midlands and North via Basingstoke and Oxford. The M3/A34 and M27 corridors enable road freight connections to the wider the South East, London, Midlands, and the North.
- Ports of Shoreham and Newhaven: the former lacks rail access, however the latter does have a rail connection in place. Rail freight often travels on the Solent to Folkestone corridor via Lewes and Brighton, as well as the congested Brighton Mainline north to London. Access by road is constrained by localised congestion as well as congestion on the A27 and A259.
- Dover/Channel Tunnel terminal: there is no rail access to the Port of Dover container terminal and 'ro-ro' terminal, but the Channel Tunnel is a rail link both for containerised and 'ro-ro' freight, with onwards connections to the wider network via Ashford and on to Tonbridge and Redhill. There are aspirations for a railhead at Dover, to re-establish a link into the mainline network. The A2/M2 corridor serves Dover from the East of England, Midlands, and North of England via the Dartford Crossing. The A20/M20 corridor serves Dover and the Channel Tunnel terminal at Cheriton from the East of England and North of England via the Dartford Crossing, or the West of England and Midlands via the M25 and M4/M40. Constraints are further exacerbated when additional border checks are in place, including as a result of the UK's departure from the European Union.
- Medway Ports: London Thamesport on the Isle of Grain has rail access from the North Kent line, but rail access to Northfleet terminals is limited and Gillingham lacks any rail connection. Localised congestion and congestion on the A2/M2/A249 and Dartford Crossing constrain efficient road freight operations.

3.58 The lack of freight rail connections to Port of Dover and other ports in the region limit the potential for modal shift. Given lead-in times and planning requirements for new infrastructure, it is unlikely that ports that do not currently have rail freight access can be connected in the short- to medium-term. Where rail connectivity is in place, subject to gauge clearance, paths for freight trains are constrained. Reduced passenger rail demand as a consequence of the 2020/2021 pandemic might present opportunities for additional paths for freight traffic, particularly to Port of Southampton.

3.59 The Kent Local Transport Plan (LTP4) refers to strategic objectives including port expansion and the distribution of port traffic (split between M20/A20 and M2/A2 routes). This could be remedied, in part, through the construction of the new Lower Thames Crossing, providing another strategic link. Proposed port expansion at the Dover Western Docks Revival scheme, will require remodelling parts of the A20 to accommodate port centric distribution centres and cargo operations.

3.60 Coastal shipping or "short sea shipping" is the movement of cargo and passengers by sea over short distances including along the coast between domestic ports and to and from the UK to European ports. Coastal shipping requires the use of infrastructure for loading and unloading and berths, jetties and wharfs to dock at sites to be able to undertake the transhipment of goods and perform any substantial freight activity. Coastal shipping (between UK ports) is generally focussed on shipments of bulk materials, for example between oil terminals and refineries as well as construction aggregates/waste in London.

Figure 3-5: Breakdown of cargo type at major ports (2014/2015) (Department for Transport, 2021)



3.61 Cargo shipping is handled in a range of different ways, including 'roll-on, roll-off' HGVs ('ro-ro'), containerised consignments, and loose bulk loads. Each of these types of cargo have different requirements for onward transport, and different infrastructure requirements at port hubs. Containerised cargo requires a large land take at the port location for intermodal transfers, whether from sea to road, or sea to rail. 'Ro-ro' requires a smaller land take but must be supported by a high capacity and resilient road network. Bulk material shipping requires landside facilities to transfer to rail or road and may require terminal / conveyor facilities, for example for waste or aggregate transfer.

3.62 The British Ports Association cites that UK ports currently handle the largest amount of coastal shipping traffic in Europe with growth sectors for coastal traffic including aggregates and construction materials, project cargo and container traffic[xiii]. Much of this tends to be concentrated within the Greater London area and outside the scope of this study.

3.63 The *Transport for the South East Logistics & Gateway Review (2019)*[xiv] notes stakeholder views that the greatest scope for the delivery of goods by coastal shipping is between Chichester, Brighton, and Folkestone. This document provides stakeholder opinion, but further study would be required to determine feasibility.

<u>*Inland Water Ways*</u>

3.64 Water connectivity is not limited to coastal ports, Inland Water Ways (IWW) consisting of barges and boats (internal traffic) and seagoing vessels, have the potential to reduce air pollution and emissions.

3.65 There are a number of navigable routes that form part of the IWW system across the South East, ranging from rivers such as the River Medway, River Arun, and the River Rother, through to established canals such as the Portsmouth to Arundel, Royal Military Canal and the Basingstoke Canal amongst others. Substantial sections of the established canal system are fully navigable, but only a small proportion of the network is used for freight traffic. The River Medway is the only significant watercourse outside of the River Thames that supports waterborne freight movements (between Sheerness and Maidstone). All wharf activity is concentrated along the River Thames within London and to the west of the capital south of Slough.

3.66 The Department for Transport's *Port and Domestic Waterborne Freight Statistics (2020)*[xv] show that over the past 20 years there has been a decline in the volume of goods lifted and moved (about 30% and 50% respectively) nationally via IWW. Of the goods lifted in London and Kent,1.7 million tonnes were transport internally on IWW with a further 20.7 million tonnes lifted by seagoing vessels. Over 90% of this activity occurs on the River Thames, with the remaining 6% in 2020 occurring on the River Medway. Goods carried are a combination of dry bulk and general cargo, with much smaller levels of liquid bulk.

<u>*Strategic Road Network*</u>

3.67 In terms of tonnage, road freight is the most dominant mode for moving goods across the UK and the Transport for the South East area. The operational efficiency of the freight sector is dependent on the level of service provided on the Strategic Road Network, and key local roads. Freight shares the road network with passenger movements and must be connected into other infrastructure such as gateways, warehousing, businesses and other customers, in order to move goods through the supply chain. Most goods that are moved on the road network are by HGVs.

3.68 The Strategic Road Network consists of approximately 3,000 km of motorways and 4,100 km of trunk A roads. While it represents only 2% of the total road network, it accommodates 66% of HGV tonne-km, due to the strategic, long distance nature of freight movements . The most prominent HGV flows through the Transport for the South East area include the M25, A20/M20, A2/M2, M23/A23, A27/M27, A3, M3, and A34.

3.69 The 2020 Department for Transport Road Investment Strategy 2 (2020-2025) sets out its vision for 2050; stating its desire for the Strategic Road Network to support the freight and logistics industry and to continue carrying more freight and more business than any other part of the transport system. This includes being resilient to changing circumstances and being better integrated with the wider transport network recognising that a 'second class' service will not cater sufficiently for the two-thirds of HGV miles travelled on the Strategic Road Network.

3.70 National Highways' South Coast Central Route Strategy (2017) refers to the M3 and the M27/A27 forming part of the TEN-T Network, with the section of road between Portsmouth and Brighton potentially playing a more leading role in strategic freight, including through to the M25 and Gatwick Airport via the A23/M23 corridor. Enhancements are required to the A23 and A27 to tackle safety issues (such as poor junction visibility and road surface alignment) and boost network resilience.

3.71 The Solent to the Midlands Multimodal Freight Strategy , undertaken jointly by Network Rail and National Highways, examines the importance of this vital corridor for freight activity. The A34 corridor connects Winchester and Oxford, whilst feeding into the wider Strategic Road Network routes such as the M3, M4, A303 and M40. The A34 is the busiest non-motorway trunk road in the UK, carrying 12,000 HGVs daily, which (in conjunction with the parallel rail link) carry goods between the south coast ports and the 'Golden Triangle' of distribution and logistics activity in the Midlands. The resilience of both the road and rail links, and increased integration and mode shift to rail, will be necessary to support future growth in freight flows (including for automobile parts, perishables, and chemical products).

3.72 Increased investment in sustainable transport modes will also be vital, to foster mode shift away from single vehicle occupancy trips which will free capacity on the Strategic Road Network for freight traffic. This is particularly important around larger conurbations, where large numbers of short distance single occupancy local car trips contribute to congestion.

3.73 A lorry park (or "truck stop") is a recognised and designated area along or adjacent to the road network that can be used by road freight transport drivers for rest breaks. Lorry parks are typically located along the Strategic Road Network and adjacent to major freight generators, to enable drivers to rest sufficiently and plan routing. There are many variations of lorry parking, with a range of different facilities and provision to serve the interests of drivers across the industry, including overnight accommodation. Increasing provision of lorry parking and driver rest facilities can be explored through adopting different funding and operational models, including local authorities working with the private sector to deliver commercially viable sites.

3.74 Notable provision of dedicated, secure, and reputable lorry parks include locations close to major international (port) gateways at Dover, Southampton, Portsmouth, and Folkestone, as well as along the M25, to cater for traffic travelling around London.

3.75 HGV movements and traffic flows throughout the South East, including customs procedures, have been impacted during the process of leaving the European Union (2020/2021). As part of Operation Brock, a number of sites in Kent have been developed on a temporary basis to support the transition process (e.g. facilities at Manston Airport and Ebbsfleet International), however a lack of capacity remains a longstanding issue without a permanent solution. A new 66-acre lorry park is being developed in Sevington off the M20, to cater for up to 1,000 trucks, which will accommodate customs procedures (acting as an inland port) for the Port of Dover.

3.76 Inappropriate lorry parking, and associated anti-social behaviour, can also become an issue for communities. Kent County Council have been particularly active in applying parking restrictions across major urban areas to try to offset the impacts of inappropriate parking on residential streets and industrial estates. "Operation Kindle", a multi stakeholder effort that had been underway for many years, was recently revoked[xvi]. The lack of lorry parking, and the substandard quality of existing facilities also contributes towards the difficulties associated with recruiting new drivers into the freight and logistics profession. This situation, which has come to the fore in recent years, has a major knock-on impact on supply chain efficiency.

3.77 The strategic action to meet this objective is:

- Enhance Infrastructure and Connectivity

Objectives 4 and 5: to better integrate freight into place-making activity

3.78 The objective of better integration of freight considerations in place-making, and 'plan-making', activity does not require any primary strategic actions to achieve. It does however relate to a series of secondary strategic actions which are listed below:

- Improve Perceptions of the Industry
- Reduce Trip Demand
- Re-mode to Cleaner Alternatives
- Increase Public Sector Understanding of the Industry
- Accelerate Decarbonisation
- Better Local Freight and Logistics Planning
- Develop Future Freight Foresight
- Increase Clarity of Roles and Influence of Public Sector Organisations

3.79 Details of these secondary strategic actions can be found in this chapter under their primary objectives. Clarification on the relationship between objectives and strategic actions is in the following chapter under **Error! Reference source not found.**.

Objective 6: to reduce the impact of freight and logistics operations on the environment through reductions in air pollution and greenhouse gas emissions from the sector to achieve net-zero by 2050 at the latest

3.80 New and innovative ways of moving and managing freight are emerging, which aim to decrease the impact the sector has on the environment and on local amenity. This can be challenging whilst also trying to ensure that costs continue to stay competitive, but there has already been visible progress. Capitalising on further innovation, however, first requires an understanding of the current direction of innovation in the industry.

3.81 The UK government published its Transport Decarbonisation Plan in 2021, detailing the approach to decarbonising the transport sector by 2050 and setting out the key actions needed in pursuit of this goal. Freight is a key component of the transport system and is rightfully given appropriate consideration in the strategy. Several specific freight related goals and initiatives are set out, including:

- over 200 MtCO2e savings to 2050 (covering the whole transport system, of which freight contributes a substantial portion);
- £20 million to support the Mode Shift Revenue Support and Waterborne Freight Grant Schemes;
- end of sale of new non-zero emission LGVs (<3.5t) by 2030 ('significant' zero-emissions capability needed);
- end sale of new non-zero emission HGVs (<26t) by 2035;
- end sale of new non-zero emission HGVs (>26t) by 2040;
- £20 million investment in Zero Emission Road Freight Trials;
- encouraging modal shift to rail; and
- decarbonising rail freight.

3.82 All transport sectors are seeking to decarbonise and move towards the use of alternative fuels and clean energy networks. Most freight-carrying fleets run a diesel engine which contributes negatively towards emissions and air quality; with alternative fuel infrastructure and energy networks aiming to meet national and local objectives and strategy aspirations.

3.83 Decarbonising the road freight sector by 2050 is driving the focus on cleaner vehicles and on this basis, the infrastructure required to power LGVs and HGVs. HGVs and LGVs contribute 31% of NOx emissions from transport (despite being only 21% of traffic) (2019).

3.84 Alternative fuels could be employed across a range of typologies given that, in most cases, the form and function of the vehicle does not vary much from a change of drivetrain. However, the greatest benefits could be realised in urbanised areas where the effects of poor air quality due to freight movements are felt most acutely. Battery electric vehicles are already starting to increase in popularity amongst fleet operators of light commercial vehicles, but the market share is still relatively modest, accounting for only 2.9% of sales in 2020 (up from 1.3% in 2019).

3.85 The use of alternative fuels and drivetrains to traditional diesel and petrol internal combustion engines is helping to reduce vehicle emissions. A range of alternatives are in development including battery electric vehicles (BEVs) and hydrogen vehicles, as well as biofuels. Alternative fuels are essential in the decarbonisation of freight transport and in reducing the public health impact of harmful exhaust emissions, however it is also important to consider how they are produced and to ensure that the supply chain for alternative fuels is also decarbonised.

3.86 The network infrastructure needed for alternative fuels to cater for increases in Battery Electric Vehicles (BEVs) and Hydrogen powered HGVs will need to be put in place. Charging points and hydrogen fuel hub locations will need to be installed along the Strategic Road Network and within urban conurbations (where relevant) and at the ports handling 'ro-ro' traffic such as Dover and Portsmouth).

3.87 In July 2021, the government announced a £20 million funding boost to accelerate the rollout of zero-emission road freight by pioneering technological trials of vehicles and infrastructure. The market for alternatively fuelled vehicles in heavy duty applications is maturing and whilst some hydrogen and BEV drivetrains are starting to emerge on a small scale, most decarbonisation efforts to date have been focused on swapping diesel fuel for bioethanol. The fuel is derived from energy crops, so is sustainable, however the quantities of fuel required to power the UK's fleet of HGVs would be too great for bioethanol to be considered as a widespread solution.

3.88 Electrification of both established and new modes (battery electric and hydrogen fuel cell) will create significant demand for energy generation, which must be zero carbon. New infrastructure is required to support the supply of both electricity and hydrogen, particularly at depots and major international gateways.

3.89 Within local areas, local district networks may limit the ability of developers, organisations, fleet operators and consumers to transition to zero carbon propulsion. Networks also require adaption to enable smart generation, supply and storage to optimise and make efficient use of energy and related networks.

3.90 London and the South East received 45% of all new charger points across the UK in 2020 with the network having expanded by almost a fifth over the year and with £1.3billion worth of investment planned in infrastructure across the UK over the next decade. Across the South East, urban areas, namely Brighton, have a relatively dense network compared to rural areas.

3.91 There are 15 operational Hydrogen Refuelling Stations across the UK; the majority based along motorways (6) or peri urban (6) locations (40% of locations are near motorways). There are several based in the wider South East, all operated by ITM Power, namely at:

- Shell, Gatwick (RH6 0NX)
- Shell, M25 Cobham Services, Surrey (KT11 3JS)
- Power CEME Innovation Centre, Marsh Way, Rainham (RM13 8EU)
- Shell, M40 Beaconsfield Services, Buckinghamshire (HP9 2SE)

3.92 With the exception of two sites in London, there is only a single Compressed Natural Gas (CNG) station at Reading provided by Air Liquide with restricted access to site. This is despite the fact that as well as reducing greenhouse gas (GHG) emissions by up to 85%, biomethane provides a saving of 30-35% compared with comparative journeys on diesel fuel.

3.93 Improved air quality can also be achieved through a reduction in trip demand stemming from more efficient practices or reduced demand by consumers. The changing market demand for commodities is having an effect on waterborne and rail requirements. Containerisation has provoked growth in tonnage moved and has increased transhipment speeds but requires investment in handling equipment and storage yards for Load on – Load off ('Lo-Lo') traffic.

3.94 Strategic Rail Freight Interchanges (SRFIs), as well as rail terminals, are appealing to the freight industry for unlocking mode shift to rail. They are also major freight generators, and potentially sites of significant employment, which sustain local and regional supply chains. SRFIs are typically privately funded, private sector developer led, and operator occupied, but they do need public sector facilitation, support, and approval. This includes the land use planning system to designate appropriate locations, and to help secure developer contributions and sub-regional/national funding. There is a clear need for partnership working between public and private sectors (on an informal or formal basis) to develop and sustain infrastructure and facilities of this nature. Public authorities can help minimise the risks posed to private sector industry for investing in a facility and coordinating the broader apparatus of provision (e.g. access roads) to mobilise sites of such scale.

3.95 According to the analysis of Department for Transport HGV data undertaken by CILT (Julian Worth, 2021), over a third (38%) of all HGV tonne kilometres are likely to be well suited to modal transfer to rail, with a further 14% being possibly suitable for modal transfer in the longer term. The target commodity areas are flows of container and automotive traffic to and from ports travelling between 100-200 miles inland. This proportion of tonne kilometres would equate to a requirement of between one and two additional freight trains per hour in each direction along existing core rail freight routes to achieve such a shift.

3.96 There are challenges posed to industry and for informing commercial decisions based on forecast growth in different commodities. According to Department for Transport (2013), there are some commodities that move exclusively by road for domestic freight journeys, such as fertilisers, chemicals, and machinery as well as foodstuffs and animal fodder. Rail plays a more prominent role in transporting metal products, crude, and manufactured goods.

3.97 Manufacturing firms and third party logistics companies delivering on a Just in Time (JIT) basis look to aviation to deliver high value items on time-critical services (at a high cost to the consumer). However, this is unlikely to play a substantial role across the Transport for the South East area.

3.98 The strategic actions to meet this objective are:

- Reduce Trip Demand
- Re-mode to Cleaner Alternatives
- Accelerate Decarbonisation

Objective 7: to reduce the impact of freight on communities through reductions in noise levels, air quality impacts and informal overnight lorry parking.

3.99 The technical report on operational planning includes an examination of the role local government must play in safeguarding local communities. Among the key findings of this report are that better understanding of operators' business models is required to ensure externalities, such as noise and air pollution, could be minimised. Technical reports looking at decarbonisation and better data also touch on the need for informing sharing across sectors, to maximise efficiencies within the sector whilst avoiding negative externalities, particularly for local communities.

3.100 There is a concerted drive to reduce the prominence of long-distance road haulage and to shift loads over to more cost effective, environmentally friendly means of travel, such as rail and coastal shipping. However, road haulage is likely to remain the dominant means of moving goods inland across the Transport for the South East area in the future. This is set against a backdrop of changing expectations around emissions reduction (and the pace of transition), as well as placemaking, alongside commitments to Corporate Social Responsibility (CSR) and ISO accreditation.

3.101 Almost 25% of all UK retail sales now take place online (ONS, 2021) with shifting expectations for next day delivery, shorter lead times and supply chain transparency. Consumers are increasingly conscious of the impacts of their purchasing decisions, including how deliveries are conducted. Larger hauliers have explored eco driving techniques, or upgraded to in-cab telematics systems to avoid congested areas, thereby reducing air quality impacts associated with idling. Additional promotion and targeted marketing campaigns or incentives would likely be required to nudge smaller companies to adopt similar approaches. There are also expectations to consider around satisfying industry standards, and demonstrating best practice, to help secure future contracts and comply with planning conditions (e.g. construction logistics plans).

3.102 The strategic theme relating to this objective is:

- Better local freight and logistics planning

4 The Strategy

How we will achieve our strategic vision

Introduction

4.1 The freight, logistics and gateways strategy has been developed to meet the objectives set out in Transport for the South East's transport strategy and to address the issues and challenges identified during all phases of the work leading to the development of this document. This comprises:

- Transport for the South East Freight, Logistics and Gateways Review (WSP, 2019)
- Transport for the South East Freight, Logistics and Gateways Strategy Scoping Study (AECOM, 2020)
- Transport for the South East Freight, Logistics and Gateways Strategy (WSP and partners, 2021)

4.2 Each of these component phases of work have involved stakeholder engagement through a mix of surveys, workshops, steering groups and the creation of a Freight Forum and its technical working groups.

4.3 Stakeholder responses have helped to inform and steer each stage of the work, including the strategic actions identified below, categorising different aspects of the challenge facing the sector in the region and the strategy's action plan to take forward relating to each.

Strategic actions

4.4 The strategy identifies a series of strategic actions (and resulting interventions and measures) designed to address the issues identified in Chapter 3. The strategic actions cover a wide range of approaches, all of which work together cumulatively to deliver the strategy's vision and objectives.

4.5 The full list of fourteen strategic actions as set out in Chapter 3 is as follows:

- Improve Perceptions of the Industry
- Reduce Trip Demand
- Re-mode to Cleaner Alternatives
- Retime Activity to Outside of Peaks
- Increase Public Sector Understanding of the Industry
- Enhance Infrastructure and Connectivity
- Accelerate Decarbonisation
- Sharing Industry Best Practice
- Increase Provision of Logistics Land and Property
- Better Local Freight and Logistics Planning
- Develop Future Freight Foresight
- Improve Operational Efficiency and Safety
- Enhance Industry Workforce Capability
- Clarity of Roles and Influence of Public Sector Organisations

4.6 Table 4.1 shows the relationship between the strategic actions and the strategic objectives for the strategy. As shown in Table 4.1, several of the strategic actions are not mutually exclusive, as action under one may have positive impacts on several the strategic objectives. Overall, the strategic actions work together to deliver the objectives and vision for the strategy.

4.7 The strategic actions are examined in the remainder of this chapter. Under each strategic action, the interventions and measures that will be required to achieve it are also set out. Further information regarding the role of Transport for the South East and key stakeholders in delivering the strategic actions, measures and interventions, as well as expected outcomes, are also summarised in a Table for each strategic action. Costs and time horizons are specified in the within the action plan set out in Appendix B.

4.8 Transport for the South East's Strategic Investment Plan (2022) will further develop funding sources and determine investment priorities to deliver the strategic actions and accompanying measures summarised below.

4.9 Key actions for relevant stakeholders delivering this strategy (including Transport for the South East, central government, local government, operators, and gateways) are outlined in the measures and action plan (Appendix B), as well as in the summary tables within this chapter. Continuous actions from key stakeholders to support the strategy in general are detailed in the Delivery Plan chapter.

Table 4-1: Summary of the contribution that strategic actions make to the strategic objectives

Strategic Objectives	A. Improve Perceptions of the Industry	B. Reduce Trip Demand	C. Re-mode to Cleaner Alternatives	D. Retime Activity to Outside of Peaks	E. Increase Public Sector Understanding of the Industry	F. Enhance Infrastructure and Connectivity	G. Accelerate Decarbonisation	H. Sharing Industry Best Practice	I. Increase Provision of Logistics Land and Property	J. Better Local Freight and Logistics Planning	K. Develop Future Freight Foresight	L. Improve Operational Efficiency and Safety	M. Enhance Industry Workforce Capability	N. Increase Clarity of Roles and Influence of Public Sector Organisations
1. To improve the capacity and efficiency of the operation of the freight and logistics sector in the Transport for the South East area		✓	✓	✓✓		✓	✓	✓✓	✓✓		✓✓	✓		✓✓
2. To enhance the contribution of the freight and logistics sector as an important industrial sector and employer in the Transport for the South East area	✓✓				✓✓			✓					✓✓	
3. To improve connectivity to the international gateways in the Transport for the South East area (and for serving the UK)		✓				✓✓	✓		✓	✓		✓		
4. To improve the safety of the freight sector through reductions in the number of accidents involving goods vehicles, particularly with vulnerable road users		✓		✓				✓		✓		✓✓	✓	
5. To better integrate freight into place-making activity	✓	✓	✓		✓		✓			✓	✓			✓
6. To reduce the impact of freight and logistics operations on the environment through a reduction in air pollution and greenhouse gas emissions from the sector to achieve net-zero by 2050 at the latest		✓✓	✓✓	✓		✓	✓✓	✓		✓	✓			
7. To reduce the impact of freight on communities through reductions in noise levels, air quality impacts and informal overnight lorry parking.	✓	✓	✓	✓			✓			✓✓	✓			✓

Strategic actions

A. Improve Perceptions of the Industry

4.10 The freight and logistics industry requires new talent to enable its continuing growth and expansion to support consumer demands. The reputation and marketability of the sector as a fulfilling career path for young people and for those switching from other sectors should be improved.

4.11 Additionally, stakeholders within the Transport for the South East area identified in the 2019 Transport for the South East Freight, Logistics and Gateways Review that attracting new talent and reducing the issue of 'freight blindness' within the planning system was a critical step towards improving the reputation and showcasing the important work that the industry undertakes to support growth and quality of life within the region.

4.12 Transport for the South East will build on the outreach and promotional work already being undertaken by firms and public sector organisations to promote the positive role of the industry at making a marked contribution to the regional, national and global economy and improving the lives of millions through increasing their access to goods.

Measures and related actions

- A1 Promoting the positive role of the Industry
  - A1.1 Provide industry showcase content on the Transport for the South East website to explain importance of industry to Transport for the South East area, the nature of activity across modes, best practice demonstrated and how businesses and residents rely on freight movement to service everyday needs
  - A1.2 Annual Transport for the South East Freight Conference to showcase best practice in operations and planning, decarbonisation and future outlook for the freight sector.

4.13 Table 4.1 in the introduction to this chapter summarises the role of improved perceptions of the industry in delivering the strategic objectives for the freight, logistics and gateways strategy.

4.14 A detailed action plan, setting out the actions and measures that will be needed to deliver improved perceptions of the industry, is contained in Appendix B. Table 4.2 summarises key aspects of this action plan, setting out the role for Transport for the South East and other key partners in taking forward the measures that will be needed in the short term.

Table 4-2: Improve Perceptions of the Industry

Strategic Action Area A: Improve Perceptions of the Industry

<table>
<tr><td colspan="3">Key Actions
KA A1 – Promoting the Positive Role of the Industry</td></tr>
<tr><td rowspan="2">Key short- term actions for Transport for the South East
By 2025:
• Measure A1.1: Provide industry showcase content on website
• Measure A1.2: Annual Transport for the South East Freight Conference</td><td colspan="2">Asks of delivery partners</td></tr>
<tr><td>Central Government
• Measure A1.2: Annual Transport for the South East Freight Conference
Local Government
• Measure A1.2: Annual Transport for the South East Freight Conference
Businesses
• Measure A1.1: Provide industry showcase content on website
• Measure A1.2: Annual Transport for the South East Freight Conference</td><td>Operators
• Measure A1.1: Provide industry showcase content on website
• Measure A1.2: Annual Transport for the South East Freight Conference
Gateways
• Measure A1.1: Provide industry showcase content on website
• Measure A1.2: Annual Transport for the South East Freight Conference
Academia
• Measure A1.2: Annual Transport for the South East Freight Conference</td></tr>
<tr><td colspan="3">Delivery of strategic objectives
• SO2. To enhance the contribution of the freight and logistics sector as an important industrial sector and employer in the Transport for the South East area:
✓✓ - this Strategic Action and its components are designed explicitly to promote the importance of freight and logistics to the Transport for the South East economy and society.
• SO5. To better integrate freight into place-making activity:
✓ – by reducing the impacts of freight movement and logistics activity on local amenity, while highlighting their essential roles.
• SO7. To reduce the impact of freight on communities through reductions in noise levels, air quality impacts and informal overnight lorry parking:
✓ – by reducing the social and environmental impacts of freight movement and logistics activity and highlighting best practice.</td></tr>
</table>

B. Reduce Trip Demand

4.15 Freight and logistics operations require a resilient and reliable road network to operate effectively. Additionally, operations must be cost and time efficient in order to minimise the external impact of the operation on the environment and economy in the form of pollution and congestion, respectively.

4.16 The evidence base has identified that congestion on the road network in the Transport for the South East area will become ever-more strained in the next 20 years, particularly around the M25 and Dartford Crossing.

4.17 With housing and population forecast to grow, demand for logistics services will only increase. In order to accommodate the increased demand within the more constrained road network, trip demand must be constrained as far as possible. Increasing the utilisation of each freight vehicle trip made will be key to achieving this, so that demand can continue to be met.

4.18 Transport for the South East will achieve this through promoting best practice methods and assisting planning authorities in applying them. Accreditation schemes, such as the Fleet Operator Recognition Scheme (FORS) have been shown to increase the safety, efficiency, reputation of fleet operators. Similarly, mandating Construction Logistics Plans (CLPs) and Delivery and Servicing Plans (DSP) for new developments ensures trip demand associated with the construction and operation of new developments is minimised as far as possible. Where applicable, Transport for the South East will work to support local planning authorities to specify these requirements within their planning policies and conditions.

4.19 Additionally, the strategy's Freight Forum, which provided guidance during the strategy development process, will continue to be a valuable source of expert industry knowledge, and are well placed to share knowledge and disseminate best practice to the wider industry. The strategy will continue to utilise the Freight Forum beyond publication, to develop guidance for businesses and public sector organisations in the Transport for the South East area regarding best practice procurement policies and consolidation methods, in order to further advance trip rationalisation and freight consolidation within the region.

4.20 The final mechanism to reduce trip demand within the sector will be to communicate more effectively with individual and business consumers. Aside from using Transport for the South East's communication channels, the Freight Forum will be asked to develop guidance for members of the public and businesses to make informed choices regarding the impact of their consumption on the economy and environment. Transport for the South East will urge national government to work in partnership with freight industry bodies to develop this into an incentive scheme, to nudge consumer behaviour towards more sustainable purchasing patterns.

Measures and related actions

- B1 Encourage use of regulatory powers (and other levers) by authorities to reduce and manage freight trips
  - B1.1 Promote (and mandate, where possible) the use of Construction Logistics Plans, to rationalise development-related movements
  - B1.2 Promote (and mandate, where possible) the use of Delivery & Servicing Plans, to rationalise trips when premises are operational
  - B1.3 Encourage public sector procurement to focus on demonstrable best practice (using schemes such as Fleet Operator Recognition Scheme and ECO Stars) by potential contractors
- B2 Promote Smart procurement advice for businesses
  - B2.1 Using Freight Forum members, develop guidance for businesses in the Transport for the South East area on how best practice approaches to procurement (like local sourcing, shared procure portals, centralised ordering for multi-tenant businesses, neighbourhood buying groups etc) can achieve both cost savings and reduced environmental impacts from rationalised trips
- B3 Promote Smart purchasing advice for individuals
  - B3.1 Using Freight Forum members, develop guidance for individuals on how their online purchasing generates trips and impacts on their local environment – and disseminate through local authority channels, leading to development of a green purchasing programme with incentives for individuals adopting and demonstrating sustainable behaviour

Case study – Bath Trade Waste Partnership

Bath Business Improvement District (BID) established a cost effective, city wide trade and recycling service to business levy payers to help streamline operations in the historic, sensitive parts of the city. The aim was to reduce vehicle movements, alongside providing savings for businesses who subscribed to the service by boosting recycling and reducing exposure to landfill taxes. The service reduces congestion by minimising the number of waste collection operators, as well as improving the appearance of the public realm.

Overall, thirteen collections are undertaken weekly during the morning and evening (outside peak periods), with separate food and glass collection services also available and the provision of seagull proof hetian bags. The preferential rate is typically 25% below competing market operators with recycling rates increasing by between 50-80% on average.

4.21 Table 4.1 in the introduction to this chapter summarises the role of reducing trip demand in delivering the strategic objectives for the freight, logistics and gateways strategy.

4.22 A detailed action plan, setting out the actions and measures that will be needed to deliver a reduction in trip demand, is contained in Appendix B. Table 4.3 summarises key aspects of this action plan, setting out the role for Transport for the South East and other key partners in taking forward the measures that will be needed in the short term.

Table 4-3: Reduce Trip Demand

Strategic Action Area B: Reduce Trip Demand

<table>
<tr><td colspan="3">Key Actions
KA B1 - Encourage use of regulatory powers (and other levers) by authorities to reduce and manage freight trips
KA B2 – Promote smart procurement advice for businesses
KA B3 – Promote smart purchasing advice for individuals</td></tr>
<tr><td rowspan="2">Key short-term actions for Transport for the South East
By 2025:
• Measure B1.1: Promote the use of Construction Logistics Plans
• Measure B1.2: Promote the use of Delivery & Servicing Plans
• Measure B1.3: Encourage best practice in public sector procurement
• Measure B2.1: Provide guidance on best practice in business procurement
• Measure B3.1: Provide guidance on best practice in personal purchasing behaviour</td><td colspan="2">Asks of delivery partners</td></tr>
<tr><td>Central Government
• Measure B1.3: Encourage best practice in public sector procurement
• Measure B2.1: Provide guidance on best practice in business procurement
• Measure B3.1: Provide guidance on best practice in personal purchasing behaviour
Local Government
• Measure B1.1: Promote the use of Construction Logistics Plans
• Measure B1.2: Promote the use of Delivery & Servicing Plans
• Measure B1.3: Encourage best practice in public sector procurement
• Measure B2.1: Provide guidance on best practice in business procurement
• Measure B3.1: Provide guidance on best practice in personal purchasing behaviour</td><td>Businesses
• Measure B1.3: Encourage best practice in public sector procurement
• Measure B2.1: Provide guidance on best practice in business procurement
• Measure B3.1: Provide guidance on best practice in personal purchasing behaviour
Operators
• Measure B2.1: Provide guidance on best practice in business procurement</td></tr>
</table>

Delivery of strategic objectives

- SO1. To improve the efficiency of the operation of the freight and logistics sector in the Transport for the South East area:
  - ✓ - this Strategic Action and its components are designed to rationalise trip generation and better utilise freight fleet assets.
- SO3. To improve connectivity to the international gateways in the Transport for the South East area (and for serving the UK):
  - ✓ - better managing freight trip generation improves network performance and reduces congestion affecting gateways.
- SO4. To improve the safety of the freight sector through reductions in the number of accidents involving goods vehicles, particularly with vulnerable road users:
  - ✓ - reducing trips reduces associated road risks.
- SO5. To better integrate freight into place-making activity:
  - ✓ – by reducing the impacts of freight movement and logistics activity on local amenity.
- SO6. To reduce the impact of freight and logistics operations on the environment through a reduction in air pollution and greenhouse gas emissions from the sector to achieve net-zero by 2050 at the latest:
  - ✓✓ – reducing trips generated reduces the environmental impacts of freight movement and logistics activity.
- SO7. To reduce the impact of freight on communities through reductions in noise levels, air quality impacts and informal overnight lorry parking:
  - ✓ – reducing trip generation reduces the social and environmental impacts of freight movement and logistics activity.

C. Re-mode to Cleaner Alternatives

4.23 With decarbonisation a key priority of Transport for the South East and government, the switch to cleaner transport modes will play a substantial part in the strategy over the next twenty years. Re-moding to cleaner vehicles to secure the sustainability and long-term viability of the logistics industry is one of the most important strategic themes within the strategy and weaves through many of the measures identified in Chapter 5.

4.24 The government has set out ambitious targets to achieve full decarbonisation within the transport sector. With the prohibition of selling new non-zero emission HGVs (<26t) planned for 2035 (and >26t by 2040) the logistics industry must adapt quickly to ensure consumer demand can continue to be met. This element of the strategy will take a two-pronged approach – switching to cleaner road transport technology, and re-moding to non-road transport.

4.25 With the evidence base identifying severe capacity pressure on the road network in the years ahead, the switch to cleaner alternatives than fossil-fuelled road transport must include both zero-emission road transport and alternative transport modes such as rail and waterborne modes. Switching freight to non-road modes is also critical to reducing the carbon reduction footprint of the industry due to the vastly improved carbon-efficiency of rail and waterborne transport on a per-tonne / per parcel basis.

4.26 Transport for the South East, through hosting some of the UK's largest port infrastructure, the region is well placed to trial new technology relating to alternative-fuelled freight transport, such as hydrogen and battery-electric vehicles. Ports are particularly well placed to trial alternative methods of fuelling / charging vehicles due to their large land-take and queuing / holding facilities already in place. Transport for the South East will support technology-based trials in this regard, promoting and sharing best practice examples from around the globe.

4.27 The Transport for the South East region also has a dense rail network, with the infrastructure traditionally dominated by passenger trains. Post-pandemic, the rail industry and government is working to ensure that the increased rail freight capacity arising from the fall in passenger demand is not lost as passengers slowly return to the network. Transport for the South East supports this ambition and will work with stakeholders in the rail freight industry to safeguard the necessary infrastructure and train paths to deliver a denser rail freight network, increasing the viability of rail freight logistics within the region, including express parcels as a future revenue stream for the rail industry, and linking to the wider UK as an alternative to road transport.

4.28 Unlike other areas of the UK, the South East region is not well served by domestic intermodal container services. However, there is an opportunity to scope the potential for using swap bodies on freight trains feeding into urban rail terminals, which could be transferred onto zero emission vehicles to supply stores and reduce HGV access and mileage. Transport for the South East will look to support aspirations for such models, in places such as the underutilised rail head at Fratton, and working with Tesco who already have established examples across the UK.

4.29 For inter-regional and inter-city logistics demand, Transport for the South East will also support development of waterborne logistics. Although the inland waterways network in the region is limited, there are sub-regions with high potential for trialling waterborne transport solutions, such as the Medway / Thames Estuary area and the Solent. Further research is required to understand the technical and commercial viability of increasing waterborne freight transport in this way, which Transport for the South East will develop in detail.

4.30 Additionally, the evidence base identifies that with the proportion of households in urban areas set to grow to 2040, 'last mile' freight and logistics activity within urban areas will play an increasingly more important role in the decarbonisation agenda. Transport for the South East will support zero-emission 'last mile' logistics solutions, including through the use of zero-emission consolidation-based models. The most obvious and notable example of consolidation in action is the Sustainable Distribution Centre (SDC) in Southampton, established by Southampton City Council in 2012. This formed part of a solution to last mile logistics by using a location outside of the city and using smaller, more efficient vehicles to take packages onwards to major anchor institutions.

4.31 Ultra-light vehicles, such as electric-assisted cargo bicycles operating out of a city-based or urban-fringe depot, will play a key role in servicing dense urban areas in a carbon-efficient, and time-efficient manner.

Measures and related actions

- C1 Encourage use of zero emission vehicle alternatives (including e-cargo bikes and micro consolidation)
  - C1.1 Research and promote best practice use examples of zero emission vehicles used in real world operations – on road, in ports, behind depot gates etc, including last mile/first mile and only mile solutions in urban areas
- C2 Review and raise awareness of the potential role of inland waterways for freight movement
  - C2.1 Undertake a detailed review of inland waterway options for freight movement across the Transport for the South East area and report on findings, including step-by-step process for shippers, receivers and carriers to help assess suitability for freight modal shift, along with details of costings and grants
- C3 Review and raise awareness of the potential role of coastal shipping for freight movement
  - C3.1 Undertake a detailed review of coastal shipping options for freight movement across the Transport for the South East area and report on findings, including step-by-step process for shippers, receivers and carriers to help assess suitability for freight modal shift, along with details of costings and grants
- C4 Present and promote the sustainability benefits of rail freight
  - C4.1 Work with rail stakeholders and South East businesses to develop step-by-step guidance on how modal shift from road to rail can be achieved and to quantify the associated benefits
  - C4.2 Work with local authority planners to identify sites for and facilitate the creation of additional SRFIs and other rail/intermodal terminal facilities

4.32 Table 4.1 in the introduction to this chapter summarises the role of re-moding to cleaner alternatives in delivering the strategic objectives for the freight, logistics and gateways strategy.

4.33 A detailed action plan, setting out the actions and measures that will be needed to deliver re-moding to cleaner alternatives, is contained in Appendix B. Table 4.4 summarises key aspects of this action plan, setting out the role for Transport for the South East and other key partners in taking forward the measures that will be needed in the short term.

Case Study – Tesco Rail Freight

Tesco has established a relationship with the rail industry and partners to help move fresh produce across the UK rail network. The company currently operates five trains a week, soon to be expanded to seven, with the aim of delivering 90,000 40ft containers of goods a year (up from 65,000) to its warehouses by the end of 2021. This is partly attributed to fulfil its Corporate Social Responsibility (CSR), the drive towards decarbonisation and for improving supply chain resilience. Rail freight was also stipulated as a planning condition for the construction of new stores in North London with materials arriving from the South East of England to help minimise congestion and issues of air quality in the capital.

Produce is typically carried in 'swap body' containers which are delivered to rail depots by road hauliers and lifted onto trains. Services run from the continent through to the Midlands where Tesco has its main rail connected UK distribution centre with connections made further field to Scotland.

Figure 4-1: Tesco rail freight train [Thecrofter/Alamy 2021]

Table 4-4: Re-mode to Cleaner Alternatives

Strategic Action Area C: Re-mode to Cleaner Alternatives

Key Actions		
KA C1 - Encourage use of zero emission vehicle alternatives (including e-cargo bikes and micro consolidation) KA C2 - Review and raise awareness of the potential role of inland waterways for freight movement KA C3 - Review and raise awareness of the potential role of coastal shipping for freight movement KA C4 - Present and promote the sustainability benefits of rail freight		
Key short-term actions for Transport for the South East	**Asks of delivery partners**	
By 2025: • Measure C1.1: Research and promote best practice use examples • Measure C2.1: Detailed review of inland waterway options for freight movement • Measure C3.1: Detailed review of coastal shipping options for freight movement • Measure C4.1: Step-by-step guidance on road to rail modal shift	**Local Government** • Measure C1.1: Research and promote best practice use examples • Measure C2.1: Detailed review of inland waterway options for freight movement • Measure C3.1: Detailed review of coastal shipping options for freight movement • Measure C4.1: Step-by-step guidance on road to rail modal shift • Measure C4.2: Work with local authority planners to identify sites for and facilitate the creation of additional SRFIs and other rail/intermodal terminal facilities **Businesses** • Measure C1.1: Research and promote best practice use examples • Measure C2.1: Detailed review of inland waterway options for freight movement • Measure C3.1: Detailed review of coastal shipping options for freight movement • Measure C4.1: Step-by-step guidance on road to rail modal shift	**Operators** • Measure C1.1: Research and promote best practice use examples • Measure C2.1: Detailed review of inland waterway options for freight movement • Measure C3.1: Detailed review of coastal shipping options for freight movement • Measure C4.1: Step-by-step guidance on road to rail modal shift **Gateways** • Measure C2.1: Detailed review of inland waterway options for freight movement • Measure C3.1: Detailed review of coastal shipping options for freight movement • Measure C4.1: Step-by-step guidance on road to rail modal shift •

Delivery of strategic objectives

- SO1. To improve the efficiency of the operation of the freight and logistics sector in the Transport for the South East area:

  ✓ - this Strategic Action and its components are designed to enhance not just the sustainability of freight movement and logistics activity but to enhance efficiency through optimised modal choice.

- SO5. To better integrate freight into place-making activity:

  ✓ – by reducing the impacts of freight movement and logistics activity on local amenity.

- SO6. To reduce the impact of freight and logistics operations on the environment through a reduction in air pollution and greenhouse gas emissions from the sector to achieve net-zero by 2050 at the latest:

  ✓✓ – by reducing the environmental impacts of freight movement and logistics activity.

- SO7. To reduce the impact of freight on communities through reductions in noise levels, air quality impacts and informal overnight lorry parking:

  ✓ – by reducing the social and environmental impacts of freight movement and logistics activity.

D. Retime Activity to Outside of Peaks

4.34 Across the UK, traffic congestion on the road network is at its worst during the peaks, particularly the morning peak when the network is at its most congested. Forecasts for traffic congestion in particular parts of the Transport for the South East area, in particular around the M25, show a clear need to constrain demand during these hours in order to ensure the road network remains reliable and resilient. A key component of achieving this resilience will be to minimise both passenger and logistics demand as much as possible during the morning and evening peaks.

4.35 For the logistics industry, many deliveries and movements are time-sensitive and must be delivered during set hours to satisfy customers' needs. However, there is wide scope to retime many deliveries where customer needs are more flexible in nature. Increasing scope for deliveries and servicing movements in town and city centres in particular to the early morning, shoulder-peaks periods, inter-peak and evenings as appropriate will ensure the network resilience during the peak hours is stabilised as far as possible.

4.36 With new vehicle technology delivering cleaner, safer and quieter vehicles, Transport for the South East will work with public and private sector to market and demonstrate the substantial benefits of encouraging off-peak deliveries, for businesses, residents, vulnerable road users and local authorities.

4.37 Promoting off-peak logistics movements will also connect to promoting and demonstrating the effectiveness of consolidation centres to minimise vehicle movements on the road network. HGVs delivering into urban and semi-urban consolidation centres during the off-peak hours will then allow smaller vehicles (such as cargo cycles) to deliver goods more efficiently during the peak hours without flooding the road network.

4.38 There are ambitions to attract other users to using existing consolidation centres, namely the SDC in Southampton. The Solent FTZ is also exploring smaller local SDCs in district centres or neighbourhoods that use electric vans or e-bikes to take goods to front doors. More information on the variations of consolidation centres, and where they could be particularly suited, are contained within the technical work package reports.

Measures and related actions

- D1 Encourage use of full 24hr activity window, where appropriate
    - D1.1 Produce guidance for local authorities and operators on how to assess the suitability of locations for delivery and servicing activity during sensitive times, including the wide range of noise mitigation measures available for vehicles, handling equipment, despatch/receiving points and staff training – drawing on best practice examples created and tested elsewhere
    - D1.2 The identification and safeguarding of potential freight consolidation centre sites with suitable road access from the Strategic Road Network and direct access into urban centres

4.39 Table 4.1 in the introduction to this chapter summarises the role of retiming outside of peak hours in delivering the strategic objectives for the freight, logistics and gateways strategy.

4.40 A detailed action plan, setting out the actions and measures that will be needed to retime activity to outside peak hours, is contained in Appendix B. Table 4.5 summarises key aspects of this action plan, setting out the role for Transport for the South East and other key partners in taking forward the measures that will be needed in the short term.

Case Study – Southampton consolidation centre

Established in 2012, the Southampton Sustainable Distribution Centre (SDC), primed by Solent Transport in partnership with Southampton City and operated by Meachers Logistics, was designed to improve local economic efficiency and to contribute towards a lower carbon economy. It has reduced congestion and pollution levels in the city through measures including freight consolidation, storage solutions, reduction in HGV movements, out of hour's utilisation and consolidated deliveries. This aims to satisfy aspirations for the city to become carbon neutral by 2030.

The facility, operating from a 20,000 square foot site based on the Nursling Industrial Estate in Southampton, is forecast to reduce the number of heavy goods vehicles travelling into Southampton City Centre by up to 75%, (potentially 6,900 vehicle movements per annum although excluding heavy goods vehicles travelling to the docks).

Figure 4-2: Meachers Logistics consolidation hub (2021)

Table 4-5: Retime Activity to Outside of Peaks

Strategic Action Area D: Retime Activity to Outside of Peaks

<table>
<tr><th colspan="3">Key Actions
KA D1 - Encourage use of full 24hr activity window, where appropriate</th></tr>
<tr><td rowspan="2">Key short-term actions for Transport for the South East
By 2025:
• Measure D1.1: Guidance for local authorities and businesses on best practice in delivery & servicing activity at sensitive times</td><th colspan="2">Asks of delivery partners</th></tr>
<tr><td>Central Government
• Measure D1.1: Guidance for local authorities and businesses on best practice in delivery & servicing activity at sensitive times
Local Government
• Measure D1.1: Guidance for local authorities and businesses on best practice in delivery & servicing activity at sensitive times
• Measure D1.2: The identification and safeguarding of potential freight consolidation centre sites with suitable road access from the Strategic Road Network and direct access into urban centres</td><td>Businesses
• Measure D1.1: Guidance for local authorities and businesses on best practice in delivery & servicing activity at sensitive times
Operators
• Measure D1.1: Guidance for local authorities and businesses on best practice in delivery & servicing activity at sensitive times</td></tr>
<tr><td colspan="3">Delivery of strategic objectives
• SO1. To improve the efficiency of the operation of the freight and logistics sector in the Transport for the South East area:
✓✓ - this Strategic Action and its components are designed to enhance not just the sustainability of freight movement and logistics activity but to enhance efficiency through utilisation across the 24hr operational window, where appropriate.
• SO4. To improve the safety of the freight sector through reductions in the number of accidents involving goods vehicles, particularly with vulnerable road users:
✓ – by spreading activity across a broader timeframe, removing peaks in potential conflict with others.
• SO6. To reduce the impact of freight and logistics operations on the environment through a reduction in air pollution and greenhouse gas emissions from the sector to achieve net-zero by 2050 at the latest:
✓ – by reducing the environmental impacts of freight movement and logistics activity through reallocation of activity across the 24hr operational window, avoiding congestion peaks.
• SO7. To reduce the impact of freight on communities through reductions in noise levels, air quality impacts and informal overnight lorry parking:
✓ – by reducing the social and environmental impacts of freight movement and logistics activity through smoothing of peak activity and better profiling of activity across the 24hr period, in suitable locations.</td></tr>
</table>

E. Increase Public Sector Understanding of the Industry

4.41 The freight and logistics industry, though integral to delivering public policy objectives, is generally poorly understood within the public sector. Transport for the South East will work to boost technical knowledge and capability within local authority development and strategic planning teams to ensure that the infrastructure requirements and economic and social benefits of the freight industry are thoroughly understood and accounted for within local authority processes. Transport for the South East will provide guidance to local authorities on the role and remit of dedicated freight officers in order to build in-house expertise in freight planning and will similarly provide supporting guidance on land use planning and transport planning to ensure local authorities are fully equipped to plan holistically to 2040.

4.42 A key gap identified by stakeholders and analysis work undertaken to develop this strategy, has been the shortage of good data sources which freight planners and private sector organisations can access within their planning work. Private sector organisations are reluctant to share their data and insights ascertained from their operations, due to the intensely competitive nature of the logistics industry and the high commercial value of data gathered in this way. Government has a space to step into in order to develop a publicly accessible data hub or library and to establish the standard of data and insight expected to be shared by public sector organisations.

4.43 Increasing collaboration between public and private sectors, particularly to deliver access to better data for freight planning, is also a key priority identified by stakeholders in the Transport for the South East region. By working together, industry and public sector planners in the region can ensure that best practice is shared, innovative solutions and new technologies can be trialled, evaluated and supported by different stakeholders, and future trends are fully understood and planned for.

4.44 This strategic action connects with others to complement the offer to improve understanding within the public sector of freight planning, future foresight and its inherent connection with wider public sector objectives such as growth and prosperity.

Measures and related actions

- E1 Establish partnership working between the public and private sectors
  - E1.1 Build on the existing Freight Forum structure to develop an ongoing programme of meetings, site visits and information sharing, as well as setting up a set of specialist Freight Forum sub-groups to cover specific subjects – such as lorry parking, ports, air cargo, logistics property, rail and new options (drones, droids etc) – these specific groups providing specialist input to wider Freight Forum
  - E1.2 Put in place Memorandums of Understanding (MoU) between public sector organisations and fright and logistics operators, across modes, to enable both parties to explore ways to support each other and to have access to detailed operational information, without fear of losing commercial confidentiality
- E2 Access better freight data from better sources
  - E2.1 Engage with Department for Transport, with supporting organisations, to pursue development of a set of freight data standards and a central freight data hub, accessible to all public sector organisations and drawing on real world data from operators, across modes
  - E2.2 Establish MoU-based agreements with selected operators within the Transport for the South East area to work in partnership to provide real world data to Department for Transport Hub
- E3 Raise freight awareness among public sector officers
  - E3.1 Facilitate a programme of operator site visits to enable public sector officers to experience logistics operations at first hand (across modes), giving real world exposure to a 'day in the life of…'
  - E3.2 Develop and deliver basic freight and logistics induction training for public sector officers – a classroom course, supported by site visits from E3.1 above – to explain the industry, its various operations and activities, how goods and services are distributed – and offer a basic recognition of achievement (see technical work package five for propositions)
- E4 Promote appointment of dedicated freight officers
  - E4.1 Define the role and remit of a dedicated freight officer within both Transport for the South East and in local authorities – and the benefits to be derived from having an in-house specialist to lead projects and build relationships with industry stakeholders and peers in other authorities
- E5 Ensure the needs of the freight industry are considered in all relevant policy and planning processes
  - E5.1 Through the local authority officer sub-group of the Freight Forum, working with key industry partners (such as the trade associations) develop guidance for local authority colleagues in multiple departments, including development/land use planning and transport planning, to demonstrate the needs of industry and how this can be achieved through their policies and processes

4.45 Table 4.1 in the introduction to this chapter summarises the role of greater public sector understanding of the industry in delivering the strategic objectives for the freight, logistics and gateways strategy.

4.46 A detailed action plan, setting out the actions and measures that will be needed to deliver greater public sector understanding of the industry, is contained in Appendix B. Table 4.6 summarises key aspects of this action plan, setting out the role for Transport for the South East and other key partners in taking forward the measures that will be needed in the short term.

Table 4-6: Increase Public Sector Understanding of the Industry

Strategic Action Area E: Increase Public Sector Understanding of the Industry

<table>
<tr><td colspan="3">Key Actions
KA E1 – Establish partnership working between the public and private sectors
KA E2 – Access better freight data from better sources
KA E3 – Raise freight awareness among public sector officers
KA E4 – Promote appointment of dedicated freight officers
KA E5 – Ensure the needs of the freight industry are considered in all relevant policy and planning processes</td></tr>
<tr><td rowspan="2">Key short-term actions for Transport for the South East
By 2025:
• Measure E1.1: Build on the Freight Forum structure to create ongoing partnership programme
• Measure E1.2: MoUs between private sector operators and public sector
• Measure E2.1: Engage with Department for Transport for freight data standards and hub
• Measure E2.2: Establish freight data MoUs with operators in Transport for the South East area
• Measure E3.1: Public sector officer visits to real world operators
• Measure E3.2: Freight and logistics training for public sector officers (see technical work package five for propositions)
• Measure E4.1: Define role and encourage recruitment of dedicated Freight Officers in public sector orgs
• Measure E5.1: Develop guidance material for public sector officers across departments</td><td colspan="2">Asks of delivery partners</td></tr>
<tr><td>Central Government
• Measure E2.1: Engage with Department for Transport for freight data standards and hub
• Measure E3.2: Freight and logistics training for public sector officers (see technical work package five for propositions)
• Measure E4.1: Define role and encourage recruitment of dedicated Freight Officers in public sector orgs
• Measure E5.1: Develop guidance material for public
Local Government
• Measure E1.1: Build on the Freight Forum structure to create ongoing partnership programme
• Measure E1.2: MoUs between private sector operators and public sector
• Measure E2.1: Engage with Department for Transport for freight data standards and hub
• Measure E2.2: Establish freight data MoUs with operators in Transport for the South East area
• Measure E3.1: Public sector officer visits to real world operators
• Measure E3.2: Freight and logistics training for public sector officers (see technical work package five for propositions)</td><td>Operators
• Measure E1.1: Build on the Freight Forum structure to create ongoing partnership programme
• Measure E1.2: MoUs between private sector operators and public sector
• Measure E2.1: Engage with Department for Transport for freight data standards and hub
• Measure E2.2: Establish freight data MoUs with operators in Transport for the South East area
• Measure E3.1: Public sector officer visits to real world operators
• Measure E3.2: Freight and logistics training for public sector officers (see technical work package five for propositions)
• Measure E5.1: Develop guidance material for public sector officers across departments
Gateways
• Measure E1.1: Build on the Freight Forum structure to create ongoing partnership programme
• Measure E1.2: MoUs between private sector operators and public sector
• Measure E2.1: Engage with Department for Transport for freight data standards and hub
• Measure E2.2: Establish freight data MoUs with operators in Transport for the South East area
• Measure E3.1: Public sector officer visits to real world operators</td></tr>
</table>

	• Measure E4.1: Define role and encourage recruitment of dedicated Freight Officers in public sector orgs • Measure E5.1: Develop guidance material for public sector officers across departments **Businesses** • Measure E1.1 • Measure E1.1: Build on the Freight Forum structure to create ongoing partnership programme • Measure E1.2: MoUs between private sector operators and public sector • Measure E2.1: Engage with Department for Transport for freight data standards and hub • Measure E2.2: Establish freight data MoUs with operators in Transport for the South East area • Measure E3.1: Public sector officer visits to real world operators • Measure E3.2: Freight and logistics training for public sector officers (see technical work package five for propositions) • Measure E5.1: Develop guidance material for public sector officers across departments	• Measure E3.2: Freight and logistics training for public sector officers (see technical work package five for propositions) • Measure E5.1: Develop guidance material for public sector officers across departments **Academia** • Measure E1.1: Build on the Freight Forum structure to create ongoing partnership programme • Measure E3.2: Freight and logistics training for public sector officers (see technical work package five for propositions)

Delivery of strategic objectives

- SO2. To enhance the contribution of the freight and logistics sector as an important industrial sector and employer in the Transport for the South East area:

  ✓✓ - this Strategic Action and its components are designed to enhance not just the sustainability of freight movement and logistics activity but to highlight the importance of its contribution to the Transport for the South East economy and society.

- SO5. To better integrate freight into place-making activity:

  ✓ – by reducing the impacts of freight movement and logistics activity on local amenity, through better informed public sector planners and policy makers.

F. Enhance Infrastructure and Connectivity

4.47 A critical component of the strategy falls under the theme of infrastructure and connectivity. Aside from supporting measures to re-mode, retime, and reduce freight movements to minimise congestion impacts on the road network and decarbonise the industry, further investment in infrastructure will be necessary. This will enable economic, housing and jobs growth in the region whilst facilitating the transition to low carbon technology. Transport for the South East acknowledge that within the region, investment in road networks must account for the effect of 'induced demand' leading to increased congestion and carbon emissions. To ensure the road network remains resilient, Transport for the South East will also work with stakeholders in the region to explore methods of managing demand, including road user charging.

4.48 Transport for the South East will present to government its priorities for infrastructure and advocate investment in the transport network within and on key routes to and from the region to facilitate more reliable, safer journeys. Investment to address bottlenecks and locations where freight traffic has the greatest negative impacts or opportunity to achieve the strategy's objectives will be prioritised.

4.49 Stakeholders within the Transport for the South East region also identified the current shortage of alternative fuel networks, funding and sponsorship as a constraint on its expansion. Transport for the South East will work with private and public sector stakeholders to identify existing and potential alternative fuel hubs, particularly on the strategic road network and at key gateways.

4.50 The rail network in the South East is also constrained, with passenger services taking priority on the congested network and rail freight facing practical obstacles from increasing its mode share from road transport. This includes the need for planning and investment in key railheads including at intermodal ports in the region, network (corridor) enhancements, and securing new freight paths to the west and north of England. Transport for the South East will lobby government and delivery partners such as Network Rail (and Great British Railways), ports, and other landowners where appropriate to identify, scope and deliver this infrastructure.

4.51 The evidence base identified a need for continued knowledge sharing and cross-sectoral understanding of key future trends, through avenues such as the Transport for the South East Freight Forum. Transport for the South East will continue to facilitate the meeting of this group of key stakeholders and will seek to establish subgroups within it to keep abreast of developments in the industry and to lobby for infrastructure and connectivity investment. The remit of these subgroups could include:

- Ensuring freight needs are accounted for in rail planning and investment (with a focus towards lobbying government)
- Ensuring that port and airport infrastructure investment is joined up to complement the region's wider objectives (with a focus towards lobbying ports, airports and the warehousing sector)
- Ensuring infrastructure investment is prioritised to account for current and forecast freight demand
- Ensuring that investment in road freight is suitably supported, such as through securing new driver rest facilities and professional development.

Measures and related actions

- F1 Promote alternative fuel/energy networks
  - F1.1 Work with partners to map and promote locations for alternative fuel refuelling within the Transport for the South East area and encourage further development, particularly at cluster locations with high levels of HGV activity, including ports
- F2 Support investment in road, rail, port and airport infrastructure to improve the efficiency of freight operations
  - F2.1 Engage Department for Transport and other funding decision-makers (including private sector) to highlight freight industry needs for investment in infrastructure to enable efficiency, safety, and sustainability – and through the Freight Forum develop an annual priority list of infrastructure projects across the region to champion with Department for Transport and other funders
- F3 Work with National Highways and local highways authorities to ensure freight needs are considered
  - F3.1 Establish a sub-group under the Freight Forum to bring together key personnel from National Highways and other stakeholders to develop a work programme, to help input to and track future infrastructure provision and use, including national road user charging
- F4 Work with Network Rail to ensure freight needs are considered and suitable sites are safeguarded
  - F4.1 Establish a sub-group under the Freight Forum to bring together key personnel from Network Rail and other stakeholders to develop a work programme, to help input to and track future infrastructure provision and impact on freight modal shift, as well as review of existing provision of intermodal terminal facilities, likely future demand, progress with electrification and alternative fuel use
- F5 Work with port operators to ensure current and future freight needs, including capacity, are considered sustainably
  - F5.1 Establish a sub-group under the Freight Forum to bring together key personnel from across the ports community within the Transport for the South East area, to help input to and track future infrastructure and ports connectivity
- F6 Work with airport operators to ensure current and future freight needs are considered sustainably
  - F6.1 Establish a sub-group under the Freight Forum to bring together key personnel from across the air cargo community within the Transport for the South East area, to help input to and track future infrastructure and airports connectivity
- F7 Review and raise awareness of current and future demand for HGV parking
  - F7.1 Establish a sub-group under the Freight Forum to bring together key representatives of the wider stakeholder group involved in lorry parking provision, planning and use – to understand existing capacity v demand and future likely demand, with a focus on innovative solutions to accommodate volumes and improve quality of provision and driver welfare

4.52 Table 4.1 in the introduction to this chapter summarises the role of enhanced infrastructure and connectivity in delivering the strategic objectives for the freight, logistics and gateways strategy.

4.53 A detailed action plan, setting out the actions and measures that will be needed to deliver enhanced infrastructure and connectivity, is contained in Appendix B. Table 4.7 summarises key aspects of this action plan, setting out the role for Transport for the South East and other key partners in taking forward the measures that will be needed in the short term.

Table 4-7: Enhance Infrastructure and Connectivity

Strategic Action Area F: Enhance Infrastructure and Connectivity

<table>
<tr><td colspan="3">Key Actions
KA F1 – Promote alternative fuel/energy networks
KA F2 – Support investment in road, rail, port and airport infrastructure to improve the efficiency of freight operations
KA F3 – Work with National Highways and local highways authorities to ensure freight needs are considered
KA F4 – Work with Network Rail to ensure freight needs are considered and suitable sites are safeguarded
KA F5 – Work with port operators to ensure current and future freight needs are considered sustainably
KA F6 – Work with airport operators to ensure current and future freight needs are considered sustainably
KA F7 – Review and raise awareness of current and future demand for HGV parking</td></tr>
<tr><td rowspan="2">Key short-term actions for Transport for the South East
By 2025:
• Measure F1.1: Map and promote alternative fuel refuelling locations for freight vehicles
• Measure F2.1: Engage Department for Transport with annual list of priority freight-specific infrastructure interventions
• Measure F3.1: Develop highways sub-group of the Transport for the South East Freight Forum
• Measure F4.1: Develop rail sub-group of the Transport for the South East Freight Forum
• Measure F5.1: Develop ports sub-group of the Transport for the South East Freight Forum
• Measure F6.1: Develop airports sub-group of the Transport for the South East Freight Forum
• Measure F7.1: Develop truck parking sub-group of the Transport for the South East Freight Forum</td><td colspan="2">Asks of delivery partners</td></tr>
<tr><td>Central Government
• Measure F2.1: Engage Department for Transport with annual list of priority freight-specific infrastructure interventions
• Measure F7.1: Develop truck parking sub-group of the Transport for the South East Freight Forum
Local Government
• Measure F1.1: Map and promote alternative fuel refuelling locations for freight vehicles
• Measure F2.1: Engage Department for Transport with annual list of priority freight-specific infrastructure interventions
• Measure F3.1: Develop highways sub-group of the Transport for the South East Freight Forum
• Measure F4.1: Develop rail sub-group of the Transport for the South East Freight Forum
• Measure F5.1: Develop ports sub-group of the Transport for the South East Freight Forum
• Measure F6.1: Develop airports sub-group of the Transport for the South East Freight Forum
• Measure F7.1: Develop truck parking sub-group of the Transport for the South East Freight Forum</td><td>Operators
• Measure F1.1: Map and promote alternative fuel refuelling locations for freight vehicles
• Measure F3.1: Develop highways sub-group of the Transport for the South East Freight Forum
• Measure F4.1: Develop rail sub-group of the Transport for the South East Freight Forum
• Measure F5.1: Develop ports sub-group of the Transport for the South East Freight Forum
• Measure F6.1: Develop airports sub-group of the Transport for the South East Freight Forum
• Measure F7.1: Develop truck parking sub-group of the Transport for the South East Freight Forum
Gateways
• Measure F1.1: Map and promote alternative fuel refuelling locations for freight vehicles
• Measure F3.1: Develop highways sub-group of the Transport for the South East Freight Forum
• Measure F4.1: Develop rail sub-group of the Transport for the South East Freight Forum
• Measure F5.1: Develop ports sub-group of the Transport for the South East Freight Forum</td></tr>
</table>

	Businesses • Measure F1.1: Map and promote alternative fuel refuelling locations for freight vehicles • Measure F3.1: Develop highways sub-group of the Transport for the South East Freight Forum • Measure F4.1: Develop rail sub-group of the Transport for the South East Freight Forum • Measure F5.1: Develop ports sub-group of the Transport for the South East Freight Forum • Measure F6.1: Develop airports sub-group of the Transport for the South East Freight Forum • Measure F7.1: Develop truck parking sub-group of the Transport for the South East Freight Forum	• Measure F6.1: Develop airports sub-group of the Transport for the South East Freight Forum • Measure F7.1: Develop truck parking sub-group of the Transport for the South East Freight Forum

Delivery of strategic objectives

- SO1. To improve the efficiency of the operation of the freight and logistics sector in the Transport for the South East area:

  ✓ - this Strategic Action and its components are designed to enhance not just the sustainability of freight movement and logistics activity but to enhance efficiency through high quality infrastructure provision across modes.

- SO3. To improve connectivity to the international gateways in the Transport for the South East area (and for serving the UK):

  Transport for the South East✓✓ - high quality infrastructure ensuring access to and from the area's ports and airports.

- SO6. To reduce the impact of freight and logistics operations on the environment through a reduction in air pollution and greenhouse gas emissions from the sector to achieve net-zero by 2050 at the latest:

  ✓ – by reducing the environmental impacts of freight movement and logistics activity.

G. Accelerate Decarbonisation

4.54 Supporting theme C (re-mode to cleaner alternatives), this separate strategic theme has a narrow focus on knowledge sharing to decarbonise freight and logistics within the transport sector. Engagement with the Freight Forum identified the need to explore trials for new technology in collaboration with key regional stakeholders, so that innovative solutions were disseminated to the wider sector, and best practice was comprehensively captured.

4.55 The development of a best practice toolkit was identified as a key tool to ensuring the wider sector is supported in the transition to low carbon technology. Within the Transport for the South East area, the private sector has a long history of employing innovative technology to increase energy and time efficiency and Transport for the South East will ensure that this culture is fostered and harnessed over the coming years to deliver innovative solutions to the reducing the carbon footprint of the industry.

Measures and related actions

- G1 Promote awareness of strategies to decarbonise freight transport within the Transport for the South East area, across modes
    - G1.1 Through the Freight Forum, develop a Transport for the South East Freight and Logistics Decarbonisation Guide to showcase, across modes, what can be done and how, to reduce carbon impact of fleet, port, rail, airport and associated operations – and to show best practice examples from within the Transport for the South East area

Case Study: Zedify Zero emission hubs

Zedify received a £100,000 grant from Government to set up a zero-emission delivery hub in Bristol to enable their fleet of electric cargo bikes to make sustainable last mile deliveries across the city centre. It is hoped that within 10 years, 95% of deliveries can be made by electric vehicles. The zero-emission hub is located on the edge of Bristol where it intercepts deliveries bound for the city centre. Here, freight is processed and then re-moded on to electric cargo bike, or other sustainable last mile mode of delivery, to make the part of its journey to the recipient of the delivery. This discourages vans and HGVs from needing to access the congested centre of Bristol, and therefore creates savings in CO2 emissions and improves air quality in the locality.

There is also a commercial incentive to use consolidation centres where accessing urban centres using multiple ICE vehicles becomes prohibitively expensive due to ULEZ charges, or an increasingly impermeable urban road network. Zedify Bristol's new depot is part of a national urban network, with nine other micro consolidation hubs across the country.

4.56 Table 4.1 in the introduction to this chapter summarises the role of accelerating decarbonisation in delivering the strategic objectives for the freight, logistics and gateways strategy.

4.57 A detailed action plan, setting out the actions and measures that will be needed to deliver an acceleration of decarbonisation, is contained in Appendix B. Table 4.8 summarises key aspects of this action plan, setting out the role for Transport for the South East and other key partners in taking forward the measures that will be needed in the short term.

Table 4-8: Accelerate Decarbonisation

Strategic Action Area G: Accelerate Decarbonisation

Key Actions KA G1 – Promote awareness of strategies to decarbonise freight transport within the Transport for the South East area, across modes		
Key short-term actions for Transport for the South East	**Asks of delivery partners**	
By 2025: • Measure G1.1: Develop Freight Decarbonisation Guide	**Central Government** • Measure G1.1: Develop Freight Decarbonisation Guide **Local Government** • Measure G1.1: Develop Freight Decarbonisation Guide **Businesses** • Measure G1.1: Develop Freight Decarbonisation Guide	**Operators** • Measure G1.1: Develop Freight Decarbonisation Guide **Gateways** • Measure G1.1: Develop Freight Decarbonisation Guide

Delivery of strategic objectives

- SO1. To improve the efficiency of the operation of the freight and logistics sector in the Transport for the South East area:

  ✓ - this Strategic Action and its components are designed to enhance not just the efficiency of freight movement and logistics activity but to improve environmental performance through implementation of decarbonisation strategies.

- SO3. To improve connectivity to the international gateways in the Transport for the South East area (and for serving the UK):

  Transport for the South East✓ - highlighting the need for balance between efficiency and environmental impact.

- SO5. To better integrate freight into place-making activity:

  ✓ – by reducing the impacts of freight movement and logistics activity on local amenity, including decarbonisation to reduce emissions in local areas.

- SO6. To reduce the impact of freight and logistics operations on the environment through a reduction in air pollution and greenhouse gas emissions from the sector to achieve net-zero by 2050 at the latest:

  ✓✓ – by reducing the environmental impacts of freight movement and logistics activity, with particular focus on decarbonisation.

- SO7. To reduce the impact of freight on communities through reductions in noise levels, air quality impacts and informal overnight lorry parking:

  ✓ – by reducing the social and environmental impacts of freight movement and logistics activity, primarily focusing on reducing carbon emissions.

H. Sharing Industry Best Practice

4.58 The freight and logistics industry is characterised by an ever-evolving operational model. In recent decades, the operational model of both parcel logistics and goods manufacturing have changed significantly due to innovation and efficiency drives within the supply chain. This includes greater use of software and machine learning to increase the efficiency of routing when delivering multiple consignments, and developing advanced logistics to enable 'just in time' deliveries to minimise use of warehousing. In the decades ahead, there will be further changes and trends in operational models to meet the ever-changing needs of customers.

4.59 It is vital that supply chains, operators and customers in the Transport for the South East area remain abreast of these changes, in order to harness their maximum potential and to ensure the region remains at the forefront of innovation and efficiency within the freight and logistics sector. Transport for the South East will monitor these trends and discuss and disseminate insights to key stakeholders, with input from subgroups of the Transport for the South East Freight Forum to understand the full implications of any new emerging operating models and technology.

Measures and related actions

- H1 Monitor, along with business partners, trends in freight transport resulting from changes to purchasing, procurement and supply chain
    - H1.1 Establish a sub-group under the Freight Forum to focus and report on the impact of changing behaviours within industry operations and on external forces affecting the industry

4.60 Table 4.1 in the introduction to this chapter summarises the role of sharing industry best practice in delivering the strategic objectives for the freight, logistics and gateways strategy.

4.61 A detailed action plan, setting out the actions and measures that will be needed to deliver sharing of industry best practice, is contained in Appendix B. Table 4.9 summarises key aspects of this action plan, setting out the role for Transport for the South East and other key partners in taking forward the measures that will be needed in the short term.

Table 4-9: Sharing Industry Best Practice

Strategic Action Area H: Sharing Industry Best Practice

<table>
<tr><td colspan="3">Key Actions
KA H1 - monitor, along with business partners, trends in freight transport resulting from changes to purchasing, procurement and supply chain</td></tr>
<tr><td rowspan="2">Key short-term actions for Transport for the South East
By 2025:
Measure H1.1: Develop a best practice sub-group of the Transport for the South East Freight Forum</td><td colspan="2">Asks of delivery partners</td></tr>
<tr><td>Local Government
Measure H1.1: Develop a best practice sub-group of the Transport for the South East Freight Forum
Businesses
Measure H1.1: Develop a best practice sub-group of the Transport for the South East Freight Forum</td><td>Operators
Measure H1.1: Develop a best practice sub-group of the Transport for the South East Freight Forum
Gateways
Measure H1.1: Develop a best practice sub-group of the Transport for the South East Freight Forum
Academia
Measure H1.1: Develop a best practice sub-group of the Transport for the South East Freight Forum</td></tr>
<tr><td colspan="3">Delivery of strategic objectives
SO1. To improve the efficiency of the operation of the freight and logistics sector in the Transport for the South East area:
✓✓ - this Strategic Action and its component are designed to enhance not just the sustainability of freight movement and logistics activity but to enhance efficiency through identifying trends and sharing best practice.
SO2. To enhance the contribution of the freight and logistics sector as an important industrial sector and employer in the Transport for the South East area:
✓ - by showcasing trends in the industry and factors affecting it, as well as sharing best practice.
SO4. To improve the safety of the freight sector through reductions in the number of accidents involving goods vehicles, particularly with vulnerable road users:
✓ - by sharing best practice among members of the sub-group, focusing on reducing environmental and societal impacts, as well as efficiency improvements.
SO6. To reduce the impact of freight and logistics operations on the environment through a reduction in air pollution and greenhouse gas emissions from the sector to achieve net-zero by 2050 at the latest:
✓ – by reducing the environmental impacts of freight movement and logistics activity.</td></tr>
</table>

I. Increase Provision of Logistics Land and Property

4.62 Land use planning is a key component of strategic planning. Logistics operators require land for goods warehousing and vehicle depots in the correct locations, close to key customer bases and the strategic transport network. Often however, the requirements of the sector can be overlooked by the planning system, with housing often taking priority within vacant parcels of land. Within the Transport for the South East area there is currently a mix of warehousing and distribution class land, particularly in the M25 corridor, and around key gateways such as Heathrow airport and the Solent.

4.63 Local Planning Authorities are responsible for land use planning decisions within their respective geographical boundary. Modelling (and coordination) at a strategic level on the distribution and development of land uses across the region, particularly use class Class B8, would offer an overarching view on provision and decisions influencing supply and demand. This is especially pertinent near the Strategic Road Network.

4.64 Transport for the South East will work to ensure that as far as is possible, existing assets and land classification for logistics and warehousing use is not converted to housing or retail use. Similarly, Transport for the South East will work to ensure sufficient provision is made in Local Plans to ensure the industry retains sufficient capacity to serve the needs of customers in a timely and environmentally efficient manner, minimising use of the road network and securing skilled jobs in the region.

4.65 Transport for the South East will work with key stakeholders from the Freight Forum to spread good practice land use classification policies to local planning authorities and will undertake a detailed review of trends within this sector in order to understand potential mismatches between forecast demand and supply of logistics land.

Measures and related actions

- I1 Improve awareness of existing available logistics land and property;
  - I1.1 Establish a Logistics Land & Property sub-group under the Freight Forum structure, to bring together specialists able to inform the group
- I2 Explore and promote potential future demand and availability;
  - I2.1 Undertake a detailed market review to understand existing trends in logistics property take-up and explore potential future demand over 2-5 years and map against future likely availability, the contents of Local Plans and environmental constraints.

4.66 Table 4.1 in the introduction to this chapter summarises the role of increasing provision for logistics land and property in delivering the strategic objectives for the freight, logistics and gateways strategy.

4.67 A detailed action plan, setting out the actions and measures that will be needed to deliver increased provision for logistics land and property, is contained in Appendix B. Table 4.10 summarises key aspects of this action plan, setting out the role for Transport for the South East and other key partners in taking forward the measures that will be needed in the short term.

Case Study – Solent Freeport

The recent designation of eight 'freeports' across the UK, including across the Solent and Thames, from April 2022, is designed to have a catalytic impact on regenerating deprived coastal communities by incentivising development around major ports and international gateways. The former forms a key component of the Southampton City Corporate Plan and emerging LTP Implementation Plan and ongoing upgrades to the port infrastructure by ABP.

1.1.1. Ports are increasingly viewed as drivers of local and national prosperity because of the seamless interaction with globalised supply chains, particularly for Southampton. Land availability remains a challenge and port-centric development is also driven by market demand, across private port estates. The designation of Freeports will be interesting to assess, in terms of their actual ability to attract added value services and deliver efficiencies.

The timing of the designation is significant, as it mirrors the transition period and disruption taking place across other freight networks in response to leaving the European Union (2020/2021). In terms of connectivity and freight activity, Freeport status could lead to:

- Shifting potential supply chain activity and maritime freight paths (for coastal shipping, as well as deep sea container vessels) between UK ports; with implications on road and rail freight demand (and by that nature, the scale of future provision that will be required to accommodate additional freight flows).
- Reducing customs processing, land, and labour requirements by simplifying planning processes, customs procedures and accessing additional government support. This could enhance the appeal of designated ports for road freight but may have possible repercussions on network capacity without mode shift taking place.

There will be a requirement to identify and futureproof candidate sites, and the potential land and infrastructure requirements to foster business clusters and added value services (e.g. Marchwood in Southampton). The potential offered by freeports to support mode shift towards rail freight could be better explored, especially if streamlined planning processes can overcome issues with siting Strategic Rail Freight Interchanges (SRFI) and can unlock intermodal rail terminals across the South East.

Table 4-10: Increase Provision of Logistics Land and Property

Strategic Action Area I: Increase Provision of Logistics Land and Property

<table>
<tr><td colspan="3">Key Actions
KA I1 – Improve awareness of existing logistics land and property
KA I2 – Explore and promote potential future demand and availability</td></tr>
<tr><td rowspan="2">Key short-term actions for Transport for the South East
By 2025:
• Measure I1.1: Develop a Logistics Land & Property sub-group of the Transport for the South East Freight Forum
• Measure I2.1: Undertake a detailed logistics land and property market review – current and anticipated demand in Transport for the South East area</td><td colspan="2">Asks of delivery partners</td></tr>
<tr><td>Local Government
• Measure I1.1: Develop a Logistics Land & Property sub-group of the Transport for the South East Freight Forum
• Measure I2.1: Undertake a detailed logistics land and property market review – current and anticipated demand in Transport for the South East area
Businesses
• Measure I1.1: Develop a Logistics Land & Property sub-group of the Transport for the South East Freight Forum
• Measure I2.1: Undertake a detailed logistics land and property market review – current and anticipated demand in Transport for the South East area</td><td>Operators
• Measure I1.1: Develop a Logistics Land & Property sub-group of the Transport for the South East Freight Forum
• Measure I2.1: Undertake a detailed logistics land and property market review – current and anticipated demand in Transport for the South East area
Gateways
• Measure I1.1: Develop a Logistics Land & Property sub-group of the Transport for the South East Freight Forum
• Measure I2.1: Undertake a detailed logistics land and property market review – current and anticipated demand in Transport for the South East area</td></tr>
<tr><td colspan="3">Delivery of strategic objectives
• SO1. To improve the efficiency of the operation of the freight and logistics sector in the Transport for the South East area:
✓✓ - by better understanding likely future demand for logistics land and property, to reduce stem mileages travelled out of area to service local markets.
• SO3. To improve connectivity to the international gateways in the Transport for the South East area (and for serving the UK):
Transport for the South East✓ - by assessing potential for port-centric development, the impact of Freeports and logistics property provision across the Transport for the South East area, potentially serving all modes.</td></tr>
</table>

J. Better Local Freight and Logistics Planning

4.68 Connecting to theme B (reduce trip demand), C (re-mode to cleaner alternatives), I (increase provision of logistics land and property) and L (improve operational efficiency) is the need to ensure that at a local level, freight and logistics is accommodated for within local planning frameworks and local transport plans to address the issue of freight blindness. Though a number of local planning authorities within the Transport for the South East area have developed freight plans as part of their Local Plans and planning/transport policy evidence base, they often lack dedicated resource within their land use planning and transport planning departments to fully inspect and assess the impact of development on freight and logistics-related supply and demand, as well as ensuring the needs of the freight sector are provided for within their areas.

4.69 In urban areas in particular, operational planning for freight is of increasing importance and will play a key role in delivering reduced trip demand, re-moding to cleaner transport, maximising operational efficiency and securing sufficient land for freight and logistics use. The Transport for the South East region's largest urban areas are generally well connected to the strategic road and rail network, however they suffer from congestion, particularly in the peak periods. Transport for the South East will work to develop expertise in this field to pro-actively develop and deliver successful freight planning and operations policy at a local authority level.

4.70 Within the realm of operational planning for freight is the increasingly impactful issue of kerbside access. Within urban areas, kerbside space is heavily constrained with car parking, loading restrictions, driveway accesses, and utilities. With increasing demand for road freight traffic comes an increasing need to deliver sufficient kerbside access, through implementing kerbside management policies and ensuring there is suitable expertise at the design / planning stage for new developments. New technology is emerging which can aid solving the kerbside access challenge, and Transport for the South East will work to deliver and evaluate a trial of dynamic kerbside management technology to establish and inform the development of these innovative solutions to managing freight and logistics in the region's congested urban spaces.

Measures and related actions

- J1 Encourage development of local authority freight plans and implementation of component measures
  - J1.1 Work with local authority officers to develop urban freight management plans for their local areas, with consistency across boundaries
  - J1.2 Establish and monitor trial of dynamic kerb space management, to enable multiple uses throughout 24 hr period

Case Study - Kent Freight Action Plan

Kent County Council are particularly active in addressing concerns about the movement of goods across the county and have recently developed a Freight Action Plan, to both promote and acknowledge the economic importance of sustainable freight distribution and reduce the externalities of HGVs on local communities and the environment, now and in the future.

The plan sets out a clear set of actions, backed up with evidence and with clear delivery partners, to help shape the direction of investment. The actions respond to clearly identified problem statements and provide some preferred recommendations on how these would be addressed.

4.71 Table 4.1 in the introduction to this chapter summarises the role of improved local freight and logistics planning in delivering the strategic objectives for the freight, logistics and gateways strategy.

4.72 A detailed action plan, setting out the actions and measures that will be needed to deliver improved local freight and logistics planning, is contained in Appendix B. Table 4.11 summarises key aspects of this action plan, setting out the role for Transport for the South East and other key partners in taking forward the measures that will be needed in the short term.

Table 4-11: Better Local Freight and Logistics Planning

Strategic Action Area J: Better Local Freight and Logistics Planning

<table>
<tr><td colspan="3">Key Actions
KA J1 – Encourage development of local authority freight plans and implementation of component measures</td></tr>
<tr><td rowspan="2">Key short-term actions for Transport for the South East
By 2025:
• Measure J1.1: Support development of urban freight management plans
• Measure J1.2: Dynamic kerb space management trial</td><td colspan="2">Asks of delivery partners</td></tr>
<tr><td>Central Government
• Measure J1.1: Support development of urban freight management plans
Local Government
• Measure J1.1: Support development of urban freight management plans
• Measure J1.2: Dynamic kerb space management trial</td><td>Businesses
• Measure J1.1: Support development of urban freight management plans
• Measure J1.2: Dynamic kerb space management trial
Operators
• Measure J1.1: Support development of urban freight management plans
• Measure J1.2: Dynamic kerb space management trial</td></tr>
<tr><td colspan="3">Delivery of strategic objectives
• SO3. To improve connectivity to the international gateways in the Transport for the South East area (and for serving the UK):
Transport for the South East✓ - by improving local planning to optimise access to and from ports and airports.
• SO4. To improve the safety of the freight sector through reductions in the number of accidents involving goods vehicles, particularly with vulnerable road users:
✓ - by improving local planning to accommodate and better manage freight traffic.
• SO5. To better integrate freight into place-making activity:
✓ – by reducing the impacts of freight movement and logistics activity on local amenity.
• SO6. To reduce the impact of freight and logistics operations on the environment through a reduction in air pollution and greenhouse gas emissions from the sector to achieve net-zero by 2050 at the latest:
✓ – by reducing the environmental impacts of freight movement and logistics activity.
• SO7. To reduce the impact of freight on communities through reductions in noise levels, air quality impacts and informal overnight lorry parking:
✓✓ – by reducing the social and environmental impacts of freight movement and logistics activity through high quality local planning which meets the needs of industry while also balancing environmental and societal needs.</td></tr>
</table>

K. Develop Future Freight Foresight

4.73 A key component of the strategy will be to understand how new technology will continue to impact on the freight sector. In order to meet the needs of customers and support economic growth whilst transitioning to low carbon transport modes, new technology and expected future developments must be embraced and planned for. This theme connects closely with themes C (re-mode to cleaner alternatives), H (sharing industry best practice) and J (better local freight and logistics planning).

4.74 New technologies are ever evolving with different solutions each at different levels of maturity in their design, proof of concept and scalability. Table 4.12 below assesses the commercial and technical maturity, and regulatory status, of a number of new and emerging technologies. The technical annex to this strategy, Work Package 4 "Technology and Decarbonisation", has explored this technology and its commercial, technical and regulatory hurdles in greater detail.

4.75 The expertise within the Transport for the South East Freight Forum is a great asset to the region and an ideal forum to evaluate and publicise the spread of technological solutions under development each year. Transport for the South East will therefore establish a Freight Forum subgroup to assess and evaluate best practice in applying new technologies to increase cost and environmental efficiency in the sector, to report every year on progress in this field.

4.76 Additionally, Transport for the South East will work with the Freight Forum subgroup to develop and endorse trials of future technology within the Transport for the South East region. This would include both public spaces (such as delivery droids on public highways) and in controlled environments such as warehouses and depots. Through trialling emerging technology in this way, the region will sit at the forefront of innovation and businesses and customers within the region will be set to benefit most quickly from exciting new technology to reduce costs, improve customer experience, and reduce the impact on the environment.

Measures and related actions

- K1 Promote the use of innovative technology to improve operational performance
  - K1.1 Establish a sub-group of the Freight Forum to focus on innovation in technology across modes, bringing together key stakeholders, including technology specialists, operators and others, with a remit to produce an annual 'state of the art' report on best practice in technology applications and known future 'horizon-gazing' developments
  - K1.2 Using the sub-group in K1.1, consider hosting technology trials within the Transport for the South East, encouraging technologists and industry to pair up and work together to define and undertake controlled use of new equipment and approaches, reporting back into the sub-group and Freight Forum

4.77 Table 4.1 in the introduction to this chapter summarises the role of developing future freight foresight in delivering the strategic objectives for the freight, logistics and gateways strategy.

4.78 A detailed action plan, setting out the actions and measures that will be needed to develop future freight foresight, is contained in Appendix B. Table 4.13 summarises key aspects of this action plan, setting out the role for Transport for the South East and other key partners in taking forward the measures that will be needed in the short term.

Table 4-12: New and emerging technology: level of maturity

Intervention	Commercial maturity	Technical maturity	Regulatory status
Alternative fuels	Operating commercially	Initial real-world operation	Permitted within certain constraints
Real-time fleet management	Mature commercial operation	Mature technical operation	Permitted within certain constraints
Booking systems for port access	Mature commercial operation	Mature technical operation	Permitted within certain constraints
New B2B and C2C models	Commercial Launch	Initial real-world operation	Permitted within certain constraints
Automated / autonomous vehicles	Commercial testing / piloting	Piloting	Not currently legislated for
Delivery drones	Commercial Testing / piloting	Initial real-world operation	Not currently legislated for
Delivery droids	Commercial Testing / piloting	Initial real-world operation	Permitted within certain constraints
Magway	Not operating commercially in the UK	Concept	Not currently legislated for
E-cargo bikes	Operating commercially	Initial real-world operation	Permitted within certain constraints
E-walkers	Commercial launch	Initial real-world operation	Legal status unclear
Freight on public transport	Mature commercial operation	Mature technical operation	Permitted within certain constraints
Platooning	Commercial Testing / piloting	Piloting	Not currently legislated for
Consolidation	Commercial launch	Initial real-world operation	Permitted within certain constraints
Dynamic kerb space management	Not operating commercially in the UK	Piloting	Not currently legislated for
VTOL mobility	Not operating commercially in the UK	Piloting	Not currently legislated for
Digital technologies in rail freight	Mature commercial operation	Mature technical operation	Permitted within certain constraints

Case Study – Solent Future Transport Zone (FTZ)

Solent Transport and its partner authorities (Southampton, Portsmouth, the Isle of Wight, and Hampshire) are delivering the Solent Future Transport Zone (FTZ). This seeks to explore innovative urban logistics and freight trials, including micro consolidation.

One component of the FTZ programme is the trial of Unmanned Aerial Vehicle service (UAV) to the Isle of Wight to transport time-critical medical supplies, such as cancer treatments or organs for transplants, including delivery to hard-to-reach locations. In May 2020, a UAV was successfully tested to take Medical Equipment from Lee-on-the- Solent in Hampshire to Binstead near Ryde on the Isle of Wight. This crossing takes around and 10 minutes, and it is hoped that this can improve the movement of time-critical supplies going forward.

Portsmouth and Southampton are also exploring the role of mobility hubs in the context of trialling micro consolidation facilities to reduce congestion and pollution. These would be tailored to sites with high demand for deliveries, such as business parks, student halls or residential areas 'Click and collect' services at these hubs would also reduce the demand for vehicle deliveries for personal deliveries.

Figure 4-3 Drone Trials in the Solent FTZ (Southampton University, 2021)

Table 4-13: Develop Future Freight Foresight

Strategic Action Area K: Develop Future Freight Foresight

Key Actions KA K1 – Promote the use of innovative technology to improve operational performance		
Key short-term actions for Transport for the South East	**Asks of delivery partners**	
By 2025: • Measure K1.1: Develop freight technology and innovation sub-group of the Transport for the South East Freight Forum • Measure K1.2: Support technology demonstration trials within the Transport for the South East area	**Central Government** • Measure K1.2: Support technology demonstration trials within the Transport for the South East area **Local Government** • Measure K1.1: Develop freight technology and innovation sub-group of the Transport for the South East Freight Forum • Measure K1.2: Support technology demonstration trials within the Transport for the South East area **Businesses** • Measure K1.1: Develop freight technology and innovation sub-group of the Transport for the South East Freight Forum • Measure K1.2: Support technology demonstration trials within the Transport for the South East area	**Operators** • Measure K1.1: Develop freight technology and innovation sub-group of the Transport for the South East Freight Forum • Measure K1.2: Support technology demonstration trials within the Transport for the South East area **Gateways** • Measure K1.1: Develop freight technology and innovation sub-group of the Transport for the South East Freight Forum • Measure K1.2: Support technology demonstration trials within the Transport for the South East area

Delivery of strategic objectives

- SO1. To improve the efficiency of the operation of the freight and logistics sector in the Transport for the South East area:

  ✓✓ - by investigating and promoting innovation in both technology and operational practices.

- SO5. To better integrate freight into place-making activity:

  ✓ – by reducing the impacts of freight movement and logistics activity on local amenity and assessing new technologies and practices to reduce freight's local impacts.

- SO6. To reduce the impact of freight and logistics operations on the environment through a reduction in air pollution and greenhouse gas emissions from the sector to achieve net-zero by 2050 at the latest:

  ✓ – using technology trials to assess options to reduce freight, logistics and gateways emissions and to focus on methods to decarbonise activity, across modes.

- SO7. To reduce the impact of freight on communities through reductions in noise levels, air quality impacts and informal overnight lorry parking:

  ✓ – by better understanding future technology and options to help make freight activity, cleaner, quieter, and less intrusive to local communities.

L. Improve Operational Efficiency and Safety

4.79 A further key theme for increasing the efficiency of the freight and logistics industry is improving operational efficiency.

4.80 The technical work undertaken to develop this strategy has also identified a shortage of high quality, open access freight data, which could inform the development and scalability of freight consolidation and operational efficiency. There is a key role for public sector organisations in improving access to data by taking on proactive role in helping to standardise data collection methods and helping to provide greater transparency across the industry.

4.81 Transport for the South East will also work with the Freight Forum to build on links between public authorities and the industry to help respond to trends and future scenarios. The use of technology can help with live data capture and sharing and is particularly relevant emerging from the changes to the industry that have accelerated as a consequence of the pandemic and leaving the European Union.

4.82 Transport for the South East will engage the government to develop a library of good practice for increasing operational efficiency, with a focus on toolkits and data available for operators, landlords and planning authorities to learn from best practice, reduce costs and plan successfully for freight consolidation, where relevant.

4.83 The government's relatively restricted approach to operator licensing is a prescriptive approach designed to ensure minimum safety standards are of a high calibre. However, it can lead to inefficiencies within the operation. Transport for the South East will work to encourage operators to engage in methods to counter inefficiencies by adopting best practice approaches to increase vehicle utilisation, working collaboratively with stakeholders, whilst ensuring safety standards are of the highest quality.

Measures and related actions

- L1 Promote best practice to industry, to optimise vehicle fill and minimise empty running
  - L1.1 Engage Department for Transport, with support from other organisations, to provide a centralised 'Best Practice Hub' of information on operational efficiency and safety, with support tools, across modes
  - L1.2 Good Practice Guide on open access, shared resource Freight Consolidation – how it works, where it's been successful, the challenges and potential benefits
- L2 Encourage a review of industry structure to support vehicle fleet optimisation
  - L2.1 Engage Department for Transport, with support from other organisations, to revisit the role of restricted Operator Licensing and its inherent inefficiencies for vehicle utilisation

Case Study: Ocado and Morrisons shared fulfilment centres

In 2020, Ocado entered into an agreement to supply Morrisons' online grocery delivery service and provided space in Shared Fulfilment Centres (SFC). This required gaining access to Morrisons' internal fulfilment software to fulfil online orders from its stores with the aim of offering online services in areas not currently serviced by a customer fulfilment centre. Morrisons has also recently agreed terms with Amazon based on a similar offer to expand area coverage – including last mile deliveries. The approach is viewed as low risk and a capital-light wholesale supply arrangement.

4.84 Table 4.1 in the introduction to this chapter summarises the role of improved operational efficiency and safety in delivering the strategic objectives for the freight, logistics and gateways strategy.

4.85 A detailed action plan, setting out the actions and measures that will be needed to deliver improved operational efficiency and safety, is contained in Appendix B. Table 4.14 summarises key aspects of this action plan, setting out the role for Transport for the South East and other key partners in taking forward the measures that will be needed in the short term.

Table 4-14: Improve Operational Efficiency and Safety

Strategic Action Area L: Improve Operational Efficiency and Safety

Key Actions KA L1 – Promote best practice to industry to optimise vehicle fill and minimise empty running KA L2 – Encourage a review of industry structure to support vehicle fleet optimisation		
Key short-term actions for Transport for the South East	**Asks of delivery partners**	
By 2025: • Measure L1.1: Engage Department for Transport to develop a comprehensive Best Practice Hub for operational efficiency information • Measure L1.2: Guidance on open access, shared resource freight consolidation • Measure L2.1: Engage Department for Transport to undertake a detailed review of restricted operator licensing and its impact on whole industry efficiency and environmental impact	**Central Government** • Measure L1.1: Engage Department for Transport to develop a comprehensive Best Practice Hub for operational efficiency information • Measure L1.2: Guidance on open access, shared resource freight consolidation **Local Government** • Measure L1.1: Engage Department for Transport to develop a comprehensive Best Practice Hub for operational efficiency information • Measure L1.2: Guidance on open access, shared resource freight consolidation • Measure L2.1: Engage Department for Transport to undertake a detailed review of restricted operator licensing and its impact on whole industry efficiency and environmental impact **Businesses** • Measure L1.1: Engage Department for Transport to develop a comprehensive Best Practice Hub for operational efficiency information • Measure L1.2: Guidance on open access, shared resource freight consolidation • Measure L2.1: Engage Department for Transport to undertake a detailed review of restricted operator licensing and its impact on whole industry efficiency and environmental impact	**Operators** • Measure L1.1: Engage Department for Transport to develop a comprehensive Best Practice Hub for operational efficiency information • Measure L1.2: Guidance on open access, shared resource freight consolidation • Measure L2.1: Engage Department for Transport to undertake a detailed review of restricted operator licensing and its impact on whole industry efficiency and environmental impact **Gateways** • Measure L1.1: Engage Department for Transport to develop a comprehensive Best Practice Hub for operational efficiency information **Academia** • Measure L1.1: Engage Department for Transport to develop a comprehensive Best Practice Hub for operational efficiency information • Measure L1.2: Guidance on open access, shared resource freight consolidation

Delivery of strategic objectives

- SO1. To improve the efficiency of the operation of the freight and logistics sector in the Transport for the South East area:

  ✓ - this Strategic Action focuses explicitly on improving operational efficiency within industry activity, across modes.

- SO3. To improve connectivity to the international gateways in the Transport for the South East area (and for serving the UK):

  Transport for the South East✓ - by improving efficiency, network utilisation and streamlined activity at ports and airports.

- SO4. To improve the safety of the freight sector through reductions in the number of accidents involving goods vehicles, particularly with vulnerable road users:

  ✓✓ - by improving operational performance and safety practices, risks to society reduce. Fewer trips mean reduced likelihood of conflict with other road users.

M. Enhance Industry Workforce Capability

4.86 The freight and logistics industry must ensure it has the skilled labour force required to design and implement and operate future developments and technologies within the sector to achieve economic and housing growth, increasing customer needs, and decarbonising freight transport. The industry must have access to highly skilled, imaginative and dedicated staff to achieve this ambitious task.

4.87 Within the Transport for the South East region, stakeholders have identified the need to access to the right labour in right location as a key priority to in order to address the challenges the future poses for the industry. The driver shortage challenge has recently been exacerbated by the recent outflux of EU drivers from the UK. Beyond driving vehicles, industry growth requires new staff employed in warehousing and distribution operations, as well as in research, innovation and freight planning.

4.88 Transport for the South East will build on already established work by industry and local authorities to broaden the awareness and appeal of logistics as a fulfilling and futureproof career path, building transferrable skills in the workforce to solve the many challenges facing the sector. We will build on the Transport for the South East Freight Conference and industry showcasing described in theme A (improve perceptions of the industry), delivering a wider range of measures to bolster the industry workforce.

Measures and related actions

- M1 Encourage industry upskilling to improve efficiency, safety and standards
  - M1.1 Work with industry and academic partners, to establish a South East England Logistics Centre of Excellence (physical or virtual) to focus on attracting new industry entrants (at multiple levels) to undertake training in best practice approaches to operations, across modes. Existing training on legal compliance already exists and is offered extensively – this initiative would focus on best practice in operational efficiency, safety and standards, above and beyond basic legal compliance but not to the level of degree course. This would be for practitioners and early career entrants to help embed techniques to assess operational performance and how to select and implement best practice measures and assess benefits.
- M2 Attract new entrants through engagement with schools and colleges and facilitating links with operators, across modes
  - M2.1 Use local authority links to develop, in partnership with industry operators through a sub-group of the Freight Forum, an awareness raising programme for schools and colleges to encourage entrants to the industry, showcasing the work of partner operators and types of roles available

4.89 Table 4.1 in the introduction to this chapter summarises the role of enhanced industry workforce capability in delivering the strategic objectives for the freight, logistics and gateways strategy.

4.90 A detailed action plan, setting out the actions and measures that will be needed to enhance industry workforce capability, is contained in Appendix B. Table 4.15 summarises key aspects of this action plan, setting out the role for Transport for the South East and other key partners in taking forward the measures that will be needed in the short term.

Table 4-15: Enhance Industry Workforce Capability

Strategic Action Area M: Enhance Industry Workforce Capability

<table>
<tr><td colspan="3">Key Actions
KA M1 – Encourage industry upskilling to improve efficiency, safety, and standards
KA M2 – Attract new entrants through engagement with schools and colleges and facilitating links with operators, across modes</td></tr>
<tr><td rowspan="2">Key short-term actions for Transport for the South East
By 2025:
• Measure M1.1: Establish a South East Logistics Centre of Excellence</td><td colspan="2">Asks of delivery partners</td></tr>
<tr><td>Central Government
• Measure M1.1: Establish a South East Logistics Centre of Excellence
Local Government
• Measure M1.1: Establish a South East Logistics Centre of Excellence
Businesses
• Measure M1.1: Establish a South East Logistics Centre of Excellence</td><td>Operators
• Measure M1.1: Establish a South East Logistics Centre of Excellence
Gateways
• Measure M1.1: Establish a South East Logistics Centre of Excellence
Academia
• Measure M1.1: Establish a South East Logistics Centre of Excellence</td></tr>
<tr><td colspan="3">Delivery of strategic objectives
• SO2. To enhance the contribution of the freight and logistics sector as an important industrial sector and employer in the Transport for the South East area:
✓✓ - this Strategic Action and its component measure are designed to enhance industry skills, positively promoting the industry’s workforce, and building capacity for the future.
• SO4. To improve the safety of the freight sector through reductions in the number of accidents involving goods vehicles, particularly with vulnerable road users:
✓ - by upskilling staff and increasing performance standards – environmental, safety and efficiency, across modes.</td></tr>
</table>

N. Increase Clarity of Roles and Influence of Public Sector Organisations

4.91 Public sector organisations have a key role to play in enabling the private sector to innovate and grow. Local planning authorities, county councils, National Highways, Great British Railways and Transport for the South East itself each has an important role to play in fostering the right environment to facilitate private sector investment and business development. Transport for the South East will work with the Freight Forum to develop a subgroup comprising local authority officers holding the freight / freight planning portfolio, to share insight and best practice across the region and offer support in solving complex issues relating to logistics and land use planning.

4.92 Transport for the South East will also research and showcase best practice in the public sector and early adoption of innovative solutions to foster economic growth and private sector investment in the sector. Transport for the South East will also work to explain the complex roles and interplay between different levels of local authority to help private sector operators understand the regulatory landscape in logistics. This includes explaining the role of Transport for the South East itself within this framework. Transport for the South East's technical work informing this strategy has identified that Transport for the South East's role will include:

- Building awareness of the importance of freight, through marketing & events
- Working with local transport authorities to ensure they develop local freight strategies are in place across the Transport for the South East area
- Developing and maintaining a 'best practice repository'
- Mediating between stakeholders to develop working groups / planning workshops to spread best practice
- Developing designated freight & logistics officer posts in local authorities and at Transport for the South East
- Advancing how other public authorities procure and plan for freight, e.g. by bringing in the Energy Savings Trust to give advice
- Developing a 'skills manifesto' for the sector in the region
- Engaging with industry to deliver more apprenticeship / placement opportunities for young people in the sector
- Specifying accreditation schemes such as FORS, CLOCS, Eco Stars and DVSA Earned Recognition schemes in contracts, setting best practice standard for other authorities
- Developing a 'living lab' / advanced working group to discuss / develop / evaluate / fund experimental policies / measures

Measures and related actions

- N1 Establish partnership working across the public sector
  - N1.1 Set-up a sub-group under the Freight Forum structure, to bring together officers across Transport for the South East local authorities with a remit for freight and logistics, to share experience and best practice and offer support
  - N1.2 Research and promote best practice examples where the public sector has shown leadership through early adoption of innovation, such as cleaner vehicle fleet operations, alternative fuel use, urban freight management planning etc.
- N2 Define the role of Transport for the South East and others
  - N2.1 Create an easy reference tool for the private sector to explain the roles and responsibilities of Government, in all of its forms, to better inform industry operators on which bodies are responsible for what – specifically related to freight transport. Explain specifically the role of Transport for the South East in coordinating and facilitating public sector activities and support investments for freight priorities

4.93 Table 4.1 in the introduction to this chapter summarises how clarity of roles and influence of public sector organisations will help deliver the strategic objectives for the freight, logistics and gateways strategy.

4.94 A detailed action plan, setting out the actions and measures that will be needed to deliver clarity of roles and influence of public sector organisations, is contained in Appendix B. Table 4.16 summarises key aspects of this action plan, setting out the role for Transport for the South East and other key partners in taking forward the measures that will be needed in the short term.

Table 4-16: Increase Clarity of Roles and Influence of Public Sector Organisations

Strategic Action Area N: Increase Clarity of Roles and Influence of Public Sector Organisations

<table>
<tr><td colspan="3">Key Actions
KA N1 – Establish partnership working across the public sector
KA N2 – Define the role of Transport for the South East and others</td></tr>
<tr><td rowspan="2">Key short-term actions for Transport for the South East
By 2025:
• Measure N1.1: Research and promote best practice in public sector leadership in adopting innovation
• Measure N2.1: Reference tool for industry explaining public sector organisations’ roles and responsibilities</td><td colspan="2">Asks of delivery partners</td></tr>
<tr><td>Central Government
• Measure N1.1: Research and promote best practice in public sector leadership in adopting innovation
• Measure N2.1: Reference tool for industry explaining public sector organisations’ roles and responsibilities
Local Government
• Measure N1.1: Research and promote best practice in public sector leadership in adopting innovation
• Measure N2.1: Reference tool for industry explaining public sector organisations’ roles and responsibilities
Businesses
• Measure N2.1: Reference tool for industry explaining public sector organisations’ roles and responsibilities</td><td>Operators
• Measure N2.1: Reference tool for industry explaining public sector organisations’ roles and responsibilities
Gateways
• Measure N2.1: Reference tool for industry explaining public sector organisations’ roles and responsibilities</td></tr>
<tr><td colspan="3">Delivery of strategic objectives
• SO1. To improve the efficiency of the operation of the freight and logistics sector in the Transport for the South East area:
✓✓ - by helping operators better understand the roles of various public sector organisations and how they create the operating environment – and how best to engage with the right organisations.
• SO5. To better integrate freight into place-making activity:
✓ – by increasing understanding of operators of the expectations, systems, policies, and processes used by a wide range of public sector organisations to create local operating environments.
• SO7. To reduce the impact of freight on communities through reductions in noise levels, air quality impacts and informal overnight lorry parking:
✓ – by reducing the social and environmental impacts of freight movement and logistics activity, encouraging operators to work with the public sector to improve operational performance, as well as the local operating environments.</td></tr>
</table>

5 Delivery Plan

How we will implement the measures and actions to achieve our strategic vision

5.1 This chapter sets out a delivery plan for the strategy and the detailed action plan set out in Appendix B. It examines three key elements that are critical to the delivery of the Key Action Areas / Strategic Themes and their associated actions and measures, as follows:

- governance, roles and responsibilities;
- funding and financing; and
- monitoring and evaluation

A monitoring framework for the strategy, which is based on a logic map detailing how the strategy will deliver the desired outputs, outcomes and impacts, and meet its strategic objectives, is also set out in this chapter.

Governance, roles, and responsibilities

5.2 The successful realisation of the objectives for the strategy requires the integrated efforts of all stakeholder groups, both public and private sector, including central government and its agencies; local transport/highway and planning authorities; Local Enterprise Partnerships and industry bodies; other Sub-national Transport Bodies; operators; gateways; other businesses generating freight demand; and academia.

5.3 Actions and specific measures in the previous chapter, and in Appendix B, identify specific requirements of Transport for the South East and asks of different partner groups. Key aspects of governance, roles and responsibilities are outlined below.

Governance

5.4 Transport for the South East is constituted through a Partnership Board and a wider Transport Forum reporting to the board, with officer groups and a supporting secretariat. The Partnership Board comprises its 16 constituent Local Transport Authorities, each having voting status, and non-voting board members from the Department for Transport; Network Rail; National Highways; two Local Planning Authority ("district and borough") representatives; two Local Enterprise Partnership representatives; and a representative of protected landscapes (e.g. National Parks and Areas of Outstanding Natural Beauty).

5.5 Transport for the South East does not have statutory status. In 2019, the former Secretary of State for Transport, the Right Honourable Chris Grayling MP, stated that Sub-national Transport Bodies' transport strategies, such as Transport the South East's, would be considered in decision-making as if all 'shadow' Sub-national Transport Bodies had statutory status.

5.6 The Partnership Board agrees strategy and related documents and proposals. Approval of this strategy, in draft, is subject to this process.

5.7 Transport and spatial/land use planning powers are spread across all levels of government, including at the local level where specific policies and other local requirements are conveyed through Local Transport Plans, Local Plan, and Supplementary Planning Documents. Private sector operations are guided through government policy and regulatory frameworks, which creates a complex landscape of powers, investment, and activity across multiple stakeholder groups.

5.8 Accountability for the delivery of the strategy will reside with Transport for the South East and its board. The Freight Forum developed to guide the development of the strategy will be reconstituted to oversee and share responsibility for delivery.

Transport for the South East

5.9 Transport for the South East's role following development of the strategy is to guide delivery of the strategy, speaking with a 'single voice' for the region and its partners. Transport for the South East will have a key role in the following areas::

- maintaining the strategy (refreshed every five years) and further, more specific strategy development (to be determined);
- speaking with a 'single voice' for the industry and making the case for investment, changes to policy and regulation, and additional resource;
- knowledge sharing and dissemination of best practice; and
- convening stakeholders and additional resource to determine the most appropriate routes for delivery, including how best to align processes and share data.

Other sub-national transport bodies

5.10 Given the strategic nature and long distances of many freight trips, particularly those to international gateways, co-ordination between Sub-national Transport Bodies is important. Examples include co-operation on the Lower Thames Crossing, or planning enhancements to routes between the Solent ports up to the Midlands, North of England, and beyond. The roles of other Sub-national Transport bodies, in conjunction with Transport for the South East include:

- advice to central government on the integrated planning of strategic transport networks;
- joint advocacy to make the case for investment and changes in policy and regulation; and
- knowledge sharing and dissemination of best practice, and provision of data.

Central government and its agencies

5.11 Central government departments set national policy and allocate budgets to projects and programmes, as well as devolving budgets and powers to local bodies. The main sources of transport and planning policy and funding are the Department for Transport (DfT) and the Department for Levelling Up, Housing and Communities (DLUHC).

5.12 National agencies and bodies also hold responsibilities for freight and logistics across the Transport for the South East area. For example, Network Rail owns and is responsible for the majority of rail infrastructure in the UK, including railway tracks, signals, tunnels, bridges, and most stations. They also set the national rail timetable and provide paths for rail freight. Network Rail do not own or run passenger or freight trains or set ticket prices. This is the responsibility of train and freight operating companies.

5.13 Similarly, National Highways is responsible for operating, maintaining, and improving the Strategic Road Network – the motorway and major A Roads within the UK.

5.14 Through this strategy, a number of asks are made of central government bodies, including:

- provision of funding/financing:
  - capital: infrastructure, systems, and maintenance;
  - resource: operations, staff/consultancy, R&I;
- policy and regulation, and related guidance/frameworks/tools: planning, decarbonisation, technology, data sharing and analysis;
- delivery and maintenance of rail infrastructure and scheduling of rail freight paths; and
- operation, maintenance, and improvement of the Strategic Road Network.

Local Transport and Highway Authorities

5.15 Local transport functions related to freight and logistics are primarily stipulated in the Transport Act 1985, Transport Act 2000, and Local Transport Act 2008. These include the duty on Local Transport Authorities to produce a Local Transport Plan. New guidance on Local Transport Plans is expected in spring 2022, and a requirement for these Plans to set out pathways to net zero carbon and quantified carbon impact assessments is expected to be detailed.

5.16 Local highway functions, as set out in the Highways Act 1980 (along with subsequent legislation and regulations), include responsibility for highway maintenance to ensure that the public highway is safe and usable, including during adverse weather conditions; maintaining records; and regulating the impacts of new residential, commercial, and industrial development on highways.

5.17 This strategy seeks to help co-ordinate the planning of local transport and management of local highways to support freight, logistics and gateway operations and related sectors. The 16 Local Transport and Highway Authorities across the Transport for the South East area can:

- manage highway traffic for safe, efficient and reliable journeys on local roads;
- plan, design, fund/seek funding for, and deliver new/upgraded transport infrastructure, policies and other interventions, including:
  - the integration of freight modes;
  - measures to manage demand and incentivise behaviour change, including mode shift;
  - on-street parking/loading/unloading infrastructure and charging infrastructure;
- knowledge sharing, dissemination of best practice, and provision of data.

Unitary Authorities

5.18 Unitary Authorities are local authorities that are responsible for the provision of all local government services within a district – combining, amongst other responsibilities, transport, highway, and planning (see below). They are constituted under the Local Government Act 1992 to allow the existence of counties that do not have multiple districts. There are 11 Unitary Authorities across the Transport for the South East area.

Local Planning Authorities

5.19 Local Planning Authorities are responsible for exercising planning functions across their respective areas. This includes developing a Local Plan, a development plan for the authority's area, pursuant to the Planning and Compulsory Purchase Act 2004 and the National Planning Policy Framework.

5.20 Local Plans provide a spatial vision and a framework for the future development of the area, addressing needs and opportunities in relation to housing, the economy, community facilities and infrastructure – as well as a basis for safeguarding the environment, adapting to climate change and securing good design (e.g. setting parking standards).

5.21 This strategy identified opportunities for Local Planning Authorities to:

- identify sites for commercial and residential development, warehousing, consolidation centres, and off-street charging facilities for example; and
- knowledge sharing, dissemination of best practice, and provision of data.

Local Enterprise Partnerships and Industry Bodies

5.22 Local Enterprise Partnerships (LEPs) are partnerships of public and private sector bodies, including Higher and Further Education Institutions. LEPs play a central role in determining local economic priorities and undertaking activities to drive economic growth and job creation, improve infrastructure and raise workforce skills within the local area. LEP boards are led by a business Chair and board members are local leaders of industry (including SMEs), educational institutions and the public sector. The future of LEPs is likely to be clarified through the Levelling Up White Paper, expected in Spring 2022.

5.23 Industry bodies perform a similar role in terms of representing their private sector memberships. Examples include Logistics UK, the Road Haulage Association, and the Association of International Courier & Express Services (AICES) – all of which have been members of the Freight Forum guiding the development, and continuing delivery, of this strategy.

5.24 LEPs and industry bodies can support delivery of this strategy through:

- speaking with a single voice from their memberships/businesses, providing insight (e.g. on skills gaps, funding for business), and fostering closer links between them and other stakeholder groups; and
- advocating and securing funding for infrastructure (e.g. transport, premises), skills capital and training, business support, and innovation.

Operators and gateways

5.25 Logistics operators, warehouse/consolidation centre operators, and gateway operators are at the core of the strategy. Recognising the legal and regulatory requirements they must adhere to; their importance for logistics and trade, stimulating investment and economic growth, employment and skills; and potential to help address some of the most pressing challenges facing the region and wider UK, the strategy identifies the following roles and responsibility of operator partners:

- provision of freight, logistics and gateway infrastructure and services;

- compliance and exceedance of legal standards for safe operations;
- minimising negative impacts on and capturing opportunities for communities;
- identification of skills and technology gaps, and investment in addressing these gaps;
- efficient operations;
- reducing emissions from operations; and
- knowledge sharing and dissemination of best practice, and provision of data.

Other businesses – generating freight demand

5.26 Businesses and other employers, along with households, are the generators of freight demand and freight movements across, to and from the South East. Operating practices, including adherence to legal and regulatory requirements, can enhance the efficiency of operations as well as impacting local communities.

5.27 Roles and responsibilities identified include:

- minimising negative impacts on and capturing opportunities for communities;
- identification of skills and technology gaps, and investment in addressing these gaps;
- efficient and reduced emission operations, including use of own supply chains to incentivise more optimal operations; and
- knowledge sharing and dissemination of best practice, and provision of data.

Academia

5.28 The Transport for the South East area is home to over a dozen Higher Education Institutions. Several universities conduct research in subject matter areas related to freight and logistics, a key example being the University of Kent, which provides a master's degree course in Logistics and Supply Chain Management through the university's Kent Business School. The universities of Southampton and Portsmouth also have dedicated expertise in freight and logistics and are both currently supporting the development of the Solent Area Future Transport Zone. Universities have been key partners with the Freight forum, and roles and responsibilities identified within this strategy include:

- research: operational management/efficiency, decarbonisation, and technology, including the use of campuses as testbeds; and
- knowledge sharing and dissemination of best practice, and provision of data.

Funding and financing

Introduction

5.29 Delivery of this strategy, including interventions identified within this document, supporting Technical Reports, and in Transport for the South East's Strategic Investment Plan (under development), will be subject to the provision of funding. For some of the measures and interventions being proposed, current funding sources may not be appropriate or sufficient. The ability of Transport for the South East and its local partners to respond effectively to new funding and financing opportunities will be important.

5.30 There is currently uncertainty in the outlook of the national economy due to the 2020/2021 pandemic and its impacts. As such, there is uncertainty over the funding opportunities that might arise from and for both government and private sector led initiatives. At the time of strategy development, Transport for the South East is still awaiting the outcome of proposals made to central government for additional funding. We still await the outcome of central government budgetary and spending decisions to identify replacements to previous grant systems and any new opportunities to secure funding for transport improvements.

5.31 The list is not exhaustive, but key sources are identified and the potential for each funding source or financing option is indicated with a tick-based system of least useful or applicable, to most useful or applicable (i.e. ×, **0**, ✓, ✓✓, ✓✓✓).

Central government grants – capital

5.32 The most 'traditional' source of funding for transport schemes has been from central government, either for schemes directly sponsored by the Department for Transport or its national "arm's length bodies", such as Network Rail and National Highways, or through money transferred to local government bodies or business grants. This can be on a formula basis (e.g. by need or population) or on a competitive basis, and often requires match funding. The primary sources of capital grants from central government are:

To Arm's Length Bodies of Central Government Departments

- **Highways England**: central government allocated funding to National Highways to upgrade and maintain the Strategic Road Network through its Road Investment Strategy 2 (RIS2). The strategy covering 2020-2025 was published in March 2020. The Strategic Road Network carries two-thirds of all road-based freight traffic. Increasingly, National Highways and central government are realising the importance of taking a multi-modal approach as well as considering the complementarity of principal local roads, or the "Major Road Network" with associated funding along with highway based "Large Local Major Schemes". (✓✓✓)
- **Network Rail**: Similar to Highways England, the Department for Transport identifies priorities for the rail network, such as electrification, gauge clearance, and Strategic Rail Freight Interchanges, to be delivered by Network Rail, Freight Operating Companies or third parties. In May 2021, central government released 'Great British Railways: Williams-Shapps Plan for Rail', a White Paper outlining the future of British railways and the creation of a new public body, Great British Railways (GBR) as a single "guiding mind" to own infrastructure, receive fare revenue, run and plan the network and set most fares and timetables. From a practical perspective, the White Paper anticipates that Network Rail, along with relevant functions of the Rail Delivery Group and Department for Transport will be absorbed into Great British Railways. Great British Railways will:
  - Be a single guiding mind;
  - Develop a 30-year strategy and long-term business plans;
  - Manage railway budgets;
  - Have control of ticketing;
  - Own stations and infrastructure;
  - Be composed of regional divisions;

- Have a national brand and identity;
- Plan track access arrangements; and
- Be accountable and regulated.

- With respect to devolution, the White Paper proposes that in London and the South East, a new strategic partnership will be established to support housing, economic growth and the environment bringing together Great British Railways, Transport for London, and local authorities. (✓✓✓)
- **National Networks:** Plans and funding for beyond the RIS2 for highways and the rail Control Period are increasingly uncertain, and in July 2021, central government committed to a review of the National Policy Statement on National Networks. The way national networks are planned and funded could change, most likely with greater prioritisation given to decarbonisation. (× /✓)

To Sub-national Transport Bodies

- **Sub-National Transport Bodies:** Transport for the South East does not currently receive capital grant funding from central government or other partners. Other Sub-national Transport Bodies have had capital funding ringfenced, but it has remained with central government. In future, Transport for the South East may seek powers to receive capital funding for scheme delivery or ringfencing of central government funding. (✓✓)

To Local Authorities and Local Enterprise Partnerships

- Several funds are allocated and administered at a local level. Capital grant funding covers **Highway Maintenance** and small-scale interventions through the **Integrated Transport Block**. The majority of funding, however, requires competitive bidding, and includes funding sources such as the **Transforming Cities Fund** and **Future Mobility Zones**; funding for the **Major Road Network** and **Large Local Major Schemes**; and match funding for electric vehicle charging infrastructure. (✓✓)
- **UK Shared Prosperity Fund:** At the time of strategy development, central government is yet to announce the scale and form of the UK Shared Prosperity Fund. Seen as a successor to funds allocated by Local Enterprise Partnerships, it is unlikely that this future funding will be allocated this way, particularly funds for transport and related infrastructure and services. Local Transport/Highway Authorities and Local Planning Authorities are the more likely immediate recipients. Details are expected to be released in Spring 2022 alongside the long-awaited Levelling Up White Paper. (✓)
- **Local government reform:** Parts of the country which are reforming their local government structures and governance to be more 'streamlined' are increasingly being prioritised for central government funding, particularly in large conurbations. The formation of 'devolution deals' has typically been accompanied by funding, along with new funds being top-sliced heavily for new bodies, and example of which is the Transforming Cities Fund for transport investment, where the fund was prioritised for Combined Authority areas. There is no certainty of additional funding but there is precedent, and changes would require significant senior stakeholder and public buy-in. Currently, there are no proposals for a Combined Authority to be formed in the Transport for the South East area. However, once established legally, there is precedent for these bodies to receive additional grant funding. (✓)
- **Innovate UK** is a national body promoting innovation through collaboration – often between the private sector, public sector, Higher Education Institutions and/or research institutions. This source of funding is not suited to 'conventional' transport schemes, and to secure funding, private sector organisations are often required to provide match-funding which can represent challenges. This could be more suited to new mobility and technologically forward options. (✓)

To the private sector

- Funding is available for private sector partners, typically in the form of match funding. Examples in different sectors include:
  - **New mobility/Highways**: The **Charging Infrastructure Investment Fund** - a £400 million fund launched in 2020 to help accelerate charging infrastructure deployment, **Plug-In Electric Vehicle Grant**, and **Zero Emission Road Freight Trials**. (✓✓)
  - **Rail**: The **Customer & Communities Investment Fund** provided to Train Operating Companies to trial and deliver interventions, such as carrying of post/parcels. (✓)
  - **Maritime** sector: The **Clean Maritime Programme** (£1.4m) and **Clean Maritime Demonstration Competition** (£20m) to support and accelerate research, design and development of zero emission technology and infrastructure solutions for maritime and accelerate decarbonisation. (✓)
  - **Business:** Loans and grants for infrastructure from the Department for Business, Environment and Industrial Strategy, often through bidding. (✓)

Central government grants – revenue

5.33 Typically, capital funding from central government is allocated in far higher volumes, than revenue funding for resource, operations, and research and innovation. Relatively small levels of revenue funding for freight, logistics and gateways are available as follows:

- **Sub-national Transport Bodies**: Revenue funding for staff costs and consultancy support are provided by the Department for Transport (and constituent Local Transport Authorities). Additional funding may be available via central government funding, typically decided and announced through Budgets/Comprehensive Spending Reviews, and 'one off' annual budget reallocations. (✓)
- **Local government**: There is growing recognition within central government that schemes and policies can stall locally due to a lack of revenue funding for **early stages of scheme development** (i.e. the point before which local government is typically willing to 'capitalise' costs). Recent competitive bidding has seen grant funding allocated for resource to support scheme and plan development. There has also been a trend for **local government reform** to be accompanied by increases in revenue funding, negotiated as part of 'deals' with central government. (✓)
- **Private Sector**: The Department for Transport occasionally provides revenue grants directly to the private sector. In the freight sector, examples include **Modal Shift Revenue**

Support and Waterborne Freight Grant** to support businesses in the transition of road freight to rail and water, **First of a Kind Fund** for decarbonising rail freight and **Green Fuels Green Skies Competition** for the development of Sustainable Aviation Fuels. Business grants are available in the form of grants for start-ups and innovation from the **Department for Business, Environment and Industrial Strategy**, as well as funding for further education and apprenticeships via the **Education and Skills Funding Agency**. (✓)

Local government

5.34 In recent history, local government has not had significant opportunities for generating revenues locally which it can then retain. Central government policy for local government funding and financing is slowly changing, with recent changes in the policy on Business Rate retention locally and Council Tax increases (up to 3%) being the most significant.

5.35 The options below are all important local funding sources, which can be hypothecated for investments which can support the freight and logistics sectors through, typically, small-scale interventions. Income generated from these options, however, is often hypothecated or considered for the general operation of local government, rather than specific capital (or revenue) investment.

- **Council Tax**: There is limited scope for increases, however many authorities are considering increases within limits set by central government. (✓)
- **Increased / full business rate retention**: Part of central government's planned reforms for local government to retain all locally generated business rates (much like an Enterprise Zone), but with the removal of central government's 'Capital Grant' to local government. It is not clear across the South East whether this would increase or decrease the funding available for investment and be dependent on the performance of local economies. In the future, business rates income may be a source of funding for a proposed National Infrastructure Fund scheme. (× /✓)
- **Parking charges and other local charges/fees**: Can be a major source of funding for Local Authorities, but can be unreliable (especially through the pandemic), and collection disproportionately expensive compared to other sources. Explicit policy to raise funding through increases in these mechanisms can prove very unpopular, but more explicit hypothecation for investment on transport could be a way through. (✓)
- **Additional demand management / pricing mechanisms:** These measures could include parking restraints such as increased parking charges or reduced car parking provision, or wider overarching measures such as Ultra Low Emission Zones, Workplace Parking Levies, and congestion charging. Each of these schemes aims to deter non-essential private motor vehicle usage, and ultimately improve air quality and congestion, creating safer streets which enable and encourage more sustainable modes of travel. Again, these options are likely to be initially unpopular with the public, and potentially businesses and operators. They need to be subject to extensive analysis and engagement in the planning and design of the measures. It is important that the scheme is well-evidenced and communication, and the benefits and other impacts clearly laid out. (✓✓)
- **Developer contributions / Community Infrastructure** Levy: An important source of funding, particularly for local infrastructure schemes, requires justification to enable or support a development. In addition, the Community Infrastructure Levy can be raised for new development (paid by developers) to invest in a wider range of infrastructure (new or to repair) to support development in the local area more broadly against an approved charging schedule and in line with local Development Plans. A balance is required on the extent to charges or contribution ensure development remains commercially viable. Investment made by developers or contributions/levy payments via local authorities could be used to support infrastructure such as micro-consolidation centres and last mile delivery infrastructure. In July 2021, central government confirmed that the proposals to introduce a new national infrastructure levy were instead set to be replaced by "locally set" levies, intended to replace "complex" section 106 agreements and Community Infrastructure Levies. This mechanism could make it easier to capture uplift in land value, which could be used for transport infrastructure. This would be supported through Local Plan and existing site policies. (✓✓)

Private Sector

5.36 There is a growing reliance on the private sector to provide funding for schemes that they directly benefit from or add costs to. Central government is also encouraging local government to transfer costs to the private sector. Existing options include:

- **Private sector investment models**: The private sector invests in its own operations and supply chains, as well as building investment portfolios. Attracting private sector investment into the public sector requires Transport for the South East to continue to build its profile for innovation and growth. (✓✓)

Financing

5.37 While less ideal than grant funding, financing can be an option for transport investment, particularly schemes that have a mechanism for repayment or increased asset value. Options could include:

- **Government loans (e.g. Public Works Loans Board)**: Credit is relatively readily available but with local government finances under strain, the appetite for further borrowing and costs of debt financing are strongly waning. With the risk of higher interest rates, this option is increasingly less viable for local authorities. (×)
- **Capital markets**: Financing is available if credit rating satisfies creditors. This depends on risk appetite and ability to repay loans and generate revenue streams. Typically, transport is poor at this, unless attached to a land value capture model. Central government is backing investment in infrastructure on a more commercial basis. (×)
- **New models:**
    - **Land Value Capture (e.g. Tax Incremental Financing)**: This group of options involve borrowing against future increases in business rates or other appreciation in asset value to fund infrastructure that would generate the uplift. This would require legislative change and suitable governance and hypothecation locally. The complexity of securing legal powers and developing a workable and acceptable model make this option unattractive. (×)
    - **Bonds**: In some countries, outside of the UK, some local government bodies have the authority to issue bonds. This is untested in the UK, would require legislative

change (i.e. primary), high credit rating / risk appetite, repayment mechanisms / revenue streams, appropriate governance, and suitable capability of skilled resource to develop the model. For these reasons, this option is not deemed feasible. (×)

Summary

5.38 The funding landscape is uncertain. Transport for the South East awaits the outcome of the 2021 Comprehensive Spending Review to identify replacements to "old" funds and new opportunities to secure funding for its priorities, including those in this strategy.

5.39 Regionally, the most suitable sources of funding are likely to be a combination of private sector investment; grant funding from central government; developer contributions across the area resulting from planned growth; locally derived revenues form pricing mechanisms such as Clean Air Zones and Workplace Parking Levies. Further prioritisation of options will be required as well as aligning options to other funding sources.

5.40 Investment in transport is increasingly requiring the ability to draw down and generate funding from multiple sources – "cocktails" of funding. Partnerships with the private sector and innovation bodies could align well with investment in new technologies.

Monitoring and evaluation

Context

5.41 The monitoring of the delivery of the Strategy will primarily be structured around, and informed by, the monitoring framework, which is outlined below.

5.42 This plan provides details of the indicators that will be monitored to provide empirical evidence of performance in the delivery of the strategy and realising the objectives set within it. Many of these indicators, however, are only of use once measures have been delivered and are beginning to deliver tangible impacts within the Transport for the South East area.

5.43 For each Measure within the action plan in Appendix B, outcome metrics are identified for monitoring purposes. Through engagement with the Freight Forum, Transport for the South East will identify the frequency with which data will be collected to monitor performance, along with data sources, owners, and targets.

5.44 At a programme level, Tables 5.1 to 5.7 below identify the indicators, direction of travel, data source, frequency of collection and owner to monitor the delivery of each of the strategic objectives for the strategy. Together, they form a monitoring framework that builds on Figure 5.1, which is a high-level logic map, or 'theory of change' for the delivery plan, setting out how the strategy will deliver the desired outputs, outcomes and impacts, and meet its strategic objectives. As shown in Figure 5.1, this logic is not made up of one-to-one relationships, and hence multiple links are identified including repetition of impacts and outcomes against objectives.

5.45 The monitoring framework identified in Tables 5.1-5.7 provides both the commitment and approach to monitoring by Transport for the South East. Evaluation, in addition to monitoring, of measures, outcomes and impacts is a more detailed process than monitoring – to provide real insights and lessons learnt to inform freight, logistics and gateways' planning and operations across the region. Transport for the South East will work through the Freight Forum to identify the most appropriate pathways for evaluation.

5.46 Transport for the South East will develop further guidance on Monitoring and Evaluation as part of its Strategic Investment Plan, and monitoring metrics will be made available to delivery partners to examine, where suitable, the performance of individual measures and the programme.

5.47 As far as possible, monitoring indicators have been identified and sourced from administrative datasets which offer detail specific to Transport for the South East's sub-geography, so data can be aggregated to the Transport for the South East area. By making use of existing datasets, the cost of collecting and collating monitoring data is minimised and can be absorbed within existing operating costs.

Data Collection

5.48 Monitoring and evaluation will need to occur at two different 'levels'; for individual schemes and the programme as a whole. For each individual scheme a Monitoring and Evaluation Plan will need to be developed as part of the management case, in which the inputs, outputs, outcomes and expected impacts of each scheme will be summarised. This will be developed in-line with the wider Monitoring and Evaluation Plan for the Transport for the South East Strategic Investment Plan. As part of this requirement, a plan for collecting monitoring metrics and undertaking process and project evaluation is also needed.

5.49 This Delivery Plan describes the monitoring and evaluation arrangements required at a programme-level to identify the outcomes and impacts secured by the action plan. It should not, therefore, be relied upon for monitoring and evaluation of individual schemes.

5.50 Most of the indicators described in Tables 5.1-5.7 are already monitored at a national level, for example by the Office for National Statistics or the Department for Transport. These indicators will, therefore, continue to be monitored, at least in the short-term. Other indicators are collected by Local Transport/Highway Authorities and Local Planning Authorities and other bodies such as the Health & Safety Executive. Transport for the South East will ensure that these indicators continue to be collected on a sufficiently regular basis.

5.51 Once this data has been collected it should be analysed and supplemented with sufficient supporting documentation. Where appropriate, indicators will be updated and reported to the Freight Forum and Programme Board as part of the annual reporting update procedures to be confirmed as part of the Strategic Investment Plan.

5.52 The action plan in Appendix B and its component measures are to be reviewed annually, both to evaluate impact and to refine/remove/revise measures for the year ahead, based on market conditions.

Figure 5-1: Delivery Plan Logic Map

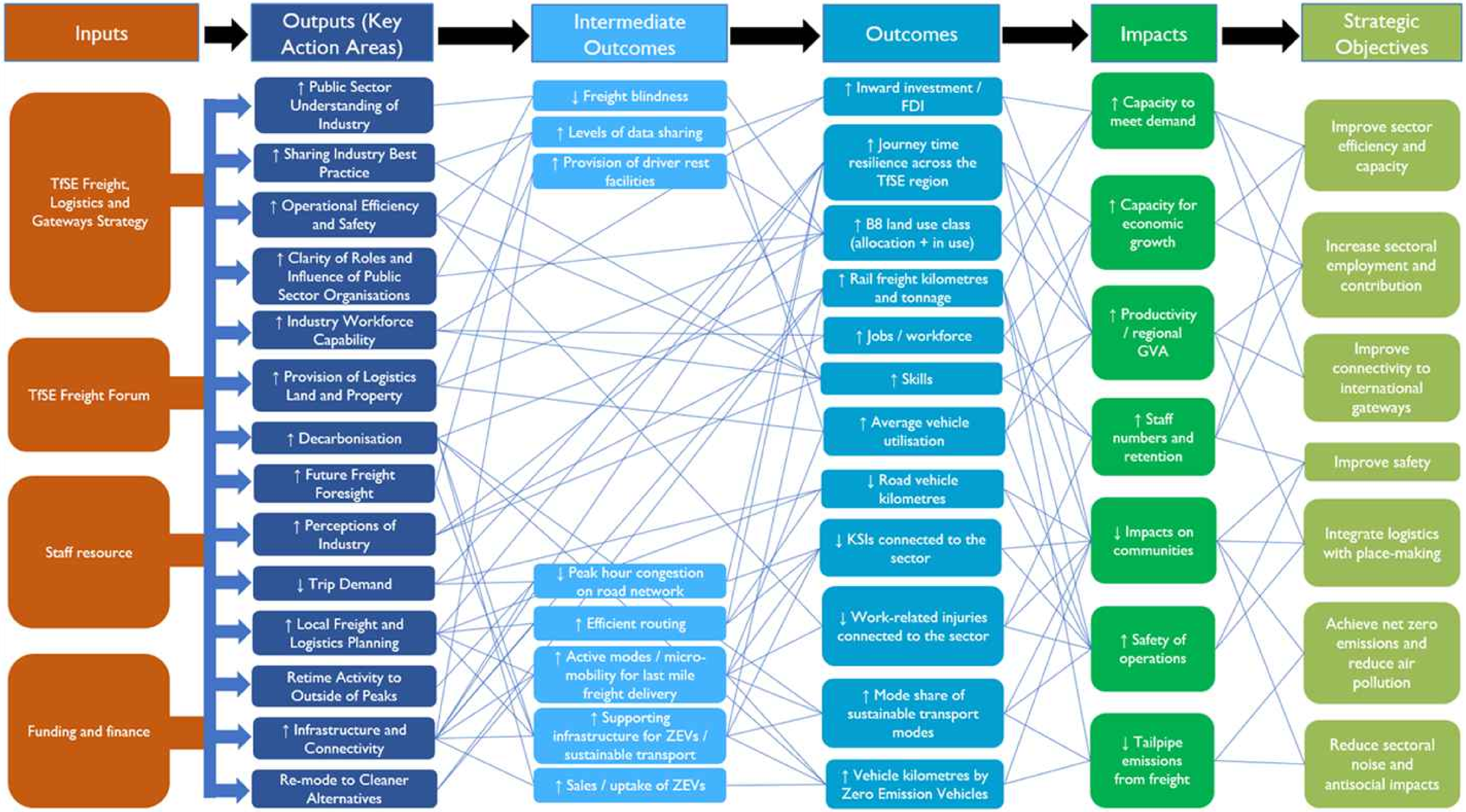


Table 5-1: Monitoring framework – Indicators, data source, and collection frequency for Objective 1

Objective	Impacts	Outcome indicators	Data sources / data owner	Collection frequency	
				Quarterly	Annually
Improve sector efficiency and capacity	↑ Capacity to meet demand ↑ Capacity for economic growth ↑ Staff numbers and retention	↑ Inward investment / FDI	• Department for Business, Energy and Industrial Strategy • Department for International Trade • National datasets		✓
		↑ Journey time resilience across the Transport for the South East region	• National Highways • Department for Transport • National datasets	✓	
		↑ B8 land use class (allocation + in use)	• Local Planning Authorities • Office for National Statistics		✓
		↑ Rail freight kilometres and tonnage	• Department for Transport • National datasets		✓
		↑ Jobs / workforce	• Department for Work & Pensions • Office for National Statistics		✓
		↑ Average vehicle utilisation	• Department for Transport • National Datasets		✓
		↑ Skills	• Department for Work & Pensions • National datasets		✓

Table 5-2: Monitoring framework – Indicators, data source, and collection frequency for Objective 2

Objective	Impacts	Outcome indicators	Data sources / data owner	Collection frequency	
				Quarterly	Annually
Increase sectoral employment and contribution	↑ Capacity for economic growth ↑ Productivity / regional GVA ↑ Staff numbers and retention	↑ Inward investment / FDI	• Department for Business, Energy and Industrial Strategy • Department for International Trade • National datasets		✓
		↑ Journey time resilience across the Transport for the South East region	• National Highways • Department for Transport • National datasets	✓	
		↑ B8 land use class (allocation + in use)	• Local Planning Authorities • Office for National Statistics		✓
		↑ Rail freight kilometres and tonnage	• Department for Transport • National datasets		✓
		↑ Jobs / workforce	• Department for Work & Pensions • Office for National Statistics		✓
		↑ Average vehicle utilisation	• Department for Transport • National Datasets		✓
		↑ Skills	• Department for Work & Pensions • National datasets		✓

Table 5-3: Monitoring framework – Indicators, data source, and collection frequency for Objective 3

Objective	Impacts	Outcome indicators	Data sources / data owner	Collection frequency: Quarterly	Collection frequency: Annually
Improve connectivity to international gateways	↑ Capacity to meet demand ↑ Productivity / regional GVA	↑ Inward investment / FDI	• Department for Business, Energy and Industrial Strategy • Department for International Trade • National datasets		✓
		↑ B8 land use class (allocation + in use)	• Local Planning Authorities • Office for National Statistics		✓
		↑ Rail freight kilometres and tonnage	• Department for Transport • National datasets		✓
		↑ Average vehicle utilisation	• Department for Transport • National Datasets		✓
		↑ Skills	• Department for Work & Pensions • National datasets		✓

Table 5-4: Monitoring framework – Indicators, data source, and collection frequency for Objective 4

Objective	Impacts	Outcome indicators	Data sources / data owner	Collection frequency: Quarterly	Collection frequency: Annually
Improve safety	↑ Staff numbers and retention ↓ Impacts on communities ↑ Safety of operations	↑ Jobs / workforce	• Department for Work & Pensions • Office for National Statistics		✓
		↑ Skills	• Department for Work & Pensions • National datasets		✓
		↓ Work-related injuries connected to the sector	• Health & Safety Executive • National datasets		✓
		↑ Journey time resilience across the Transport for the South East region	• National Highways • Department for Transport • National datasets	✓	
		↑ Rail freight kilometres and tonnage	• Department for Transport • National datasets		✓
		↓ Road vehicle kilometres	• Department for Transport		✓
		↓ KSIs connected to the sector	• Department for Transport • Office for National Statistics		✓
		↑ Mode share of sustainable transport modes	• Department for Transport		✓
		↑ Vehicle kilometres by Zero Emission Vehicles	• Department for Transport • Department for Business, Energy and Industrial Strategy		✓
		↑ Average vehicle utilisation	• Department for Transport • National Datasets		✓

Table 5-5: Monitoring framework – Indicators, data source, and collection frequency for Objective 5

Objective	Impacts	Outcome indicators	Data sources / data owner	Collection frequency	
				Quarterly	Annually
Integrate logistics with place-making	↑ Productivity / regional GVA ↓ Impacts on communities ↑ Safety of operations	↑ Average vehicle utilisation	• Department for Transport • National Datasets		✓
		↑ Skills	• Department for Work & Pensions • National datasets		✓
		↑ Inward investment / FDI	• Department for Business, Energy and Industrial Strategy • Department for International Trade • National datasets		✓
		↑ Journey time resilience across the Transport for the South East region	• National Highways • Department for Transport • National datasets	✓	
		↑ B8 land use class (allocation + in use)	• Local Planning Authorities • Office for National Statistics		✓
		↑ Rail freight kilometres and tonnage	• Department for Transport • National datasets		✓
		↓ Road vehicle kilometres	• Department for Transport		✓
		↓ KSIs connected to the sector	• Department for Transport • Office for National Statistics		✓
		↓ Work-related injuries connected to the sector	• Health & Safety Executive • National datasets		✓
		↑ Mode share of sustainable transport modes	• Department for Transport		✓
		↑ Vehicle kilometres by Zero Emission Vehicles	• Department for Transport • Department for Business, Energy and Industrial Strategy		✓

Table 5-6: Monitoring framework – Indicators, data source, and collection frequency for Objective 6

Objective	Impacts	Outcome indicators	Data sources / data owner	Collection frequency	
				Quarterly	Annually
Achieve net zero emissions and reduce air pollution	↓ Impacts on communities ↓ Tailpipe emissions from freight	↑ Journey time resilience across the Transport for the South East region	• National Highways • Department for Transport • National datasets	✓	
		↑ Rail freight kilometres and tonnage	• Department for Transport • National datasets		✓
		↓ Road vehicle kilometres	• Department for Transport		✓
		↓ KSIs connected to the sector	• Department for Transport • Office for National Statistics		✓
		↓ Work-related injuries connected to the sector	• Health & Safety Executive • National datasets		✓
		↑ Mode share of sustainable transport modes	• Department for Transport		✓
		↑ Vehicle kilometres by Zero Emission Vehicles	• Department for Transport • Department for Business, Energy and Industrial Strategy		✓

Table 5-7: Monitoring framework – Indicators, data source, and collection frequency for Objective 7

Objective	Impacts	Outcome indicators	Data sources / data owner	Collection frequency: Quarterly	Collection frequency: Annually
Reduce sectoral noise and antisocial impacts	↓ Impacts on communities ↓ Tailpipe emissions from freight	↑ Journey time resilience across the Transport for the South East region	• National Highways • Department for Transport • National datasets	✓	
		↑ Rail freight kilometres and tonnage	• Department for Transport • National datasets		✓
		↓ Road vehicle kilometres	• Department for Transport		✓
		↓ KSIs connected to the sector	• Department for Transport • Office for National Statistics		✓
		↓ Work-related injuries connected to the sector	• Health & Safety Executive • National datasets		✓
		↑ Mode share of sustainable transport modes	• Department for Transport		✓
		↑ Vehicle kilometres by Zero Emission Vehicles	• Department for Transport • Department for Business, Energy and Industrial Strategy		✓

6 Conclusions

Achieving the vision for the South East

6.1 The South East of England is a diverse region with substantial economic strength across a range of sectors, as well as providing crucial gateway access between the wider UK economy and world markets.

6.2 With population and employment forecast to grow in the region in the decades ahead, demand for goods and services, and the demand for necessary freight transport enabling this, will continue to grow.

6.3 To enable this growth, a clear strategy has been developed, identifying targeted investment in strategic transport and logistics networks, tailoring of planning processes, and embracing new technology. This strategy will also support Transport for the South East's wider social objectives, mitigating the negative impact of freight transport on road networks and residential areas.

6.4 Looking forward to 2040, the future of freight, logistics and gateways to, from and across the region can be pro-actively developed through the delivery of this strategy, which will support the key strategic principles from Transport for the South East's existing Transport Strategy, published in 2020.

6.5 The vision and objectives of this strategy are ambitious, aiming to tackle the major challenges faced by the region's economy, society, and environment, particularly in a post-pandemic, post-'Brexit' environment, and achieving buy-in from a wide range of stakeholders. The objectives for this strategy are:

- Improve operational efficiency and capacity of the freight and logistics sector;
- Grow the size of and employment within the sector;
- Improve connectivity to/from the South East's international gateways;
- Reduce safety risk to other road users produced by freight transport;
- Integrate logistics into place-making processes, through integration with planning policy and cultivating and harnessing better data from the sector;
- Reduce environmental impact of the sector, by achieving net zero carbon emission by 2050 at the latest, as well as reducing air pollution associated with freight transport; and
- Reduce wider environmental impact of sector including impact on communities, noise levels, and informal lorry parking.

6.6 This strategy provides a framework for strategic planning and policy development, including investment decisions, as well as the long-term stability that both public and private sector organisations need to plan for sustainable growth.

6.7 The strategy identifies a series actions and interventions which cover a wide range of integrated approaches. These actions are informed by a comprehensive evidence base, developed through technical analysis and extensive engagement of key public and private sector stakeholders based in the region.

6.8 The strategy identifies fourteen strategic themes as follows:

- Reduce Trip Demand
- Re-mode to Cleaner Alternatives
- Retime Activity to Outside of Peaks
- Accelerate Decarbonisation
- Enhance Infrastructure and Connectivity
- Increase Provision of Logistics Land and Property
- Develop Future Freight Foresight
- Improve Operational Efficiency and Safety
- Enhance Industry Workforce Capability
- Sharing Industry Best Practice
- Better Local Freight and Logistics Planning
- Increase Public Sector Understanding of the Industry
- Improve Perceptions of the Industry
- Clarity of Roles and Influence of Public Sector Organisations

Actions to deliver this strategy

6.9 A series of actions have been developed for each strategic theme listed above, all of which come together to deliver the strategic objectives for the South East, supporting economic growth, housing development, increasing social mobility, achieving the region's carbon emissions targets, and delivering improvements to quality of life.

6.10 The package of measures identified in the action plan covers the short (<2-5 years), medium (5-10 years) and longer (10+ years) term time horizons. In some cases, the measures may require implementation in phased stages, building on initial introduction, then refined and/or enhanced over time.

6.11 This strategy makes the call for a publicly and privately funded package of projects and continual engagement and interaction with a complicated yet comprehensive network of stakeholders, along with ongoing monitoring of progress in delivering the action plan.

6.12 The detailed action plan sets out the specific measures that will need to be delivered, and the monitoring framework will enable the delivery of the strategy to be measured.

6.13 By delivering the actions as set out in this strategy, the South East of England will continue to thrive, underpinned by a diverse economy with accessible opportunities for a growing workforce, whilst ensuring the local environmental impact of freight transport is minimised and the carbon emissions of the sector are reduced in line with the region's wider net zero targets.

Appendices

A Steering Group and Freight Forum Stakeholders

1 Steering Group members

- AICES
- Associated British Ports
- British Ports Association
- DPD
- Gatwick Airport
- Hampshire County Council
- Heathrow Airport Limited
- National Highways
- John Lewis and Partners
- Kent County Council
- Logistics UK
- Network Rail
- Port of Southampton
- Road Haulage Association
- Solent Transport
- UK Warehousing Association
- Zedify

2 Freight Forum members

- Twenty's Plenty
- Action Vision Zero
- Addleshaw Goddard
- Bracknell Forest Council
- Brakes
- Brighton & Hove City Council
- Cabinet Office
- Canterbury City Council
- Cemex
- Chamber of Commerce / EM3
- Channel Ports Ltd
- CILT Rail Freight Forum
- Coast to Capital LEP
- Confederation of British Industry
- DB Cargo UK
- Department for Transport
- DP World
- East Sussex County Council
- Ellis Transport Services
- Energy Networks Association
- England's Economic Heartland
- Enterprise M3 Local Enterprise Partnership
- Essex County Council
- Eurotunnel
- Fareham Borough Council
- Federation of Small Businesses
- Frank Armitt & Son Ltd
- Gatwick Diamond Business Initiative
- Get Link Group (Eurotunnel)
- Hastings Borough Council
- National Highways
- Hutchison Ports UK
- Kent Downs AONB Unit
- Lime Logistics Ltd
- London Thamesport
- Low Carbon Vehicle Partnership
- Manor Royal Business District
- Network Rail
- Peel Ports
- Port of Dover
- Port of Felixstowe
- Port of London Authority
- Portsmouth City Council
- Portsmouth International Port
- Project Beyond Consortium
- Reading Borough Council
- RiverOak Strategic Partners (Manston Airport)
- Royal Mail Group
- SEGRO
- Shoreham Port Authority
- Slough Borough Council
- Solent Gateway Ltd
- Solent LEP
- South Coast Alliance for Transport & Environments (SCATE)
- South East England Councils
- South East Local Enterprise Partnership (SELEP)
- Southampton Airport
- Southampton City Council
- Surrey County Council
- Thames Valley Berkshire LEP
- Transport Action Network
- Transport East
- Transport for London
- Tunbridge Wells Town Forum
- West Berkshire District Council
- West Sussex County Council
- Wokingham Borough Council
- Zemo Partnership

B Action Plan

The actions and measures which will deliver the strategy

Introduction

B.1 This appendix comprises the detailed action plan for each action and measure cascading from each of the 14 Key Action Areas / Strategic Themes.

B.2 It is important to stress that there is no single measure which will deliver all of the required changes. Packages of measures need to be implemented in the short (<2-5 years), medium (5-10 years) and longer (10+ years) term. In some cases, the measures may require implementation in phased stages, building on initial introduction, then refined and/or enhanced over time.

B.3 Due to the timescales for this strategy spanning to 2040, many of the measures will exist in various forms over the coming years – started in the short-term and continued into the long-term.

B.4 The action plan for each measure contains the following delivery considerations:

- Priority level
- Initial actions and processes
- Defined outcomes
- Monitoring indicators
- Benefits
- Timescales for delivery
- Expected capital expenditure
- Expected revenue expenditure
- Key delivery partners
- Key risks
- Risk mitigations
- Relationship to parallel actions
- Piloting requirements

2

Defining costs

B.5 The expected costs column in the Measures table relates to the anticipated cost to develop and deliver the specific measure initially.

B.6 Three indicative cost bandings have been used:

- £ = £10,000s (tens of thousands)
- ££ = £100,000s (hundreds of thousands)
- £££ = £1,000,000s (millions)

B.7 These should be considered purely as indicative costs to enable comparison between measures and not deemed definitive for any budget allocation, nor work commitment.

Resource requirements for delivery

B.8 Successful delivery of the Measures needs dedicated professional resource in-house, within Transport for the South East, with senior officer and Cabinet Member support within the local authorities within the Transport for the South East area, as well as network managers – and the all-important involvement of the private sector operators, across modes.

B.9 The Strategic Actions and Measures call for a funded (public and privately) package of projects and continual engagement and interaction with a complicated network of stakeholders, along with ongoing data collection and monitoring. A summary of stakeholder involvement in each of the measures is presented below, after the Measures Table.

B.10 The challenge of delivering all of this calls for significant resource and, ideally a freight and logistics specialist, to engage with all necessary stakeholders and to be promoted internally and externally to give sufficient profile and ensure their involvement in key discussions and processes.

B.11 It would be a primary task for the dedicated freight specialist to work up a prioritised, funded programme of projects for onward delivery, including by other appropriate colleagues and partners within and outside of Transport for the South East, based on the Measures tables below.

Transport for the South East freight, logistics and gateways strategy Measures Table

Measure	Priority	First Actions and Process	Outcomes	Indicators	Benefits	Timescales	Expected CapEx Costs	Expected Revenue Costs	Delivery Partners	Risks	Mitigation	Synergy links to other Measures	Piloting
A1.1 Provide industry showcase content on website to explain importance of industry to Transport for the South East area, the nature of activity across modes, best practice demonstrated and how businesses and residents rely on freight movement to service everyday needs	Medium	Dedicated section of Transport for the South East website for movement of goods. Content to be added once section established and updated regularly. Content would cover the Freight Forum, its membership and initiatives, working groups and outputs, as well as background info on the industry. Call to action included, to explain how reader can get involved.	Greater awareness of the role of the Freight Forum, moving forward. Balancing coverage of movement of goods, as well as people. Attracting new Freight Forum members and general awareness raising across industry, public and other stakeholders.	Website hits, enquiries to participate, new Freight Forum members.	Exhibits balance between movement of goods/servic es and movement of people. Outreach to new potential audiences and Freight Forum members.	Short to medium and ongoing	£	£	Internal Transport for the South East resource required to create and update web content.	Low	Good quality, well written content, with clear messaging and calls to action to participate in the Freight Forum, working groups and technical programme.	Supports all Freight Forum activity and the technical programme for each of the working groups, as well as all stakeholder engagement and wider outreach activity.	Not required.
A1.2 Annual Transport for the South East Freight Conference to showcase best practice in operations and planning, decarbonisation and future outlook	High	Linked to the launch of the Freight, logistics and gateways strategy and the ongoing work of the Freight Forum. Annual Transport for the South East event, the first of which could be Spring 2022, to present the strategy and action plan and to showcase the Transport for the South East work to date and its future plans. Event management task to bring together wide range of stakeholders from across modes and the Transport for the South East wider area. First step would be to set a date and choose a suitable venue, then event	Widespread engagement to showcase Transport for the South East work to date and plans for the future. Heightened awareness of the Transport for the South East Freight Forum and its working groups and the opportunity to attract new members and active participants.	Attendance levels, new Freight Forum and working group members and new sign-ups to receive future Transport for the South East correspondence on freight and logistics-related issues.	Greater levels of awareness of the work of Transport for the South East in the area of freight and logistics, wide disseminatio n of the Transport for the South East freight strategy and action plan and potential new interest from a diverse audience group mobilised as a result of the call to action to	Short and ongoing annually	£	£	Transport for the South East to lead, with support from Steering Group and Freight Forum members.	Medium - limited interest and lack of attendance, with low interest in joining Freight Forum.	Proactive promotion of the event, use of Steering Group and Freight Forum member networks to raise awareness and encourage involvement. Promotion in trade press, to target private sector operators to attend.	Supports all Freight Forum activity and the technical programme for each of the working groups, as well as all stakeholder engagement and wider outreach activity.	Not required.

Measure	Priority	First Actions and Process	Outcomes	Indicators	Benefits	Timescales	Expected CapEx Costs	Expected Revenue Costs	Delivery Partners	Risks	Mitigation	Synergy links to other Measures	Piloting
		management thereafter.			attend and participate.								
B1.1 Promote (and mandate, where possible) the use of Construction Logistics Plans, to rationalise development-related movements	Medium	Under the structure of the Freight Forum, invite a new working group of local authority development planning officers to meet to discuss ways to best address the needs of the freight industry through the planning process. One specific item for focus would be the role that Construction Logistics Plans (CLPs) can play in better managing construction-related freight traffic in urban areas. That working group can then share best practice in terms of CLP use in their local areas and how best to encourage/mandate their use on new or refurbished developments.	Greater awareness of the potential role and effectiveness of CLPs (as well as addressing the needs of industry throughout the planning process). Heightened awareness among a development planning officer group can lead to greater use of CLPs and other tools to manage urban trips.	Initially, officers willing to attend and then actually attending/participating in the new working group. Ultimately, implementation and practical application of CLPs locally across the Transport for the South East area.	In addition to the ultimate benefits to be derived from greater use of CLPs locally, there are also benefits in bringing together a local authority development planning officer group to increase levels of awareness of the needs of the freight industry and the tools available (including Delivery & Servicing Plans) to control urban freight trip generation during both construction and business	Short and ongoing	£	£	Transport for the South East can facilitate but the planning officer working group would lead the activity and disseminate across colleagues within the Transport for the South East area.	There are risks that planning officers won't participate or won't support development and implementation of CLPs in their local areas.	By establishing a new working group under the Freight Forum structure, this will encourage planning officers to participate and champion toolbox measures (CLPs and DSPs) in their own authorities and promote the tools across others. Suitable members with a dynamic forward outlook will be invited initially, to get the group up and running.	This supports the Freight Forum structure, expands its relevance and outreach, engages new audiences, helps increase local authority officer awareness of measures and industry issues.	Not required.

Measure	Priority	First Actions and Process	Outcomes	Indicators	Benefits	Timescales	Expected CapEx Costs	Expected Revenue Costs	Delivery Partners	Risks	Mitigation	Synergy links to other Measures	Piloting
					as usual operational conditions.								
B1.2 Promote (and mandate, where possible) the use of Delivery & Servicing Plans, to rationalise trips when premises are operational	Medium	Under the structure of the Freight Forum, invite a new working group of local authority development planning officers to meet to discuss ways to best address the needs of the freight industry through the planning process (see B1.1 above - would be the same group). One specific item for focus would be the role that Delivery & Servicing Plans (DSPs) can play in better managing freight traffic in urban areas. That working group can then share best practice in terms of DSP use in their local areas and how best to encourage/mandate their use to help	Greater awareness of the potential role and effectiveness of DSPs (as well as addressing the needs of industry throughout the planning process). Heightened awareness among a development planning officer group can lead to greater use of DSPs and other tools to manage urban trips.	Initially, officers willing to attend and then actually attending/participating in the new working group. Ultimately, implementation and practical application of DSPs locally across the Transport for the South East area.	In addition to the ultimate benefits to be derived from greater use of DSPs locally, there are also benefits in bringing together a local authority development planning officer group, to increase levels of awareness of the needs of the freight industry and the tools available to control urban freight trip generation during both construction	Short and ongoing	£	£	Transport for the South East can facilitate but the planning officer working group would lead the activity and disseminate across colleagues within the Transport for the South East area.	There are risks that planning officers won't participate or won't support development and implementation of DSPs in their local areas.	By establishing a new working group under the Freight Forum structure, this will encourage planning officers to participate and champion toolbox measures (CLPs and DSPs) in their own authorities and promote the tools across others. Suitable members with a dynamic forward outlook will be invited initially, to get the group up and running.	This supports the Freight Forum structure, expands its relevance and outreach, engages new audiences, helps increase local authority officer awareness of measures and industry issues.	Not required.

Measure	Priority	First Actions and Process	Outcomes	Indicators	Benefits	Timescales	Expected CapEx Costs	Expected Revenue Costs	Delivery Partners	Risks	Mitigation	Synergy links to other Measures	Piloting
		reduce local freight trip generation. DSPs are a tried and tested tool to encourage local businesses to rationalise procurement and to minimise trip generation using shared purchasing with other businesses, consolidation of orders and other initiatives to reduce delivery (and collection) trips.			and business as usual operational conditions.								

Measure	Priority	First Actions and Process	Outcomes	Indicators	Benefits	Timescales	Expected CapEx Costs	Expected Revenue Costs	Delivery Partners	Risks	Mitigation	Synergy links to other Measures	Piloting
B1.3 Encourage public sector procurement to focus on demonstrable best practice (using schemes such as Fleet Operator Recognition Scheme and ECO Stars) by potential contractors	Medium	Invite best practice schemes to attend the Freight Forum and present to the membership, including local authority officers, on what they have to offer in terms of improving standards. For example, local authority waste management contract could stipulate that appointed contractor(s) need to be accredited members of schemes such as FORS achieving a specific rating or ECO Stars Fleet Recognition Scheme members with a defined number of assessment stars. This would show that the public sector is eager to improve the quality and safety of the fleet contractors it employs across services. The Freight Forum would then act as a dissemination channel for the schemes to engage with local authority procurement officers across the area and vice versa.	Greater awareness among the public sector organisations within the Transport for the South East area of the existence and objectives of best practice schemes such as FORS and ECO Stars, both of which have been developed using public money, to encourage better fleet selection and operational practices by industry operators. Awareness raising would then lead to engagement with the schemes and the potential to embed the schemes in public sector procurement contracts for the likes of waste management services using fleets etc. - all aimed at driving up standards, using public sector procurement as the focus.	Local authorities stipulating membership and attainment levels of best practice schemes for contractors. Numbers of scheme members and numbers of public sector bodies stipulating requirements.	Increased quality and standards of fleet contractors working for the public sector. Driving up standards, using best practice in public sector procurement as the lever to encourage industry involvement.	Short and ongoing	£	£	Transport for the South East would be the introducer, bringing the schemes in front of public sector officers, who would then engage with each other and aim to embed in local procurement.	Limited risks, as the schemes are proven and have been developed using public funding.	Proactive promotion of the schemes to potentially interested organisations, with further discussions to be left to the parties themselves.	This links to increasing awareness of the needs of industry among public sector officers, as well as upskilling and improving performance of operators.	Not required.

Measure	Priority	First Actions and Process	Outcomes	Indicators	Benefits	Timescales	Expected CapEx Costs	Expected Revenue Costs	Delivery Partners	Risks	Mitigation	Synergy links to other Measures	Piloting
B2.1 Using Freight Forum members, develop guidance for businesses in the Transport for the South East area on how best practice approaches to procurement (like local sourcing, shared procure portals, centralised ordering for multi-tenant businesses, neighbourhood buying groups etc) can achieve both cost savings and reduced environmental impacts from rationalised trips	Medium	Carry out a survey of Freight Forum members - both public and private sectors - to understand how procurement processes work in their organisations and if they can exhibit examples of procurement best practice (like local sourcing, sharing order processes with other businesses to use single supplier, single delivery). The rationale is to highlight how procurement generates freight demand and results in freight trips). The results of the survey and best practice examples would be incorporated in a Transport for the South East Freight Forum Guide to Best Practice in Sustainable Procurement to Reduce Freight Trips. This could be one of a set of best practice titles for businesses, all aimed at reducing freight trips.	Heightened awareness of the role of procurement in freight trip generation and the range of best practice approaches which can be adopted, leading to organisations across the Transport for the South East area considering alternative procurement processes, the driver behind reducing freight trip generation.	Good practice examples provided by Freight Forum members, good practice examples identified elsewhere, guides disseminated, follow-up survey of Freight Forum members after 12 months to understand new practices adopted.	Rationalised procurement can reduce trips generated and should be a valuable Freight Forum work stream. Promotion of best practice approaches raises awareness of the issue and showcases Transport for the South East's role in supporting Freight Forum members, as well as other organisations across the Transport for the South East area.	Short and ongoing	£	£	The guide would be drafted by Transport for the South East, with support, as required, and showcase Freight Forum members and others.	Very little risk with this measure. It is about positive promotion of best practice.	All content would be drafted and checked, including with case study subjects, before dissemination.	This measure will support the wider Transport for the South East Freight Forum and would be driven by a suitable working group, showcasing best practice in member operations.	Not required.

wsp steer

Measure	Priority	First Actions and Process	Outcomes	Indicators	Benefits	Timescales	Expected CapEx Costs	Expected Revenue Costs	Delivery Partners	Risks	Mitigation	Synergy links to other Measures	Piloting
B3.1 Using Freight Forum members, develop guidance for individuals on how their online purchasing generates trips and impacts on their local environment – and disseminate through local authority channels, leading to development of a green purchasing programme with incentives for individuals adopting and demonstrating sustainable behaviour	Medium	Using the Freight Forum structure and a specific working group set up for the purpose, develop a guide for consumers on how to minimise the impact of their purchasing decisions - and how freight trips are generated as a result. This would involve the Freight Forum discussing the subject in general, then formation of a working group to lead on the development of the Guide. It would bring together existing and new examples of best practice. It would be drafted by the working group and then reviewed by the Freight Forum. It would be released as a Transport for the South East Freight Forum Best Practice title. It would be disseminated through public sector member channels for distribution to local residents. The guidance would also detail options for local authorities to set up green purchasing programmes and supporting initiatives, to further assist residents in making sustainable purchasing decisions.	Production of a Transport for the South East Freight Forum Guide, which would be disseminated through public sector members of the Freight Forum (and others) to residents, to raise awareness of best practice in minimising trip generation.	Numbers of local authorities disseminating and numbers of residents/consumers reached.	Showcasing Transport for the South East as a champion of freight sustainability measures and providing simple, accessible guidance to residents to rethink their purchasing practices to help reduce freight trip generation.	Short and ongoing	£	£	Transport for the South East working with the Freight Forum membership and then local authorities across the Transport for the South East area.	There is little risk with this initiative, other than reluctance of local authorities to disseminate to their residents.	Local authorities in membership of the Freight Forum will be early adopters and disseminators of the guidance.	Links into all Freight Forum work, targets local authorities to highlight the role they can play in engaging with their residents. Raises awareness of the issues and best practice approaches - and raises the profile of Transport for the South East.	Not required.

Measure	Priority	First Actions and Process	Outcomes	Indicators	Benefits	Timescales	Expected CapEx Costs	Expected Revenue Costs	Delivery Partners	Risks	Mitigation	Synergy links to other Measures	Piloting
		Examples of best practice initiatives would be included.											
C1.1 Research and promote best practice use examples of zero emission vehicles used in real world operations – on road, in ports, behind depot gates etc, including last mile/first mile and only mile solutions in urban areas	Medium	Through the Freight Forum, establish a working group on alternative fuels and zero emission vehicles to develop a Guide for Fleet Managers, including real world UK and Transport for the South East-specific case study examples of deployment of zero emission vehicles across a variety of operational types and different technologies. Fleet Managers currently lack clear and coherent guidance to	Greater awareness among operators and others of the potential role of alternative fuels in future fleet specification and the potential benefits of each existing/emerging option for light and heavy commercial vehicles. Greater awareness of fuels for other modes will also result.	Levels of awareness of fuel types among operators, levels of alternative fuel uptake, introduction of electric, hydrogen and other fuel types into operations, feedback from users on the value of guidance provided.	Enhanced awareness among operators, improved fleet specification, early adoption of vehicle alternatives, greater confidence in terms of future fleet specification, greener fleet operations across Transport for	Short and Medium (with guidance updated on a periodic basis).	£	£	Transport for the South East to lead the work through the working group established under the Freight Forum. Ideally work in partnership with key partners including trade associations and specialist organisations in the field, like Zemo Partnership.	Low level of risk associated with this activity. Duplication of existing material is one issue, as well as quality of content sufficient for intended audiences.	Detailed review of existing material to be undertaken before work commences. Content to be drafted by experienced staff used to creating industry guidance material to ensure clarity of messages. Content to be checked by specialists before publication/dissemin ation.	Guidance material such as this helps to promote the supportive role of the Freight Forum and links to the work to upskill industry and also public sectors.	Not required.

Measure	Priority	First Actions and Process	Outcomes	Indicators	Benefits	Timescales	Expected CapEx Costs	Expected Revenue Costs	Delivery Partners	Risks	Mitigation	Synergy links to other Measures	Piloting
		enable them to make future fleet replacement planning decisions. There is confusion and uncertainty, in particular, in the case of HGVs and choices for future fuel types, including electric and/or hydrogen - or, potentially, a mixed fleet.			the South East area.								
C2.1 Undertake a detailed review of inland waterway options for freight movement across the Transport for the South East area and report on findings, including step-by-step process for shippers, receivers and carriers to help assess suitability for freight modal shift, along with details of costings and grants	High	Commission a detailed research study to map and profile inland waterways and supporting infrastructure within the Transport for the South East area. Research should also include a profile of existing levels of usage for the movement of freight, potential for increased use for freight movement, barriers to increased use and recommended interventions to remove barriers. Overall feasibility of inland waterway use as a viable mode should be determined.	A more informed position on the potential for inland waterways to be used more extensively for the movement of freight within the Transport for the South East area.	Work focuses on the development of a detailed technical study.	Greater insight on the potential role of inland waterways for freight movement within the Transport for the South East area.	Short	£	£	Transport for the South East to commission the work. An advisory group, drawn from the Freight Forum, could be developed to steer the work.	Low level of risk. Issue relates to appointing a suitable research contractor to undertake the detailed study.	Development of a good quality brief and careful selection of the most appropriate research contractor will mitigate associated risks.	This work is important to help balance levels of understanding across modes and sectors covered by the Freight Strategy. Currently there is insufficient information available on this option and this work will redress the balance and enhance understanding.	Not required

Measure	Priority	First Actions and Process	Outcomes	Indicators	Benefits	Timescales	Expected CapEx Costs	Expected Revenue Costs	Delivery Partners	Risks	Mitigation	Synergy links to other Measures	Piloting
C3.1 Undertake a detailed review of coastal shipping options for freight movement across the Transport for the South East area and report on findings, including step-by-step process for shippers, receivers and carriers to help assess suitability for freight modal shift, along with details of costings and grants	High	Commission a detailed research study to map and profile coastal shipping and supporting infrastructure within the Transport for the South East area. Research should also include a profile of existing levels of usage for the movement of freight, potential for increased use for freight movement, barriers to increased use and recommended interventions to remove barriers. Overall feasibility of coastal shipping use as a viable mode should be determined.	A more informed position on the potential for coastal shipping to be used more extensively for the movement of freight within the Transport for the South East area.	Work focuses on the development of a detailed technical study.	Greater insight on the potential role of coastal shipping for freight movement within the Transport for the South East area.	Short	£	£	Transport for the South East to commission the work. An advisory group, drawn from the Freight Forum, could be developed to steer the work.	Low level of risk. Issue relates to appointing a suitable research contractor to undertake the detailed study.	Development of a good quality brief and careful selection of the most appropriate research contractor will mitigate associated risks.	This work is important to help balance levels of understanding across modes and sectors covered by the Freight Strategy. Currently there is insufficient information available on this option and this work will redress the balance and enhance understanding.	Not required
C4.1 Work with rail freight stakeholders to develop step-by-step guidance on how modal shift from road to rail can be achieved and to quantify the associated benefits	Medium	Establish a rail freight working group under the Freight Forum umbrella and request this working group to develop guidance, drawing on collective group experience. The guidance should be targeted at consignors and consignees considering use of rail freight within the Transport for the South East area. It will map locations of railheads, terminals and interchanges and give case study examples of	Greater awareness of the basic principles and economics of rail freight use, along with case study examples of successful modal transfer, resulting in greater interest in and awareness of rail freight as a potentially suitable mode for existing/future planned road freight flows. Opportunity to profile innovative uses of rail for, for example,	Uptake of the guidance and follow-up engagement between named contacts and potentially interested consignors/consignees.	Greater awareness of rail freight capability and suitability for freight flow types.	Short	£	£	Transport for the South East working with rail freight specialists within a working group.	Low level of risk. Issue relates to quality of information and case studies included.	Selection of the most suitably qualified and experienced members of the working group will mitigate risks.	This work links to wider Freight Forum activities and promotes the Freight Strategy's aspiration to encourage modal shift away from road to alternative modes.	Not required

Measure	Priority	First Actions and Process	Outcomes	Indicators	Benefits	Timescales	Expected CapEx Costs	Expected Revenue Costs	Delivery Partners	Risks	Mitigation	Synergy links to other Measures	Piloting
		successful modal shift of flows from road to rail. It will also provide contact details for follow-up discussions about rail freight use.	parcel distribution into city centres.										

Measure	Priority	First Actions and Process	Outcomes	Indicators	Benefits	Timescales	Expected CapEx Costs	Expected Revenue Costs	Delivery Partners	Risks	Mitigation	Synergy links to other Measures	Piloting
D1.1 Produce guidance for local authorities and operators on how to assess the suitability of locations for delivery and servicing activity during sensitive times, including the wide range of noise mitigation measures available for vehicles, handling equipment, despatch/receiving points and staff training – drawing on best practice created and tested elsewhere	Medium	Establish a retiming working group under the Freight Forum umbrella. This group would focus on compiling and disseminating existing best practice material on use of wider delivery/collection/servicing windows to improve resource utilisation across the 24hr period and also focus on potential trial sites (wider areas, rather than just individual premises which have been the focus previously). While road freight transport would be the main mode for this working group, it is important for the group to also look at 24hr operations across other modes and where restrictions prohibit activity. Potential noise mitigation strategies would be considered for these other mode examples.	Enhanced understanding of the potential benefits of 24hr operations to improve asset and human resource utilisation, improve efficiency and make better, more balanced use of the network. Issues relating to other modes will also be considered. Key outcome is better understanding of the opportunities to use the 24hr activity window, along with greater awareness of the measures (management, training and equipment) which can be deployed to unlock extended delivery/activity windows.	Levels of uptake of guidance material and trials of retimed activity across modes.	Better use of the full 24hr activity window, more balanced use of the network across day/night and greater operational productivity.	Short	£	£	Transport for the South East guidance developed by the working group, potentially with the involvement of other bodies.	Out of hours delivery & servicing activity, as well as activity, at more sensitive times, at ports, railheads and airports can be extremely contentious. However, there is a big opportunity for improved efficiency and productivity during out of peak times. Identifying potential trial sites for extended activity and undertaking trials at those locations does present a risk in terms of impact on local amenity and disturbance to local communities.	Significant work has been undertaken previously, including by Department for Transport and Transport for London, to explore the potential to use wider activity windows. This involves identifying sites where disturbance is most likely to be low and where use of noise mitigation, such as low noise vehicles, handling equipment, trained staff and other elements can minimise potential impact.	This measure focuses on maximising utilisation across the full 24hr period, making best use of the network. It focuses on road but has relevance to measures for efficiency improvements across other modes. It promotes the work of the Freight Forum and its membership.	Potential for retiming activity trials in locations identified by the working group.

Measure	Priority	First Actions and Process	Outcomes	Indicators	Benefits	Timescales	Expected CapEx Costs	Expected Revenue Costs	Delivery Partners	Risks	Mitigation	Synergy links to other Measures	Piloting
E1.1 Build on the existing Freight Forum structure to develop an ongoing programme of meetings, site visits and information sharing, as well as setting up a set of specialist Freight Forum sub-groups to cover specific subjects – such as lorry parking, ports, air cargo, logistics property, rail and new options (drones, droids etc), inland waterways, coastal shipping, retiming etc – these specific groups providing specialist input to the wider Freight Forum	High	First action is to review Freight Forum membership and levels of attendance (individual and collective) for sessions to date. Encouraging those who have previously attended to continue is important, as is bringing new members into the group. The strategy and this action p lan rely heavily on the continuing role of the Freight Forum and the formation of a set of working groups, which are subject-specific and likely to require specialist input from selected members. Membership review and retention/recruitmen t are therefore of paramount importance.	A strong, effective, and impactful ongoing Freight Forum, with specialist working groups developing and delivering the strategy and this action plan.	Membership levels, active participation, working group membership and action plan delivery.	The benefits of having a strong, dynamic and active Freight Forum (with specialist working groups) are potentially huge. The Freight Forum will be the main delivery body for the action plan, actively involving industry.	Short, medium and long term - ongoing	£	££	Transport for the South East will lead the Freight Forum, in partnership with industry, local authorities and other key stakeholders, across modes and geography.	The main risk, as has been the case with many freight stakeholder engagement initiatives in the past, is failing to secure private sector involvement on an ongoing basis. Due to the nature of the industry, where most activity is undertaken by private sector organisations, their involvement is critical if the strategy and Action Plan are to be successfully delivered.	With awareness of the need to ensure ongoing private sector involvement, proactive engagement with the private sector operators, across modes and geography, needs to be undertaken from the outset and continued for the duration, to keep industry on board and engaged. Having a clear project programme (with funding) will be essential to enable this work and to secure private sector buy-in.	The Freight Forum and working groups underpin all of the measures in this action plan. They are essential for delivery.	Not required.

Measure	Priority	First Actions and Process	Outcomes	Indicators	Benefits	Timescales	Expected CapEx Costs	Expected Revenue Costs	Delivery Partners	Risks	Mitigation	Synergy links to other Measures	Piloting
E1.2 Put in place Memoranda of Understanding (MoUs) between public sector organisations and real world operators, across modes, to enable both parties to explore ways to support each other and to have access to detailed operational information, without fear of losing commercial confidentiality	High	Discuss the potential for MoUs to be put in place, to share real world operational data/info, with private sector operators currently involved in the strategy Steering Group and the current Freight Forum. The overall objective is to develop close working partnerships (not just loose links through the Forum). There will be a need to define what each party can expect from the relationship, particularly what benefits the MoUs will offer to private sector operators. Drafting and putting in place the MoUs will need specialist input to ensure a balance on both sides.	Closer formal working relationships between Transport for the South East and real world operators, across modes and across geographies. Loose relationships (such as infrequent attendance at the Freight Forum) are a missed opportunity. Links to industry are essential for the strategy and this action plan to be delivered. Transport for the South East will also require detailed industry insight moving forward - and MoUs offer the closer bond between working partners.	Number of organisations willing to enter into MoU to share info and data. Then levels of info and data shared.	Closer, official working partnerships between Transport for the South East (its public sector partners, potentially, including Department for Transport) and industry for much greater insight and engagement moving forward.	Short, medium and long terms - ongoing	£	£	Transport for the South East and its private sector partners, supported by other public sector organisations.	Low level of risk with this measure. Issue is securing agreement with private sector operators.	Proactive engagement with the private sector to secure interest and willingness to enter into MoU agreement. Clear description of the benefits to the private sector in doing so.	This formal close working partnership approach can help to optimise measures in the action plan, deliver the strategy and provide much greater levels of real-world data and insight, moving forward. It can also secure longer-term buy-in to the Freight Forum by the private sector.	Not required.

Measure	Priority	First Actions and Process	Outcomes	Indicators	Benefits	Timescales	Expected CapEx Costs	Expected Revenue Costs	Delivery Partners	Risks	Mitigation	Synergy links to other Measures	Piloting
E2.1 Engage with Department for Transport, with supporting organisations, to pursue development of a set of freight data standards and a central freight data hub, accessible to all public sector organisations and drawing on real world data from operators, across modes	High	All STBs to collaborate to present a case to Department for Transport for national freight data collection standards and a central freight data hub, where sets can be stored and then accessed by approved organisations. This work should be done centrally, by Department for Transport, to ensure national cohesion and to reduce instances of freight data being collected, analysed, and interpreted in different ways by differing organisations. Standards and a central hub are essential to enable much better informed freight-related decision-making in the future. Proactive engagement with Department for Transport to cover the need for standards, central hub and much more real-world data is the first step.	Better standards for freight data collection, analysis, and interpretation, as well as less fragmentation due to centralised and standardised storage on a Department for Transport owned national hub and better quality data sets due to more real-world operator engagement and provision of actual operational data.	Willingness and agreement of Department for Transport to work with STBs (and selected others) to create standards, build a central hub and enter into agreements with real world operators, across modes.	Centralised and standardised freight data sets, including from real world operators, stored and accessible on a Department for Transport-led hub, helping to increase availability and quality of freight datasets to inform decision-making - and to help build a more complete and meaningful picture of the nature of freight movement nationally (with the ability to analyse regionally and locally).	Short to medium - ongoing	££	££	Department for Transport to lead, with STBs and other supporting organisations to input and assist. Must be a central lead nationally and Department for Transport owned.	Fragmented data collection and individual portals risk losing a coherent national picture. Department for Transport leadership is essential here and there is a risk that they do not agree to pursue.	Strong proactive lobbying of Department for Transport, demonstrating a sound case for a national freight data hub and the need for Department for Transport to be the lead to ensure cohesion across the country and across modes.	Central development of standards and a freight data hub support all other freight data related measures and, ultimately, will underpin better informed decision-making and future strategy development and delivery.	Not required.

Measure	Priority	First Actions and Process	Outcomes	Indicators	Benefits	Timescales	Expected CapEx Costs	Expected Revenue Costs	Delivery Partners	Risks	Mitigation	Synergy links to other Measures	Piloting
E2.2 Establish MoU-based agreements with selected operators within the Transport for the South East area to work in partnership to provide real world data to Department for Transport Hub	High	The priority in this measure is to select key real world operator partners, across modes and across the Transport for the South East geography, to establish MoUs to work in partnership. This will involve sharing operational data with a view to supporting Department for Transport freight data collection for a future central freight data hub. Initial steps include selecting target operators across modes and the Transport for the South East area and approaching them to explain purpose and secure agreement to work in partnership.	Strong, formalised working links with real world operators, bringing Transport for the South East closer to industry and to share real world operational data (including to support Department for Transport initiatives).	Number of MoUs in place, across modes and Transport for the South East area.	Stronger working relationships, formalised in an MoU, can bring Transport for the South East closer to industry and help access real world information and data.	Short and ongoing	£	£	Transport for the South East and industry operators to work in partnership.	There is a risk that operators will not wish to sign MoUs or may be reluctant to partner with Transport for the South East.	A clear case for partnership working will be made by Transport for the South East - including highlighting what the private sector operators can be expected to receive in return for exchange of freight data and info.	This measure is crucial in developing closer working relationships with industry, which will underpin all measures within the action plan.	Not required.
E3.1 Facilitate a programme of operator site visits to enable public sector officers to experience logistics operations at first hand (across modes), giving real world exposure to a 'day in the life of…'	High	Through the Freight Forum obtain operator agreement to host public sector officer visits to site to see logistics operations, across modes, at first hand and to experience the processes and challenges faced by industry on a typical day.	Greater appreciation of the role of logistics, the nature of operations, the challenges faced at various stages of the supply chain and how industry balances the demands of customer service, operational efficiency, safety and environmental performance, as well as minimising	The number of operators willing to host and the number of officers attending days on site.	Real world experience for public sector officers, to see operations at first hand and develop greater appreciation for the challenges faced.	Short term to arrange and long term ongoing.	£	£	Industry operators to host and public sector officers to participate.	There are risks that operators won't want to host and officers won't wish to attend. Through engagement work throughout the strategy and action plan process it is clear that both operators will be willing to host and officers willing to attend.	Approaches will be made to operators and agreement secured from those with confirmed willingness to host. Officers willing to attend will be encouraged to participate.	This measure focuses on enhancing awareness and appreciation of logistics and the supply chain among public sector planners and policy-makers and underpins all other measures within the action plan. Public sector appreciation of supply	Not required.

Measure	Priority	First Actions and Process	Outcomes	Indicators	Benefits	Timescales	Expected CapEx Costs	Expected Revenue Costs	Delivery Partners	Risks	Mitigation	Synergy links to other Measures	Piloting
			impacts on local amenity.									chain challenges is essential for strategy and action plan delivery.	
E3.2 Develop and deliver basic freight and logistics induction training for public sector officers – a classroom course, supported by site visits from E3.1 above – to explain the industry, its various operations and activities, how goods and services are distributed – and offer a basic recognition of achievement	High	Development a one day training course (potentially deliverable online) using existing components from publicly accessible info to compile content. Work could be shared across STBs and used at a national level to give authority officers countrywide an introduction to the nature of the industry, its structure, types of operation, legal framework within which operations function, plus the challenges faced by industry and measures used to improve operational efficiency and environmental performance - plus	Professionally prepared training with relevant content, delivered to a public sector officer audience, to increase awareness of the industry, its structures, systems and processes - enhancing officer awareness and appreciation of practices, challenges and opportunities facing the industry, covering all modes. Certificates of participation issued.	Number of officers attending and completing training.	Greater understanding among public sector officers of the industry, its practices and challenges faced.	Short term to arrange and long term ongoing.	£	££	Transport for the South East to lead, with other sub-national transport body support. Other organisations may wish to support too - Department for Transport, Local Government Association, CILT etc.	There are few risks with this initiative, other than a potential lack of interest/attendance by public sector officers. During engagement phases for the development of the strategy and action plan, local authority officer interest in this type of intervention has been clearly stated.	Proactive promotion to public sector officer groups will offset the risk of lack of interest/attendance.	This measure focuses on enhancing awareness and appreciation of logistics and the supply chain among public sector planners and policy-makers and underpins all other measures within the action plan. Public sector appreciation of supply chain challenges is essential for strategy and action plan delivery.	Not required.

Measure	Priority	First Actions and Process	Outcomes	Indicators	Benefits	Timescales	Expected CapEx Costs	Expected Revenue Costs	Delivery Partners	Risks	Mitigation	Synergy links to other Measures	Piloting
		the challenges likely to be faced by industry in the future.											
E4.1 Define the role and remit of a dedicated freight officer, both within Transport for the South East and shared resources across a number of neighbouring local authorities – and the benefits to be derived from having an in-house specialist across the Transport for the South East geography to lead projects and build relationships with industry stakeholders and peers in other authorities	High	Transport for the South East, working with other STBs and potentially linking to Department for Transport, to proactively promote the role of dedicated freight officers in both STBs and the potential for shared resources across a number of local transport authorities. Work will involve developing a clear argument for having dedicated staff in freight officer roles, highlighting the benefits achievable from having that specialist in-house expertise, defining role and	Defined role of Freight Officer (using the examples of where those already exist) and consideration of role appointment across public sector organisations, particularly STBs and shared resources across local transport authorities.	Number of Freight Officer appointments.	Dedicated expertise in public sector planning and policy-making organisations , working with industry, ensuring freight and logistics issues are considered throughout all relevant processes. Creating much closer working relationships with industry, across modes, and enabling better	Short to medium - ongoing	£	££	Other STBs and local highways authorities primarily. Other organisations, including Department for Transport, would be challenged for support.	There is a risk that organisations fail to see the value in having dedicated specialist resource.	The role of the STBs can be to champion the need for expertise to focus on freight issues, in the same way walking/cycling/smar ter choices specialists exist in local authorities countrywide. The rationale for having expertise to work closely with industry and the benefits thereof will be clearly stated.	This measure supports delivery of the strategy and action plan across all other component measures. For freight to be more seriously considered in the future, there is a need to recognise the value of dedicated specialist freight support, to assist with action plan delivery with strong	Not required.

Measure	Priority	First Actions and Process	Outcomes	Indicators	Benefits	Timescales	Expected CapEx Costs	Expected Revenue Costs	Delivery Partners	Risks	Mitigation	Synergy links to other Measures	Piloting
		responsibilities, as well as the ideal person profile - and then championing the role to local authorities across sub-national transport body areas. There is a clear rationale to have dedicated Freight Officers resources within public sector planning and policy-making organisations to ensure industry needs are considered and engagement is ongoing - all fostering much closer working relationships with industry.			informed public sector decision-making.							industry engagement.	
E5.1 Through the local authority officer sub-group of the Freight Forum, working with key industry partners (such as the trade associations) develop guidance for local authority colleagues in multiple departments, including development/land use planning and transport planning, to demonstrate the needs of industry and how this can be achieved through their policies and processes	High	This output, in the form of A Guide to Freight and Logistics for Public Sector Officers (or equivalent), would illustrate to those in freight/logistics-related planning and policy-making positions in the public sector the nature of the industry and the need to give consideration to its requirements across a wide range of statutory processes - from transport planning to development control to environmental health and others. It would give best practice examples of	A key reference document (or online material) for public sector planning (transport and land use, for example) and policy-making officers, to better understand industry needs and how best to give consideration through the wide range of public sector processes.	Copies of the guidance accessed and used.	Having a key reference tool to assist public sector planning and policy-making officers will help ensure freight and logistics industry's needs and impacts are considered throughout processes and better awareness of the types of measures and interventions which can be used by public sector to manage	Short - ongoing	£	££	Transport for the South East to lead through Freight Forum and a dedicated working group, with support from other STBs and potentially Department for Transport. Industry support where required, to highlight needs.	There is little risk related to this measure. There may be a lack of understanding about the need for the material and a lack of interest in using it in some departments within local authorities.	The material will be promoted across local authority networks and will be showcased as a key tool to/with other STBs for public sector colleagues.	This links to the Freight Forum and its working groups, as well as to the other measures designed to raise awareness and increase appreciation of the industry and its challenges among public sector planners and policy-makers.	Not required.

Measure	Priority	First Actions and Process	Outcomes	Indicators	Benefits	Timescales	Expected CapEx Costs	Expected Revenue Costs	Delivery Partners	Risks	Mitigation	Synergy links to other Measures	Piloting
		measures and initiatives used by some public sector organisations to work with industry (in Freight Forum, for example) and to manage its impacts (using delivery & servicing plans, construction logistics plans etc). The guidance would be a key output from the Transport for the South East Freight Forum and could be developed with the other STBs.			industry impacts, while creating a safe and efficient operating environment.								
F1.1 Work with partners to map and promote locations for alternative fuel refuelling within the Transport for the South East area and encourage further development, particularly at cluster locations with high levels of HGV activity, including ports	Medium	Initial work would be to identify and map online (on Transport for the South East website) the current network of alternative fuel refuelling facilities for commercial vehicles, with regular review and updates. The information currently available online is patchy and fragmented, with multiple network operators profiling only their own locations. A collective, cohesive and coherent site would make planning much easier for fleet operators trying to make their refuelling plans away from base	Clear and accessible online resource to enable operators identify open access refuelling facilities for alternative fuel fleets. Reduction of fragmented information online and coherent picture for operators.	Levels of use of the online map resource.	Clarity for operators currently struggling to find a coherent picture of refuelling facilities (open access) for fleets across the Transport for the South East area. Greater clarity could lead to higher level of confidence in fleet transition.	Short to medium but ongoing as infrastructure develops.	£	£	Transport for the South East to lead, with Freight Forum in support and potentially other organisations contributing (like Zemo Partnership).	There is little risk associated with this measure. Its aim is to provide clarity to what is currently a fragmented picture for fleet operators. One risk relates to providing up to date information.	The details provided online will be reviewed and updated monthly, to ensure accuracy and to reflect the continually evolving commercial vehicle refuelling/recharging network.	The online mapping (and potentially interactive tool) supports the work of the Freight Forum (as it will be an important Freight Forum deliverable) and also supports wider infrastructure (energy) measures.	Not required.

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		more resilient. Once the current network is mapped, clear gaps can be identified when matched across to the Transport for the South East area's infrastructure network - and obvious locations for new refuelling clusters can be highlighted. The next step will be to showcase those gaps and determine what facilities industry needs at those locations.											
F2.1 Engage Department for Transport and other funding decision-makers (including private sector) to highlight freight industry needs for investment in infrastructure to enable efficiency, safety, and sustainability – and through the Freight Forum develop an annual priority list of infrastructure projects across the region to champion with Department for Transport and other funders	High	First key step for this measure is to establish an infrastructure working group under the Freight Forum structure, with representation across modes and across the full Transport for the South East area. The working group would be charged with producing an annual freight infrastructure priority list, detailing the nature and location of priority infrastructure projects across the TRANSPORT FOR THE SOUTH EAST area. This annual priority list would be shared with other STBs and, most importantly, showcased to	An annual prioritised list championed by both the public and private sectors for freight-specific infrastructure projects.	Production of the agreed priority list with consensus across both public and private sectors, annually.	Public and private sector members of the Freight Forum working together to agree freight-specific priority projects and an annual report (project list) which can be championed by Transport for the South East and its supporting Freight Forum members, including promotion to Department for Transport.	Short - ongoing	£	£	Transport for the South East and Freight Forum members, both public and private sector. Department for Transport engagement to consider the list.	There is a risk that members fail to reach agreement on the annual priority list.	Infrastructure projects will remain as a standing item on future Freight Forum meeting agendas and the annual prioritised projects list will be considered a key output from the group. Time will be spent at each session and in-between remotely to define the priority projects and build consensus.	This measure sets the scene for the remainder of the strategy and action plan infrastructure-related projects. The annual prioritised list will be considered a key output of the Freight Forum, year after year, and provides a strong, professional, cohesive and coherent output to champion to Department for Transport - demonstrating	Not required.

Measure	Priority	First Actions and Process	Outcomes	Indicators	Benefits	Timescales	Expected CapEx Costs	Expected Revenue Costs	Delivery Partners	Risks	Mitigation	Synergy links to other Measures	Piloting
		Department for Transport, demonstrating the level of support from both the public and private sectors for the projects listed and explaining how those annual priority projects would help the efficiency, safety, and sustainability of freight movement across the Transport for the South East area.										the importance of partnership working afforded by the Freight Forum structure.	
F3.1 Establish a sub-group under the Freight Forum to bring together key personnel from National Highways and other stakeholders to develop a work programme, to help input to and track future infrastructure provision and use, including road user charging	High	Formation of a Road freight sub-group under the Freight Forum would offer the opportunity to focus on roads-specific issues with relevant stakeholders, across the Transport for the South East area. First step would be to select appropriate members and to invite them to join, then task them to develop an annual work programme for their group.	Roads focused working group under the Freight Forum structure, providing stakeholder engagement opportunities and the development/delivery of a work programme.	Number of members interested in joining and actively participating.	Focus on a specific area, with the most relevant members, will give long term benefits in informing future Transport for the South East work and offer Transport for the South East a live engagement platform.	Short and ongoing.	£	£	Transport for the South East Freight Forum provides the structure, with members of the working group being drawn from the Freight Forum membership and including key organisations.	There is a risk that members do not join the group or do not actively participate.	Members of the group will be selected and terms of reference, including the expectations of members, will be developed and signed up to by all members. Having a work programme will help to encourage ongoing, active participation and help to reduce the risk of the group becoming a talking shop.	This group would lead on the development of the road freight component of the annual freight-specific infrastructure project list and report.	Not required.

Measure	Priority	First Actions and Process	Outcomes	Indicators	Benefits	Timescales	Expected CapEx Costs	Expected Revenue Costs	Delivery Partners	Risks	Mitigation	Synergy links to other Measures	Piloting
F4.1 Establish a sub-group under the Freight Forum to bring together key personnel from Network Rail and other stakeholders to develop a work programme, to help input to and track future infrastructure provision and impact on freight modal shift, as well as review of existing provision of intermodal terminal facilities, likely future demand, progress with electrification and alternative fuel use	High	Formation of a Rail freight sub-group under the Freight Forum would offer the opportunity to focus on rail specific issues with relevant stakeholders, across the Transport for the South East area. First step would be to select appropriate members and to invite them to join, then task them to develop an annual work programme for their group.	Rail focused working group under the Freight Forum structure, providing stakeholder engagement opportunities and the development/delivery of a work programme.	Number of members interested in joining and actively participating.	Focus on a specific area, with the most relevant members, will give long term benefits in informing future Transport for the South East work and offer Transport for the South East a live engagement platform.	Short and ongoing.	£	£	Transport for the South East Freight Forum provides the structure, with members of the working group being drawn from the Freight Forum membership and including key organisations.	There is a risk that members do not join the group or do not actively participate.	Members of the group will be selected and terms of reference, including the expectations of members, will be developed and signed up to by all members. Having a work programme will help to encourage ongoing, active participation and help to reduce the risk of the group becoming a talking shop.	This group would lead on the development of the rail freight component of the annual freight-specific infrastructure project list and report.	Not required.
F5.1 Establish a sub-group under the Freight Forum to bring together key personnel from across the ports community within the Transport for the South East area, to help input to and track future infrastructure and ports connectivity	High	Formation of a Ports sub-group under the Freight Forum would offer the opportunity to focus on port specific issues with relevant stakeholders, across the Transport for the South East area. First step would be to select appropriate members and to invite them to join, then task them to develop an annual work programme for their group.	Port focused working group under the Freight Forum structure, providing stakeholder engagement opportunities and the development/delivery of a work programme.	Number of members interested in joining and actively participating.	Focus on a specific area, with the most relevant members, will give long term benefits in informing future Transport for the South East work and offer Transport for the South East a live engagement platform.	Short and ongoing.	£	£	Transport for the South East Freight Forum provides the structure, with members of the working group being drawn from the Freight Forum membership and including key organisations.	There is a risk that members do not join the group or do not actively participate.	Members of the group will be selected and terms of reference, including the expectations of members, will be developed and signed up to by all members. Having a work programme will help to encourage ongoing, active participation and help to reduce the risk of the group becoming a talking shop.	This group would lead on the development of the ports component of the annual freight-specific infrastructure project list and report.	Not required.

Measure	Priority	First Actions and Process	Outcomes	Indicators	Benefits	Timescales	Expected CapEx Costs	Expected Revenue Costs	Delivery Partners	Risks	Mitigation	Synergy links to other Measures	Piloting
F6.1 Establish a sub-group under the Freight Forum to bring together key personnel from across the air cargo community within the Transport for the South East area, to help input to and track future infrastructure and airports connectivity	High	Formation of an air cargo sub-group under the Freight Forum would offer the opportunity to focus on air freight specific issues with relevant stakeholders, across the Transport for the South East area. First step would be to select appropriate members and to invite them to join, then task them to develop an annual work programme for their group.	Air cargo focused working group under the Freight Forum structure, providing stakeholder engagement opportunities and the development/delivery of a work programme.	Number of members interested in joining and actively participating.	Focus on a specific area, with the most relevant members, will give long term benefits in informing future Transport for the South East work and offer Transport for the South East a live engagement platform.	Short and ongoing.	£	£	Transport for the South East Freight Forum provides the structure, with members of the working group being drawn from the Freight Forum membership and including key organisations.	There is a risk that members do not join the group or do not actively participate.	Members of the group will be selected and terms of reference, including the expectations of members, will be developed and signed up to by all members. Having a work programme will help to encourage ongoing, active participation and help to reduce the risk of the group becoming a talking shop.	This group would lead on the development of the airports component of the annual freight-specific infrastructure project list and report.	Not required.
F7.1 Establish a sub-group under the Freight Forum to bring together key representatives of the wider stakeholder group involved in lorry parking provision, planning and use – to understand existing capacity v demand and future likely demand, with a focus on innovative solutions to accommodate volumes and improve quality of provision and driver welfare	High	Formation of a lorry parking sub-group under the Freight Forum would offer the opportunity to focus on what is an extremely pressing issue affecting the South East particularly, with relevant stakeholders, across the Transport for the South East area. First step would be to select appropriate members and to invite them to join, then task them to develop an annual work programme for their group.	Lorry parking working group under the Freight Forum structure, providing stakeholder engagement opportunities and the development/delivery of a work programme.	Number of members interested in joining and actively participating.	Focus on this very important specific area, with the most relevant members, will give long term benefits in informing future Transport for the South East work and offer Transport for the South East a live engagement platform.	Short and ongoing.	£	£	Transport for the South East Freight Forum provides the structure, with members of the working group being drawn from the Freight Forum membership and including key organisations.	There is a risk that members do not join the group or do not actively participate.	Members of the group will be selected and terms of reference, including the expectations of members, will be developed and signed up to by all members. Having a work programme will help to encourage ongoing, active participation and help to reduce the risk of the group becoming a talking shop.	This group would lead on the development of the lorry parking component of the annual freight-specific infrastructure project list and report.	Not required.

Measure	Priority	First Actions and Process	Outcomes	Indicators	Benefits	Timescales	Expected CapEx Costs	Expected Revenue Costs	Delivery Partners	Risks	Mitigation	Synergy links to other Measures	Piloting
G1.1 Through the Freight Forum, develop a Transport for the South East Freight and Logistics Decarbonisation Guide to showcase, across modes, what can be done and how, to reduce carbon impact of fleet, port, rail, airport and associated operations – and to show best practice examples from within the Transport for the South East area	High	This output, in the form of A Guide to Freight and Logistics Decarbonisation, would illustrate best practice demonstrated by operators across modes to reduce carbon impacts of freight and logistics operations. The guidance would be a key output from the Transport for the South East Freight Forum and could be developed with the other STBs.	A key reference document (or online material) for operators, across modes, and other stakeholders, demonstrating approaches, techniques, management practices and implementation of technology, designed to encourage others to adopt measures for their own operations.	Copies of the guidance accessed and used.	Having a key reference tool to demonstrate to industry (and showcase measures used by early adopters and trailblazers) can encourage other operators to consider new measures for their own activities.	Short and ongoing	£	££	Transport for the South East to lead through Freight Forum and a dedicated working group, with support from other STBs and potentially Department for Transport. Industry support essential in the development of the reference material.	There is little risk related to this measure. There may be a lack of understanding about the need for the material and a lack of interest in using it in some parts of the industry.	The material will be promoted across networks and will be showcased as a key tool for industry decarbonisation with other STBs for private sector operators across the country.	This links to the Freight Forum and its working groups, as well as to the other measures designed to raise awareness and increase appreciation of industry operational efficiency and reduced environmental impact.	Not required.
H1.1 Establish a sub-group under the Freight Forum to focus and report on the impact of changing behaviours within industry operations to best practice and on external forces affecting the industry	High	Formation of an industry best practice sub-group under the Freight Forum would offer the opportunity to focus on an extremely pressing issue, with relevant private sector industry stakeholders, across the Transport for the South East area. First step would be to select appropriate members and to invite them to join, then task them to develop an annual work programme for their group.	Industry best practice working group under the Freight Forum structure, providing stakeholder engagement opportunities and the development/delivery of a work programme.	Number of members interested in joining and actively participating.	Focus on this very important area of operational efficiency and the operating environment, with the most relevant members, with active private sector operators, will give long term benefits in informing future Transport for the South East work and offer Transport for the South East a live engagement platform.	Short and ongoing.	£	£	Transport for the South East Freight Forum provides the structure, with members of the working group being drawn from the Freight Forum membership and including key organisations.	There is a risk that members do not join the group or do not actively participate.	Members of the group will be selected and terms of reference, including the expectations of members, will be developed and signed up to by all members. Having a work programme will help to encourage ongoing, active participation and help to reduce the risk of the group becoming a talking shop.	This group will focus on the private sector and link to industry decarbonisation measures, in particular. Its best practice focus will underpin all of the private sector-targeted measures.	Not required.

Measure	Priority	First Actions and Process	Outcomes	Indicators	Benefits	Timescales	Expected CapEx Costs	Expected Revenue Costs	Delivery Partners	Risks	Mitigation	Synergy links to other Measures	Piloting
I1.1 Establish a Logistics Land & Property sub-group under the Freight Forum structure, to bring together specialists able to inform the group	High	Formation of a Logistics Land & Property sub-group under the Freight Forum would offer the opportunity to focus on logistics property and land specific issues with relevant stakeholders, across the Transport for the South East area. First step would be to select appropriate members (or target specialists and invite into Freight Forum membership initially) and to invite them to join, then task them to develop an annual work programme for their group.	Logistics Land & Property working group under the Freight Forum structure, providing stakeholder engagement opportunities and the development/delivery of a work programme.	Number of members interested in joining and actively participating.	Focus on a specific area, with the most relevant members, will give long term benefits in informing future Transport for the South East work and offer Transport for the South East a live engagement platform.	Short and ongoing.	£	£	Transport for the South East Freight Forum provides the structure, with members of the working group being drawn from the (potentially expanded) Freight Forum membership and including key organisations.	There is a risk that members do not join the group or do not actively participate.	Members of the group will be selected and terms of reference, including the expectations of members, will be developed and signed up to by all members. Having a work programme will help to encourage ongoing, active participation and help to reduce the risk of the group becoming a talking shop. Specialists will be approached and invited to join the Freight Forum and the working group.	This group would lead on the development of the logistics land & property component of the annual freight-specific infrastructure project list and report.	Not required.
I2.1 Undertake a detailed market review to understand existing trends in logistics property take-up and explore potential future demand over 2-5 years and map against future likely availability and contents of Local Plans	High	The demand for logistics land and property has increased dramatically across the country in recent months, partly due to the online retail growth evident before and during the pendemic. Distribution and fulfilment centres are in very high demand. Understanding these trends and likely future demand is extremely important and, currently, the picture is unclear. This work will involve commissioning a detailed study into past trends and likely	A logistics land and property study confirming recent trends and demand and forecasting future demand, including priority locations across the South East.	The development and release of a Transport for the South East Logistics Land and Property study.	Greater insight into the exact impact of recent trends on logistics land and property provision and forecasting of likely future demand across the South East.	Short.	£	£	Transport for the South East to lead by commissioning specialist resource. Freight Forum working group involvement will be important.	This measure is a fact-finding study and is very low risk, provided suitably experienced consultants are appointed to undertake the work.	A strong specification for the work will be developed and suitable consultants with appropriate expertise appointed to undertake the work.	This links to the other logistics land and property measures and provides insight for future strategy and action plan development and delivery.	Not required.

Measure	Priority	First Actions and Process	Outcomes	Indicators	Benefits	Timescales	Expected CapEx Costs	Expected Revenue Costs	Delivery Partners	Risks	Mitigation	Synergy links to other Measures	Piloting
		future demand for logistics land and property across the South East.											
J1.1 Work with local authority officers to develop urban freight management plans for their local areas, with consistency across boundaries	Medium	The public sector working group to be established under the Freight Forum would lead on this measure. Its aim is to encourage local highways authorities, both county and unitary, to develop urban freight management plans to better manage freight movement locally and to help address the growth in van traffic in urban areas. The group would develop and issue guidance on the role of urban freight management plans, content and best practice examples in approaches to managing local freight traffic.	Clear guidance for local authority transport and land use planners on how best to approach development of an urban freight management plan, the benefits to be derived from development and implementation and greater awareness of their effectiveness and component measures.	Numbers of authorities using the guidance.	Increased awareness of engagement and management measures among public sector planners.	Short and ongoing	£	£	Transport for the South East working with local authority Freight Forum members across the area, as well as with other STBs, to create a nationally significant document, with Department for Transport endorsement.	There are low risks associated with this measure. One relates to low level of interest in usage of the guidance.	The guidance will be developed in an interesting and engaging way, with clear practical step-by-step content to help officers select and implement measures once the issues needing to be resolved are clear. The material will be widely promoted across the public sector officer networks.	This measure supports others targeted at upskilling and better equipping public sector officers to deal with freight issues.	Not required.

Measure	Priority	First Actions and Process	Outcomes	Indicators	Benefits	Timescales	Expected CapEx Costs	Expected Revenue Costs	Delivery Partners	Risks	Mitigation	Synergy links to other Measures	Piloting
J1.2 Establish and monitor trial of dynamic kerb space management, to enable multiple uses throughout 24 hr period	Medium	Through the public sector working group a willing local authority host would be selected for a dynamic kerbspace management trial, where the nature of use of the defined kerbspace would change over time throughout the day, to better meet delivery & servicing needs. Space could also be reserved in advance and allocated to specific vehicles at particular times.	Real world demonstration of the potential role of dynamic kerbspace management systems in accommodating delivery and servicing requirements.	Willingness of a local authority (or authorities) to host a trial and introduce a kerbspace management system.	The opportunity for local authorities across the Transport for the South East area to better understand the potential benefits of a dynamic kerbspace management system.	Medium	££	£	Transport for the South East supporting local authority(ies) in a trial with kerbspace management system supplier(s), potentially including other STBs.	There is a risk that no authority wishes to participate and that no system supplier will wish to partner.	The Freight Forum provides an ideal vehicle to bring together local authority and system supplier, overseen by the public sector officer working group, to develop a trial methodology and put in place an MoU to define responsibilities and expectations for the trial.	This supports other public sector awareness raising and upskilling measures, enhancing officer appreciation and understanding of the needs of the industry and the range of potential solutions which can be applied. This measure is also relevant to the working group focusing on innovation and technology for freight management.	Yes.
K1.1 Establish a sub-group of the Freight Forum to focus on innovation in technology across modes, bringing together key stakeholders, including technology specialists, operators and others, with a remit to produce an annual 'state of the art' report on best practice in technology applications and known future	High	Formation of an innovation and technology sub-group under the Freight Forum would offer the opportunity to focus on an extremely pressing issue, with relevant private sector industry stakeholders, across the Transport for the South East area. First step would be to select appropriate members and to invite them to join, then task them to	Innovation and technology working group under the Freight Forum structure, providing stakeholder engagement opportunities and the development/delivery of a work programme.	Number of members interested in joining and actively participating.	Focus on this very important area of innovation and technology, with the most relevant members (including targeting of new potential Forum members to bring specialist insight), with active private	Short and ongoing.	£	£	Transport for the South East Freight Forum provides the structure, with members of the working group being drawn from the Freight Forum membership and including key organisations.	There is a risk that members do not join the group or do not actively participate.	Members of the group will be selected and terms of reference, including the expectations of members, will be developed and signed up to by all members. Having a work programme will help to encourage ongoing, active participation and help to reduce the risk of the group becoming a talking shop.	This group will focus on innovation and technology and link to industry decarbonisation measures, in particular. Its focus will underpin all of the private sector-targeted measures. Its annual report will help to showcase the	Not required.

Measure	Priority	First Actions and Process	Outcomes	Indicators	Benefits	Timescales	Expected CapEx Costs	Expected Revenue Costs	Delivery Partners	Risks	Mitigation	Synergy links to other Measures	Piloting
'horizon-gazing' developments		develop an annual work programme for their group and focus on an annual 'state of the art' report, which would be a key output of the Freight Forum.			sector operators, will give long term benefits in informing future Transport for the South East work and offer Transport for the South East a live engagement platform.							work of the Freight Forum and also demonstrate its forward-looking, horizon-gazing vision.	
K1.2 Using the sub-group in K1.1, consider hosting technology trials within the Transport for the South East area, encouraging technologists and industry to pair up and work together to define and undertake controlled use of new equipment and approaches, reporting back into the sub-group and Freight Forum	Medium	The innovation and technology working group sitting under the Freight Forum would define a set of trials (similar to the dynamic kerbspace management trail above) to be undertaken in partnerships between host local authorities, participant operators and technology suppliers. The programme would involve defining a variety of trials and then recruiting suitable partners and then agreeing timelines and methodologies.	Shared learning and real world trialling of new technology, with information flowing back into the working group, up into the Freight Forum and across the wider industry and public sector.	Number of trial hosts, participants and suppliers and the number of trials able to be undertaken and reported.	Shared learning concerning the application, implementation and effectiveness of technology types, as well as the benefits of partnership working between public and private sectors.	Short and ongoing.	££	££	Transport for the South East, public sector officers, operators, technology suppliers, other STBs potentially, Department for Transport, Innovate UK and others.	There is a risk that all parties do not wish to commit or that trials are inconclusive.	The purpose of the trials and roles and responsibilities of all parties will be clearly defined from the outset. The methodologies developed will be robust and be signed off by all parties participating.	These trials support not only other technology-focused measures but also public sector awareness raising, industry best practice and operational efficiency-related measures - and champion the role of the Freight Forum and its value in bringing together different parties to work together.	Yes.

Measure	Priority	First Actions and Process	Outcomes	Indicators	Benefits	Timescales	Expected CapEx Costs	Expected Revenue Costs	Delivery Partners	Risks	Mitigation	Synergy links to other Measures	Piloting
L1.1 Engage Department for Transport, with support from other organisations, to provide a centralised 'Best Practice Hub' of information on operational efficiency and safety, with support tools, across modes	High	Department for Transport's Freight Portal currently has very limited value and use. It is not an effective repository of best practice information and has very limited access by real world operators. Transport for the South East, through the Freight Forum and the best practice working group, should engage with Department for Transport and stress the importance of enhancing the quality and content of the portal (or of an alternative repository). The Freight Forum would act as a specifier for what's required and support Department for Transport in accessing material to be included. Other STBs could also support.	A much better centralised national reference point to obtain best practice information, hosted by Department for Transport. Previously, Department for Transport ran Freight Best Practice, a programme designed to disseminate information across industry to help improve performance and reduce environmental impact. No such programme currently exists and this measure would be a first step towards improving information on best practice for operators and other stakeholders.	Willingness of Department for Transport to engage.	Greater resources available to help operators and the public sector achieve freight management goals.	Short and ongoing.	£	£	Transport for the South East Freight Forum members, other sub-national transport bodies and other supporting organisations (including trade associations) lobbying and supporting Department for Transport.	The main risk relates to the willingness of Department for Transport to engage.	A strong case can be made by Transport for the South East, supported by other STBs and supporting organisations, for the need for a centralised resource containing best practice information and tools.	This measure supports all other measures relating to industry efficiency improvements and increased awareness among public sector officers.	Yes.

Measure	Priority	First Actions and Process	Outcomes	Indicators	Benefits	Timescales	Expected CapEx Costs	Expected Revenue Costs	Delivery Partners	Risks	Mitigation	Synergy links to other Measures	Piloting
L1.2 Good Practice Guide on open access, shared resource Freight Consolidation – how it works, where it's been successful, the challenges and potential benefits	High	The industry operational efficiency working group and the public sector officer group would work together to develop a guide to open access, shared resource freight consolidation centres. The issue of consolidation centres comes up frequently and, despite these regular references, there is little detailed understanding of the role and effectiveness (and challenges) relating to open access shared consolidation centre use. Many of these facilities have failed over the years and there are clear lessons to be learned to avoid repeating mistakes from the past. This guidance would have relevance across other STBs and could be championed to Department for Transport as national guidance.	A key reference material to help provide supporting information when consolidation centres are suggested as solutions for issues relating to freight movement.	Number of organisations willing to be involved in the development of the material. Levels of uptake of the material once available.	Clear, evidence-based guidance on the history and potential applications of freight consolidation centres. Lessons learned from previous attempts to implement centres would be showcased to set their role in context and highlight potential benefits and pitfalls.	Short.	£	££	Transport for the South East working with local authorities, industry operators and potentially other STBs, plus potentially endorsed by Department for Transport as national guidance.	There is a risk that the guidance material will not be used.	The material will be developed using extensive experience and insight from across the Freight Forum and beyond. Detailed desk-based literature reviews already exist on the roles and potential benefits of such centres, as well as the challenges faced and risks existing to their implementation and uptake.	This measure links to industry operational efficiency measures, as well as upskilling public sector and use of innovation and technology.	Not required.

Measure	Priority	First Actions and Process	Outcomes	Indicators	Benefits	Timescales	Expected CapEx Costs	Expected Revenue Costs	Delivery Partners	Risks	Mitigation	Synergy links to other Measures	Piloting
L2.1 Engage Department for Transport, with support from other organisations, to revisit the role of restricted Operator Licensing and its inherent inefficiencies for vehicle utilisation.	High	One key structural aspect of the road freight industry, directly affecting operational efficiency, relates to 'restricted' operator licensing. This enables operators of own account fleets (i.e. those carrying only their own goods) to operate goods vehicle fleets with vehicles above 3.5 tonnes GVW. These operators are not permitted to move goods belonging to other parties. This results in empty running and affects vehicle, driver and fuel utilisation. In addition, other concessions are given to own account operators, such as no needing a Certificate of Professional Competence (CPC) qualified Transport Manager to oversee the operation. From an efficiency and safety perspective, restricted operator licensing builds in inherent inefficiencies and risks. Transport for the South East with its Freight Forum membership should engage with Department for Transport to undertake a review of the relevance and	A detailed review by Department for Transport of the role and future relevance of restricted operator licensing.	Willingness of Department for Transport to discuss and review.	Significant benefits in terms of reviewing the relevance of restricted operator licensing and how it sits uncomfortably with modern day operations and the performance expectations put on industry operators (hire and reward operators on standard licences). Restricted operator licensing prohibits holders to carry other people's goods, thereby making operations inherently inefficient and with lower levels of entry when compared to standard licence holders.	Medium and ongoing	£	£	Transport for the South East with Freight Forum members, other STBs and supporting organisations, championing this issue for review by Department for Transport.	There is a risk that Department for Transport will not engage on the issue.	This is an important issue that sits at the heart of road freight industry structure. It builds in inherent inefficiency within industry operations and encourages empty running. The importance of a review will be made clear to Department for Transport.	This links directly to industry efficiency measures and operational best practice.	Not required.

Measure	Priority	First Actions and Process	Outcomes	Indicators	Benefits	Timescales	Expected CapEx Costs	Expected Revenue Costs	Delivery Partners	Risks	Mitigation	Synergy links to other Measures	Piloting
		impact of restricted operator licensing. This is important to provide a sound industry structure upon which to build other efficiency measures.											

Measure	Priority	First Actions and Process	Outcomes	Indicators	Benefits	Timescales	Expected CapEx Costs	Expected Revenue Costs	Delivery Partners	Risks	Mitigation	Synergy links to other Measures	Piloting
M1.1 With industry and other partners, establish a South East England Logistics Centre of Excellence (physical or virtual) to focus on attracting new industry entrants (at multiple levels) to undertake training in best practice approaches to operations, across modes. Existing training on legal compliance is offered extensively – this initiative would focus on best practice in operational efficiency, safety and standards, above and beyond basic legal compliance but not to the level of degree course. This would be for practitioners and early career entrants to help embed techniques to assess operational performance and how to select and implement best practice measures and assess benefits. There would also be a link to local schools to encourage students to attend a series of industry entry days to seriously consider logistics as a career option on leaving school.	High	The Freight Forum, particularly the industry best practice working group, would engage with colleges and other educational establishments to discuss the potential to develop a Logistics Centre of Excellence within the area. The starting point would be to review what logistics-related courses are currently offered and by whom and then approach those providers to discuss their views (by survey) of the potential benefits and ideal structure and offer of a Logistics Centre of Excellence. This would then help to define future work, all focused on attracting new entrants to the industry and, importantly, upskilling existing employees.	Potential for a new Logistics Centre of Excellence to attract new entrants and to upskill existing industry employees.	Levels of interest among current providers and willingness to discuss the Centre of Excellence concept.	A positive initiative, driven by the Freight Forum, aimed at upskilling existing industry personnel and attracting new entrants - and embedding best practice approaches and techniques.	Medium and ongoing	£££	££	Multiple, including educational establishments, trade associations, private sector operators, local authorities and others.	There is a risk that there is limited interest from providers for the logistics sector.	The Freight Forum would work to showcase the importance of the sector (building on greater visibility in the media) and identify a small number of interested providers to work with, initially. This only needs an existing or an interested provider, willing to support the industry, to pilot.	This measure is closely linked to upskilling staff in both the private and public sectors.	Yes.

Measure	Priority	First Actions and Process	Outcomes	Indicators	Benefits	Timescales	Expected CapEx Costs	Expected Revenue Costs	Delivery Partners	Risks	Mitigation	Synergy links to other Measures	Piloting
N1.1 Research and promote best practice examples where the public sector has shown leadership through early adoption of innovation, such as cleaner vehicle fleet operations, alternative fuel use, urban freight management planning etc	Medium	The public sector working group under the Freight Forum structure would develop a 'Public Sector First' guide to showcase best practice examples in operational fleet efficiency and freight management - like electric vehicle implementation in local authority fleets. The aim is to show good work undertaken in the public sector which can be transferable elsewhere in the public sector and to demonstrate to industry initiatives being undertaken.	A guide showcasing work undertaken by the public sector and the impact of measures adopted.	Levels of uptake of the material.	The opportunity for trailblazers in the public sector to showcase their logistic-related initiatives, to encourage others to consider and adopt.	Short and ongoing	£	£	Transport for the South East supported by the public sector working group, local authorities and others, including other STBs.	There is a risk that there will be limited interest in the guidance and low uptake.	The material will be developed to engage users and to showcase what can be done to improve performance and how the public sector can lead the way - and how these examples are transferable across the public sector.	Strong links to the other public sector-focused measures and also to the industry operational efficiency and best practice work, all related to upskilling staff in both the public and private sectors.	Not required.
N2.1 Create an easy reference tool for the private sector to explain the roles and responsibilities of Government, in all of its forms, to better inform industry operators on which bodies are responsible for what – specifically related to freight transport. Explain specifically the role of Transport for the South East in coordinating and facilitating public sector activities and support investments for freight priorities	High	With many levels of government involved in freight and logistics planning and policymaking, a simple guide for the private sector explaining which organisations are responsible for which processes - from Department for Transport to local authorities - would help the private sector better understand their operating environment. The public sector officer working group would produce the guidance.	A simple guide for the private sector on public sector roles and responsibilities.	Levels of uptake of the guidance.	Clear understanding by the private sector of which public sector organisations do what - upskilling and enhancing private sector knowledge.	Short.	£	£	Transport for the South East with its public sector officer working group, possibly with other STBs.	There is a risk that there is limited interest in the guidance.	Better understanding roles and responsibilities of public sector organisations was flagged as a requirement during consultation phases and development of the guidance will help to clarify exactly those points and increase awareness among the private sectors.	This supports all partnership working measures, as well as awareness raising and upskilling industry.	Not required.

Summary of stakeholder involvement in each of the measures within the action plan

Transport for the South East

- Measure A1.1: Provide industry showcase content on website
- Measure A1.2: Annual TfSE Freight Conference
- Measure B1.1: Promote the use of Construction Logistics Plans
- Measure B1.2: Promote the use of Delivery & Servicing Plans
- Measure B1.3: Encourage best practice in public sector procurement
- Measure B2.1: Provide guidance on best practice in business procurement
- Measure B3.1: Provide guidance on best practice in personal purchasing behaviour
- Measure C1.1: Research and promote best practice use examples
- Measure C2.1: Detailed review of inland waterway options for freight movement
- Measure C3.1: Detailed review of coastal shipping options for freight movement
- Measure C4.1: Step-by-step guidance on road to rail modal shift
- Measure D1.1: Guidance for local authorities and businesses on best practice in delivery & servicing activity at sensitive times
- Measure E1.1: Build on the Freight Forum structure to create ongoing partnership programme
- Measure E1.2: MoUs between private sector operators and public sector
- Measure E2.1: Engage with DfT for freight data standards and hub
- Measure E2.2: Establish freight data MoUs with operators in TfSE area
- Measure E3.1: Public sector officer visits to real world operators
- Measure E3.2: Freight and logistics training for public sector officers (see technical work package five for propositions)
- Measure E4.1: Define role and encourage recruitment of dedicated Freight Officers in public sector orgs
- Measure E5.1: Develop guidance material for public sector officers across departments
- Measure F1.1: Map and promote alternative fuel refuelling locations for freight vehicles
- Measure F2.1: Engage DfT with annual list of priority freight-specific infrastructure interventions
- Measure F3.1: Develop highways sub-group of the TfSE Freight Forum
- Measure F4.1: Develop rail sub-group of the TfSE Freight Forum
- Measure F5.1: Develop ports sub-group of the TfSE Freight Forum
- Measure F6.1: Develop airports sub-group of the TfSE Freight Forum
- Measure F7.1: Develop truck parking sub-group of the TfSE Freight Forum
- Measure G1.1: Develop Freight Decarbonisation Guide
- Measure H1.1: Develop a best practice sub-group of the TfSE Freight Forum
- Measure I1.1: Develop a Logistics Land & Property sub-group of the TfSE Freight Forum
- Measure I2.1: Undertake a detailed logistics land and property market review – current and anticipated demand in TfSE area
- Measure J1.1: Support development of urban freight management plans
- Measure J1.2: Dynamic kerb space management trial
- Measure K1.1: Develop freight technology and innovation sub-group of the TfSE Freight Forum
- Measure K1.2: Support technology demonstration trials within the TfSE area
- Measure L1.1: Engage DfT to develop a comprehensive Best Practice Hub for operational efficiency information
- Measure L1.2: Guidance on open access, shared resource freight consolidation
- Measure L2.1: Engage DfT to undertake a detailed review of restricted operator licensing and its impact on whole industry efficiency and environmental impact
- Measure M1.1: Establish a South East Logistics Centre of Excellence
- Measure N1.1: Research and promote best practice in public sector leadership in adopting innovation
- Measure N2.1: Reference tool for industry explaining public sector organisations' roles and responsibilities

Business

- Measure A1.1: Provide industry showcase content on website
- Measure A1.2: Annual TfSE Freight Conference
- Measure B1.3: Encourage best practice in public sector procurement
- Measure B2.1: Provide guidance on best practice in business procurement
- Measure B3.1: Provide guidance on best practice in personal purchasing behaviour
- Measure C1.1: Research and promote best practice use examples
- Measure C2.1: Detailed review of inland waterway options for freight movement
- Measure C3.1: Detailed review of coastal shipping options for freight movement
- Measure C4.1: Step-by-step guidance on road to rail modal shift
- Measure D1.1: Guidance for local authorities and businesses on best practice in delivery & servicing activity at sensitive times
- Measure E1.1
- Measure E1.1: Build on the Freight Forum structure to create ongoing partnership programme
- Measure E1.2: MoUs between private sector operators and public sector
- Measure E2.1: Engage with DfT for freight data standards and hub
- Measure E2.2: Establish freight data MoUs with operators in TfSE area
- Measure E3.1: Public sector officer visits to real world operators
- Measure E3.2: Freight and logistics training for public sector officers (see technical work package five for propositions)
- Measure E5.1: Develop guidance material for public sector officers across departments
- Measure F1.1: Map and promote alternative fuel refuelling locations for freight vehicles
- Measure F3.1: Develop highways sub-group of the TfSE Freight Forum
- Measure F4.1: Develop rail sub-group of the TfSE Freight Forum
- Measure F5.1: Develop ports sub-group of the TfSE Freight Forum
- Measure F6.1: Develop airports sub-group of the TfSE Freight Forum
- Measure F7.1: Develop truck parking sub-group of the TfSE Freight Forum

- Measure G1.1: Develop Freight Decarbonisation Guide
- Measure H1.1: Develop a best practice sub-group of the TfSE Freight Forum
- Measure I1.1: Develop a Logistics Land & Property sub-group of the TfSE Freight Forum
- Measure I2.1: Undertake a detailed logistics land and property market review – current and anticipated demand in TfSE area
- Measure J1.1: Support development of urban freight management plans
- Measure J1.2: Dynamic kerb space management trial
- Measure K1.1: Develop freight technology and innovation sub-group of the TfSE Freight Forum
- Measure K1.2: Support technology demonstration trials within the TfSE area
- Measure L1.1: Engage DfT to develop a comprehensive Best Practice Hub for operational efficiency information
- Measure L1.2: Guidance on open access, shared resource freight consolidation
- Measure L2.1: Engage DfT to undertake a detailed review of restricted operator licensing and its impact on whole industry efficiency and environmental impact
- Measure M1.1: Establish a South East Logistics Centre of Excellence
- Measure N2.1: Reference tool for industry explaining public sector organisations' roles and responsibilities

Operators

- Measure A1.1: Provide industry showcase content on website
- Measure A1.2: Annual TfSE Freight Conference
- Measure B2.1: Provide guidance on best practice in business procurement
- Measure C1.1: Research and promote best practice use examples
- Measure C2.1: Detailed review of inland waterway options for freight movement
- Measure C3.1: Detailed review of coastal shipping options for freight movement
- Measure C4.1: Step-by-step guidance on road to rail modal shift
- Measure D1.1: Guidance for local authorities and businesses on best practice in delivery & servicing activity at sensitive times
- Measure E1.1: Build on the Freight Forum structure to create ongoing partnership programme
- Measure E1.2: MoUs between private sector operators and public sector
- Measure E2.1: Engage with DfT for freight data standards and hub
- Measure E2.2: Establish freight data MoUs with operators in TfSE area
- Measure E3.1: Public sector officer visits to real world operators
- Measure E3.2: Freight and logistics training for public sector officers (see technical work package five for propositions)
- Measure E5.1: Develop guidance material for public sector officers across departments
- Measure F1.1: Map and promote alternative fuel refuelling locations for freight vehicles
- Measure F3.1: Develop highways sub-group of the TfSE Freight Forum
- Measure F4.1: Develop rail sub-group of the TfSE Freight Forum
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- Measure L1.2: Guidance on open access, shared resource freight consolidation
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- Measure M1.1: Establish a South East Logistics Centre of Excellence
- Measure N2.1: Reference tool for industry explaining public sector organisations' roles and responsibilities

Gateways

- Measure A1.1: Provide industry showcase content on website
- Measure A1.2: Annual TfSE Freight Conference
- Measure C2.1: Detailed review of inland waterway options for freight movement
- Measure C3.1: Detailed review of coastal shipping options for freight movement
- Measure C4.1: Step-by-step guidance on road to rail modal shift
- Measure E1.1: Build on the Freight Forum structure to create ongoing partnership programme
- Measure E1.2: MoUs between private sector operators and public sector
- Measure E2.1: Engage with DfT for freight data standards and hub
- Measure E2.2: Establish freight data MoUs with operators in TfSE area
- Measure E3.1: Public sector officer visits to real world operators
- Measure E3.2: Freight and logistics training for public sector officers (see technical work package five for propositions)
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- Measure K1.2: Support technology demonstration trials within the TfSE area
- Measure L1.1: Engage DfT to develop a comprehensive Best Practice Hub for operational efficiency information
- Measure M1.1: Establish a South East Logistics Centre of Excellence
- Measure N2.1: Reference tool for industry explaining public sector organisations' roles and responsibilities

Academia

- Measure A1.2: Annual TfSE Freight Conference
- Measure E1.1: Build on the Freight Forum structure to create ongoing partnership programme
- Measure E3.2: Freight and logistics training for public sector officers (see technical work package five for propositions)
- Measure H1.1: Develop a best practice sub-group of the TfSE Freight Forum
- Measure L1.1: Engage DfT to develop a comprehensive Best Practice Hub for operational efficiency information
- Measure L1.2: Guidance on open access, shared resource freight consolidation
- Measure M1.1: Establish a South East Logistics Centre of Excellence

Endnotes

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[1] https://www.raildeliverygroup.com/files/Publications/archive/2014-05_keeping_the_lights_on.pdf

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[1] https://www.kent.gov.uk/__data/assets/pdf_file/0012/6105/Freight-action-plan.pdf

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[i] https://content.tfl.gov.uk/freight-servicing-action-plan.pdf

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Agenda item 7

Report to:	**Partnership Board –Transport for the South East**
Date of meeting:	**24 January 2022**
By:	**Lead Officer, Transport for the South East**
Title of report:	**Lead Officer's Report**
Purpose of report:	**To update the Board on the recent activities of Transport for the South East**

RECOMMENDATION:

The members of the Partnership Board are recommended to note the activities of Transport for the South East between October 2021 - January 2022.

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1. Introduction

1.1 The main focus of work for TfSE in recent months has been concentrated on identifying how TfSE can take forward work on future mobility, transport decarbonisation and bus back better; bringing together the area studies into four strategic programme outline cases based around four revised geographies; and securing consultants to begin work on the draft strategic investment plan (SIP).

1.2 Alongside this, a programme of engagement has been formulated as the area studies come to a conclusion in early 2022 and the draft SIP is prepared for public consultation in summer 2022.

1.3 As noted previously, bids were also submitted for additional funding for some specific DfT workstreams and for the comprehensive spending review. To date, TfSE has not received news on the success of either of these bid submissions.

2. National policy

Forthcoming national policy

2.1 Although it was expected in Autumn 2021, the Levelling Up White Paper (includes devolution) has been delayed and is now expected in spring 2022.

2.2 In addition, the Local Authority Toolkit (following on from the Transport Decarbonisation Plan) will now be published in early 2022, and again, this will be critically important in providing that guidance to local authorities and regional bodies.

2.3 The DfT is also expected to publish the Future of Transport: Rural Strategy in 2022. Although there is no publication date as yet, this will be an important policy document for the TfSE geography.

3. Work of Transport for the South East

Strategic investment plan

3.1 Work is now underway on producing the draft strategic investment plan for consultation in June 2022. Further detail on the consultants, timeline and programme of work can be found in agenda item 10.

Joint STB work

3.2 The focus for joint STB working and discussions in recent weeks has been centred on the four workstreams which the DfT has asked all STBs to consider. We are hoping for an announcement soon on which of our bids to the workstreams has been accepted.

3.3 The Chief Officers of the STBs have established regular meetings to identify areas where collaboration is appropriate and to ensure we are joined up in relation to emerging policy developments.

3.4 Work in the sub-groups on rural mobility and freight are also still continuing.

Events

3.5 Highways UK took place on 04 November 2021 in Birmingham. I spoke as part of the Directors of Strategy panel where discussions covered future mobility, electric vehicles, charging infrastructure and whether road investment can be part of the future.

TfSE Team

3.6 From 11 March 2022, Jasmin Barnicoat, Project Manager will be taking maternity leave. The temporary role required to cover the Project Manager position was externally advertised and I am pleased to confirm Emily Bailey was successful and has taken up this position from the beginning of January 2022 in order to receive training before Jasmin departs.

4. Conclusions and recommendations

4.1 In conclusion, 2022 will be an important year for TfSE with the technical work and stakeholder engagement achieving some key milestones and the publication of some significant policy documents from Government.

4.2 The Partnership Board is recommended to note the activities undertaken by TfSE.

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Agenda Item 8

Report to:	**Partnership Board –Transport for the South East**
Date of meeting:	**24 January 2022**
By:	**Lead Officer, Transport for the South East**
Title of report:	**Financial Update – Quarter 3**
Purpose of report:	**To update on the budget position for Transport for the South East**

RECOMMENDATIONS:

The members of the Partnership Board are recommended to:

(1) Note the current financial position for 2020/21 to the end of December 2021, including the forecasts for end of year spend;

(2) Note the position on funding discussions with the Department for Transport for 2022/23;

(3) Note the funding decision for the additional Department for Transport / STB work streams and agree to delegate authority to the lead officer, in consultation with the Chair, to progress the procurement exercises for these areas;

(4) Agree the local contributions for 2022/23; and

(5) Note that work will be commencing on the business plan and annual report for 2022/23.

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1. Overview

1.1 The purpose of this report is to update the Partnership Board on the revenue budget for Transport for the South East (TfSE).

1.2 The paper provides an update on the financial position for 2021/22 to the end of December 2021, including forecasts for the projected spend at the end of the financial year.

1.3 The paper also provides an update on the discussions with the Department for Transport on grant funding for 2022/23, provides an update on the recent bid for additional in-year funding and sets out proposals for local contributions in 2022/23.

2. Quarter 3 – Budget Update

2.1 Following receipt of the DfT grant funding totalling £1.225m for 2021/22, members of the Partnership Board agreed the budget for 2021/22 at the July 2021 meeting. The budget has now been updated to include the additional in-year funding recently received from DfT (see section 4 below). The budget sets out plans to deliver an ambitious technical programme, including completion of all five area studies, completing the future mobility and freight, logistics and international gateways strategies and commencing work on the strategic investment plan. The budget also included staffing costs and support costs, including communications and engagement activities and operational costs.

2.2 Appendix 1 sets out the spend position to the end of December 2021 against the agreed budget.

2.3 The main elements of expenditure relate to delivering the technical programme, supporting delivery of the Strategic Investment Plan and staffing costs. Expenditure to date is just over £1.3m.

2.4 Staffing costs are slightly lower than expected at £445,231. This is due to vacancies within the team, specifically the transport strategy manager post. However, the end of year forecast on staffing costs has been increased to reflect the requirement to backfill the Project Manager role for a period of 12 months as maternity cover.

2.5 To date, the main technical programme expenditure has focused on the five area studies, future mobility strategy and the freight, logistics and gateways strategy. To date more than £810,000 has been spent, with further spend expected against ongoing activities, such as area studies and freight strategy, by the end of the financial year. The current forecast highlights that just over £1.9m is likely to be spent on the technical programme by the end of March 2022. The forecast will be continually reviewed as the financial year end approaches and reported to the Board at the March 2022 meeting.

2.6 The budget also makes provision for operational costs and communications and engagement activities, including events, website development and stakeholder management tools.

2.7 At present, there is £870,000 of technical programme spend (including the recently awarded additional funding) that is expected to be carried forward to 2022/23. The vast majority of this will be for existing work streams, such as the SIP, and will be ringfenced for specific activities in the budget for next financial year. There is a small amount of non-committed carry forward which will be allocated in the development of the 2022/23 budget and will be reported to the Board in March 2022.

2.8 The budget has also been updated to include additional technical budget for the four DfT priority work streams, which are outlined in section 4 below.

3 Grant funding bid for 2022/23

3.1 In October 2021 the Partnership Board agreed a multi-year funding bid for submission to the Department for Transport as part of the Comprehensive Spending Review scheduled for autumn 2021. The bid set out the funding that we were seeking over three years to deliver and implement the technical programme. The bid also included funding to support our core operational costs beyond those covered by the constituent authority contributions.

3.2 A decision on grant funding for 2022/23 is awaited and a verbal update will be provided at the meeting.

4 Additional DfT / STB work streams

4.1 The Partnership Board also agreed to submit a bid for additional in-year funding for 2021/22, focused on decarbonisation, local capacity and capability, bus back better and EV charging infrastructure. This followed an invitation from the DfT offering STBs the opportunity to bid for additional funding to support these four work streams. TfSE submitted its bids in October and received confirmation of the grant funding award on 12 January 2022.

4.2 TfSE submitted bids totalling £500,000 for the following four areas. The grant award sets out that TfSE has successfully secured £600,000 across the four work streams, although due to the lead STB role that TfSE will take for the bus work stream, £700,000 in grant funding will be received.

EV Infrastructure Strategy

4.3 TfSE submitted a bid for £100,000 to develop an EV Infrastructure Strategy, including the associated evidence base and action plan. The funding for this project was approved.

Local Capacity and Capability

4.4 TfSE submitted a proposal for a regional centre of excellence, with the aim of supporting local authorities in the accelerated delivery of their Local Transport Plans and related existing programmes. Initial work will identify local authority needs aligned to the South East Centre of Excellence aim and focus areas; and in parallel TfSE will establish the technical expert resource and supporting operational infrastructure, procedures and governance.

4.5 TfSE bid for £200,000 for this work stream but was awarded £300,000 as part of the grant settlement. Discussions to progress this will be taken forward with the relevant DfT policy leads and the Transport Strategy Working Group.

4.6 As a supplementary bid for local capacity and capability funding, TfSE supported a joint STB bid related to the development a common analytical framework. This would ensure a consistent approach to data, modelling and analysis capabilities to support the development of transport scheme business cases. The bid was submitted by Transport for the North (who have the capabilities to lead and develop this work). The value of the bid was £140,000 between the seven STBs, amounting to a contribution of £20,000 from TfSE. At the time of preparing this report we do not know whether or not this bid has been successful and a verbal update on its status will be provided at the meeting.

Bus Back Better

4.7 Working jointly with Transport East and England's Economic Heartland, TfSE submitted a bid for a project that would identify and deliver the support needed to assist local transport authorities with the delivery of their Bus Service Improvement Plans and Enhanced Partnerships.

4.8 The value of the bid was £100,000 per STB area, with a total project value of £300,000. The full project value was awarded and TfSE will act as the lead STB and will receive the full project value. TfSE, through East Sussex County Council as its accountable body, will be responsible for procuring the activity and contracting with the successful supplier on behalf of the three STBs.

Decarbonisation

4.9 Working jointly with Transport East and England's Economic Heartland, TfSE supported a collaborative bid for a project that will deliver a program of works to develop local authorities' understanding of the transport and non-transport (behavioural) options and interventions they can make to decarbonise the transport system, that are applicable to their places and support local place-making and policy goals. The resulting 'toolkit' will enable authorities to plan for activities and interventions of the type and scale that will be required in their geographies to deliver the DfT's' Transport Decarbonisation plan and meet the UK's legally binding net zero targets.

4.10 The bid was led by England's Economic Heartland, who will act as the lead STB and adopt responsibility for procuring and contracting the activity through their accountable body. The value awarded was £100,000 per STB, with a total project value of £300,000.

4.11 In addition, TfSE supported a second joint bid on decarbonisation to commission research to investigate and quantify the decarbonisation impacts of different policy options and scheme interventions in a variety of representative topologies/places across the seven STB geographies. The bid was submitted on behalf of all seven STBs by Midlands Connect. The value awarded was £10,000 per STB, with a total value of £70,000. The outputs from this work will provide one of the inputs into the decarbonisation toolkit described above.

4.12 The grant letter confirming the additional funding is attached as Appendix 2.

4.13 The grant letter highlights that DfT expect progress to allocate this funding in the current financial year, but that spending against the activity can carry forward into 2022/23. As such, TfSE will need to undertake initial scoping with the DfT and start the procurement process for the work streams imminently. It is proposed that delegated authority for the procurement process is given to the lead officer, in consultation with the Chair, with a full progress report provided to the Partnership Board in March 2022.

5. Local Contributions for 2020/21

5.1 Constituent authorities have made an important financial contribution to TfSE, which has funded a small staffing complement. This is welcomed, particularly in recognition of the challenging times faced by local authorities.

5.2 It is evident that DfT wish to see local contributions continuing to form part of TfSE's approach to funding and welcome the local contributions made to date.

5.3 Currently constituent authorities have paid a contribution for 2021/22 financial year of £58k for county authorities and £30k for individual unitary authorities. It is proposed to continue this into the 2022/23 financial year and for the amounts to stay the same.

5.4 The amount levied in total will amount to £498,000, which will be lower than core salary costs for the financial year. As such, the budget proposal which will be put to Board members in March 2022 (following confirmation of the DfT grant) may need to draw on reserves to cover core staff costs and operational costs.

6 Business Plan and Annual Report

6.1 In line with previous years, it is intended that TfSE will publish both a retrospective annual report and a forward-looking business plan at the start of the new financial year. Final drafts of both documents will be provided for Partnership Board approval at the next meeting in March. The documents are being designed in 'digital first' format; they will be hosted on the TfSE website and shared proactively with stakeholders as part of our communications and engagement activity.

6.2 The **Annual Report 2021-22** provides clarity around Transport for the South East's structure, role, vision and purpose alongside a summary of achievements in 2021-22, as well as information on governance structures, finances and the team. Success will be measured against the objectives set out in last year's Business Plan 2020-21. A summary outline of the Annual Report 2021-22 is attached as Appendix 3.

6.3 The **Business Plan 2022-23** will be a focused document setting out TfSE's work programme for the coming year and clear objectives. While uncertainty over the funding position for next year means the scope and scale of the technical work programme cannot be confirmed, there are clear priority areas for Transport for the South East for 2022-23. These are:

- Completing our Strategic Investment Plan for the South East
- Undertaking a 12-week public consultation on the draft Strategic Investment Plan
- Implementing the four additional work streams identified by the DfT
- Making the case for roads investment (MRN/LLM, RIS2 and shaping RIS3)
- Planning a better railway (developing our relationship with Great British Railways, joint work programme with Network Rail)
- Strengthening our relationships (widening our reach with stakeholders – universities, planning authorities, private sector innovators and financers)
- Enhancing our governance (potential new governance structures and future operating models)

6.4 An outline structure for the Business Plan 2022-23 is attached as Appendix 3.

7. Conclusions and recommendations

7.1 The Partnership Board are recommended note the financial position to the end of December 2021/22 and the end of year forecast.

7.2 Members are asked to note the current position on grant funding for 2022/23 and to agree the proposal for local contributions for 2022/23. Members are also asked to note the position on additional in-year funding and agree to delegate authority for the procurement of these work streams to the lead officer, in consultation with the Chair.

7.3 Members are recommended to note that work will be commencing on the business plan and annual report for 2022/23.

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Appendix 1: End of Quarter 3 budget update

	Budget	YTD	Forecast	Notes
INCOME				
Local Contributions	498,000	498,000	498,000	
DfT Grant	1,225,000	1,225,000	1,225,000	
DfT Priority work streams	700,000		700,000	N.B. TfSE holds some funding on behalf of Transport East and EEH
Reserves	462,304	462,304	462,304	
Carry forward	63,385	63,385	63,385	
Committed funding	974,354	974,354	974,354	
TOTAL INCOME	**3,923,043**	**3,223,043**	**3,923,043**	
EXPENDITURE				
Staffing				
Core Policy Team	555,000	376,947	532,838	Reduced forecast to reflect staff vacancies
Additional team resource	120,000	68,284	100,000	
Technical Programme				
Transport Strategy	50,000	5,000	37,000	
Area Studies - Outer Orbital	315,692	147,929	315,692	
Area Studies - Inner Orbital	273,764	140,375	273,764	
Area Studies - South Central	273,279	134,382	273,279	
Area Studies - South West Radial	315,000	131,429	315,000	
Area Studies - South East Radial	315,000	119,987	315,000	
Strategic Investment Plan	160,000	0	30,000	Variance will be committed and carried forward to next financial year
SIP consultation	20,000	0	5,000	Variance will be committed and carried forward to next financial year
Thematic Studies	75,000	23,100	78,000	Variance will be committed and carried forward to next financial year
Future Mobility	22,629	26,842	26,842	
Freight and Logistics Strategy	125,000	76,601	115,000	
Analytical Framework	125,000	7,600	122,500	
Other costs	7,000	-3,243	7,000	
EV Charging Strategy	100,000		0	
Bus Back Better	300,000		0	N.B. This is a joint funding stream with Transport East and Economic Heartland
Local Capacity and Capability	300,000		0	
Decarbonisation	0		0	N.B. This is a joint project with Transport East and EEH. EEH hold the joint budget for this workstream.
TfSE Future Role	30,000	26,527	26,527	
Operational Expenses	35,000	3,286	10,000	
Communications/ Engagement				
Events	20,000	1,188	12,000	
Advertising and publicity	25,000	6,520	20,000	
Website	10,000	362	6,000	
Stakeholder Database	7,000	12,000	6,000	N.B. £6,000 to be invoiced to Midlands Connect
Media Subscriptions	2,500	1,279	2,000	
Carry forward for Tech programme/committed funding			870,500	
Carry forward (non-technical)			81,922	
Reserves	341,179		341,179	£97,000 ringfenced for DfT funded fixed term posts
TOTAL EXPENDITURE	**3,923,043**	**1,306,395**	**3,923,043**	

Baroness Vere of Norbiton
Transport Minister for Roads, Buses and Places

Great Minster House
33 Horseferry Road
London
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Web site: www.gov.uk/dft

Department
for Transport

Rupert Clubb
Programme Director, Transport for the
South
East
County Hall, St. Anne's Crescent
Lewes
BN7 1UE

12 January 2022

Dear Rupert,

Thank you for submitting your proposals for additional work that Transport for the South East (TfSE) can do to help the Department for Transport (DfT) achieve its objectives in your region.

I am grateful for TfSE's efforts in pulling together proposals at short notice, working with your partners and the other Sub-National Transport Bodies (STBs). I wanted to write to confirm the proposals we will fund at this time.

We will offer provisional funding for:

- £300,000 - Development of a regional South East Centre of Excellence
- £300,000 - Bus Back Better Support (in collaboration with England's Economic Heartland and Transport East)
- £100,000 - EV Infrastructure Strategy

If any of your proposals have not been funded, my officials will be in touch shortly to discuss further.

All funding is offered on a provisional basis and is contingent on you agreeing final outputs and delivery timescales with DfT policy teams. Once funding is released, it will be important that you continue to liaise with policy teams, both directly and through the STB liaison meetings.

All funding should be allocated this Financial Year, although we recognise some activity may be delivered in FY 22/23. This funding is only offered on a one-off basis. There is no commitment to future funding of any of these workstreams, so it is important that your work is a standalone project, with a strong legacy.

The attached document sets out proposed governance arrangements between the Department and Transport for the South East with regards to this funding. They are intended to be proportionate while ensuring good use of public funds. If you are content with these arrangements, please sign and return a copy to my officials. My officials will separately provide a Grant Determination Form for your accountable Section 151 officer to sign and return, following which the funding will be granted in accordance with the powers in Section 31 of the Local Government Act 2003, in the financial year 2021-22.

The Secretary of State and I would like to thank you, your board, and your officials for all your hard work over the past year. We look forward to seeing the impact this additional funding has and the outputs you deliver.

Yours,
Charlotte

BARONESS VERE OF NORBITON

Funding and governance agreement

1. **Governance**
    a. East Sussex County Council is the accountable body for this funding, on behalf of Transport for the South East, unless otherwise agreed by Transport for the South East and confirmed to the Department in writing.
2. **Use of DfT funding**
    a. DfT funding may be used for the following purposes:
        - £300,000 - Development of a regional South East Centre of Excellence
        - £300,000 - Bus Back Better Support (in collaboration with England's Economic Heartland and Transport East)
        - £100,000 - EV Infrastructure Strategy

    b. Transport for the South East should confirm to DfT that they have used the funding in line with the proposed ask. Should Transport for the South East wish to use DfT funding for any purpose other than those set out above, they will first set out the proposed amount and rationale to the Department in writing, for discussion with the Department.
3. **Programme and risk management**
    a. Transport for the South East will, by the end of February 2022.
        - Agree their work plan with DfT, detailing planned outputs and timescales for each of the proposals we have offered provisional funding to.
        - Agree with the DfT Sponsorship Team how these projects will be built into existing monitoring arrangements.
        - Develop and share a comprehensive risk register with DfT.

    b. Transport for the South East and the DfT Sponsorship Team will review spend against planned outputs, related delivery risks and any other issues or opportunities at regular engagement meetings with a view to maximising the value for money of STB activity. The DfT Sponsorship Team will provide advice and support as appropriate.
4. **Ways of working**
    a. DfT and Transport for the South East agree to open, honest, timely and frequent communication on all areas of work.
    b. Transport for the South East will endeavour to achieve outputs by the agreed timescales and communicate to DfT if these timescales cannot be met.
    c. Transport for the South East agree to record and share the minutes and actions from:
        - Transport for the South East Strategic Board
        - Transport for the South East Steering Group

d. Transport for the South East will work with other STBs as part of the STB liaison group to ensure consistency and avoid duplication of work between STBs wherever possible.

e. Transport for the South East will work with other STBs on any joint projects or projects where there is a joint interest. Transport for the South East will demonstrate this to the DfT Sponsorship Team at agreed check-in intervals.

f. Transport for the South East will work constructively with the consultancy that DfT has procured to monitor and evaluate the work and will provide data as requested.

Signed:

Rupert Clubb, Programme Director, Transport for the South East

Date:

Annual report and business plan – draft outlines

Annual report

1. Chairman's welcome

- Ongoing pandemic – virtual meetings
- Successes; Area studies, future mobility strategy, freight strategy, decarbonisation forum, additional work streams TBC, stakeholder liaison building on relationships etc.
- Next steps – governance structures right for delivering the SIP, consultation
- Thanks to partners, DFT, Board Members

2. Lead Officers Foreword

- Reflect on last 12 months
- Looking ahead
- Thanks

3. Year in focus

April – Project View launch
May – South West and South East Radial Areas Studies commence
June – A284 Lyminster bypass was given a funding boost / first meeting of the South East Transport Decarbonisation Forum
July – Future Mobility strategy published
Sept – Partnership Board workshop on future roles and responsibilities of TfSE
Oct - A259 corridor between Bognor Regis and Littlehampton in West Sussex funding to proceed to SOBC
Nov – Appointed Steer and KPMG to lead on development of the SIP
Dec – A28 Birchington, Acol, Westgate-on-Sea relief road - SOBC
Jan - First draft of Freight, Logistics and Gateways Strat signed off by the Board
Feb – MP reception/engagement activity around SIP
March – Area studies finalised

4. About TfSE

5. From area studies to strategic investment plan

Update on area studies and work to move into SIP development ahead of consultation

Future Mobility Strategy

Strategy agreed, launched. Now looking at how we deliver the action plan.

Freight, Logistics Gateways strategy

Published

Project View

- Over 100 users
- Looking to run a second application window to bring on more users
- Will be adding new data sets from our current work streams; area studies, future mobility strategy, freight, Logistics and Gateway Strategy as well as from the local planning data refresh
- New functionality
- Feedback from existing users

6. Decarbonisation

SE regional decarb forum has been set up and have met four times – technical work underway to map out decarbonisation pathways for the SE

7. Investing in our region's transport

Money committed to investment in transport schemes in the South East regions (broader than just that of TfSE e.g. Solent Future Transport zone, Housing Infrastructure Bids)

MRN Schemes

- A284 Lyminster bypass was given a funding boost
- A259 corridor between Bognor Regis and Littlehampton in West Sussex funding to proceed to SOBC
- A28 Birchington, Acol, Westgate-on-Sea relief road - SOBC

Great British Railways

Continuing to work with Great British Railways Transition Team.

8. Joint working with other STBs and other key partners

Continuing to work with STBs (STB conference planning underway, additional work streams, analytical framework), National Highways, Network Rail etc.

9. Strengthening our relationships (comms and engagement activity)

- Chair's engagement sessions (Autumn/Winter 2021)
- Universities

- Districts and Boroughs
- MP reception
- Private sector groups
- Environment groups, special interest groups

10. Finance

- Multi-year funding proposal – TBC dependent on outcome
- Four additional work streams

11. Consultation responses

Gatwick, Lower Thames Crossing...

12. Our Board

13. Our Team

14. Looking ahead

Priorities as in Business plan for 2022-23

Business plan

1. About us

2. 2022-23 priorities

i. Develop our strategic investment plan ready for public consultation in summer 2022 and publication in 2023.
ii. Agree a clear and compelling vision for the future role of Transport for the South East including the tools we need to deliver our investment plan
iii. Develop the analytical framework to support delivery of the SIP
iv. Four additional work streams and priorities; Decarbonisation, bus back better, local capacity and capability and electric vehicle infrastructure strategy.
v. Alongside these key priorities, we'll continue to work closely with government and partners in the road and rail sectors to support investment in our region and ensure the South East's voice is heard.

3. Developing our strategic investment plan

- Plan developed by the South East for the South East
- Consultation

4. Partnership fit for the future

- Need the right Governance structure to support development and delivery of the SIP
- Arup report

5. Moving faster and further: driving forward our work in key thematic areas

- Decarbonisation
- Bus back better
- Local capacity and capability
- EV infrastructure

6. Driving sustainable investment in our region's transport network

- Developing a multi-modal SIP
- Continued work with Great British Railway Transition Team
- Update on progress of MRN/LLM schemes
    - A259 corridor between Bognor Regis and Littlehampton in West Sussex
    - A28 Birchington, Acol and Westgate-on-Sea Relief Road
    - Other schemes that are doing the OBC – already doing it once they went into the MRN programme (from last year – we will also continue to support…)
    - Phase two of MRN we need to prepare for in the next 12 months
    - RIS3
- Other investment opportunities as a result of the SIP

7. Decarbonisation

- South East Transport Decarbonisation Forum
- Ongoing technical work around development of decarbonisation pathways for the region

8. Resources

- Income - Update from last year following financial settlement
- Our budget
- Our team

9. Looking to the future – from Keith

- Working towards SIP
- 12 months that will transform TfSE as we prepare to deliver the SIP
- Reference pandemic but talk about positive steps

Agenda Item 9

Report to:	**Partnership Board - Transport for the South East**
Date of meeting:	**24 January 2022**
By:	**Lead Officer, Transport for the South East**
Title of report:	**Area Studies Progress Update**
Purpose of report:	**To provide a progress update on the area studies programme.**

RECOMMENDATION:
The members of the Partnership Board are recommended to note the progress made with work on the area studies.

---

1 Introduction

1.1 The purpose of this report is to provide a progress update on the five area studies.

2 Financial considerations

2.1 In May 2019 the Department for Transport (DfT) made a grant award of £500,000 to TfSE to take forward the technical work programme including the area studies. On 13 March 2020, the DfT approved a variation to the £500,000 grant, authorising TfSE to undertake additional preliminary tasks to ensure that a robust evidence base was in place for the area studies. The remaining funding available from the 2019/20 grant was sufficient to enable TfSE to proceed with commissioning one area study.

2.2 In August 2020 the DfT made a grant award of £1,225,000 to TfSE to take forward further elements of the technical work programme including the area studies. This provided sufficient funding to take forward two further area studies.

2.3 In March 2021 the DfT made a grant award of £1,225,000 to TfSE to take forward further elements of the technical work programme including the area studies. This provided sufficient funding to take forward the remaining two area studies.

3 Area studies background

3.1 The programme of area studies will identify where geographically, when in time, and under what conditions, packages of scheme interventions and wider policy initiatives should be implemented across the South East to deliver the 2050 vision set out in our transport strategy. The outputs from these studies will feed into the development of TfSE's Strategic Investment Plan (SIP). Each of the packages presented in the SIP will identify a range of scheme options some of which will need to be subject to further feasibility work to identify preferred options for possible introduction at particular locations.

3.2 The specific geographic location and movement types within scope for each study along with their sequencing and programme for delivery was agreed at the Partnership Board meeting on 22 October 2020. Five area studies are to be carried out; two focusing on orbital movements and three focusing on radial movements across the TfSE geography.

4 Area studies progress update

4.1 A diagram showing the stages and steps of work to be undertaken through the area studies, along with each study's relative progress is shown at Appendix 1.

4.2 All five area studies have now either completed, or are very close to completing their Stage C (option generation and assessment) stage. This Stage C work involves an assessment long lists of potential interventions against the study's agreed strategic objectives and other wider economic and delivery criteria using a multi-criteria assessment framework (MCAF). This process aligns with the Department for Transport's Transport Appraisal Guidance.

4.3 The outcomes from the MCAF were used to inform the development of packages of interventions. Further assessment and modelling work to refine the packages of interventions was then undertaken utilising TfSE's South East Economy and Land Use Model (SEELUM) that was developed for the transport strategy.

4.4 Alongside area specific interventions, "global policy interventions" have also been assessed and modelled using SEELUM where this is possible.

4.5 The methodology for the reporting of the outcomes of Stage D (further appraisal) of the area studies has been revised. This work will now bring together the outputs from all five areas at an earlier stage into four revised geographies that will enable the strong strategic narratives that have emerged from the technical work to be presented in a more streamlined way for inclusion in the SIP.

4.6 The following outputs will now result from Stage D:

- Four **Strategic Programme Outline Cases (SPOC)** based around four revised geographies. These will make a compelling case for investment in the programme showing that it is strategically aligned, will stimulate substantial positive impacts and is deliverable.
- A **Strategic Narrative** which will be TfSE area-wide and place-based, bringing together SPOC narratives and underpinned by evidence including SEELUM outputs at a TfSE area level.
- A TfSE wide collated **Delivery Plan**, based on SPOC packages and a global package of interventions.
- Five **Thematic Chapters** which will set out how the interventions identified in the proposed packages will deliver key Government policies on decarbonisation, levelling up, strategic highways, rail and strategic cycling.

Graphics illustrating the revised SPOC geographies and Stage D outputs is shown in Appendix 2.

4.7 A programme showing the timescales for undertaking the remaining work on the area studies and the Strategic Investment Plan is shown at Appendix 3.

5 Stakeholder engagement

5.1 Key stakeholders have been engaged throughout the area studies development with area specific working groups providing the opportunity for detailed technical input and challenge from TfSE's constituent authorites and other key stakeholders. We are very grateful for the continued high level of engagement from our working groups who are providing valuable insight and challenge as the studies progress.

5.2 An area study forum was also convened for each study to feed in wider stakeholder views at key points, including setting the objectives for the study and inputting into the long lists of potential interventions. There have been two forum meetings held for each of the studies, and there has been a very good level of engagement and input from these stakeholders.

5.3 With the revised approach to Stage D, it was decided to cancel the originally proposed 'third and final stakeholder' forums for each individual area study, and instead replace them with a combined event that will address the outcomes of the whole area study work programme. This combined meeting is now scheduled for 3 March 2022.

5.4 A second round of engagement sessions with all board members have been held. Meetings were led by Cllr Glazier and provided an opportunity for Board members to hear about the potential interventions that are emerging from the area studies.

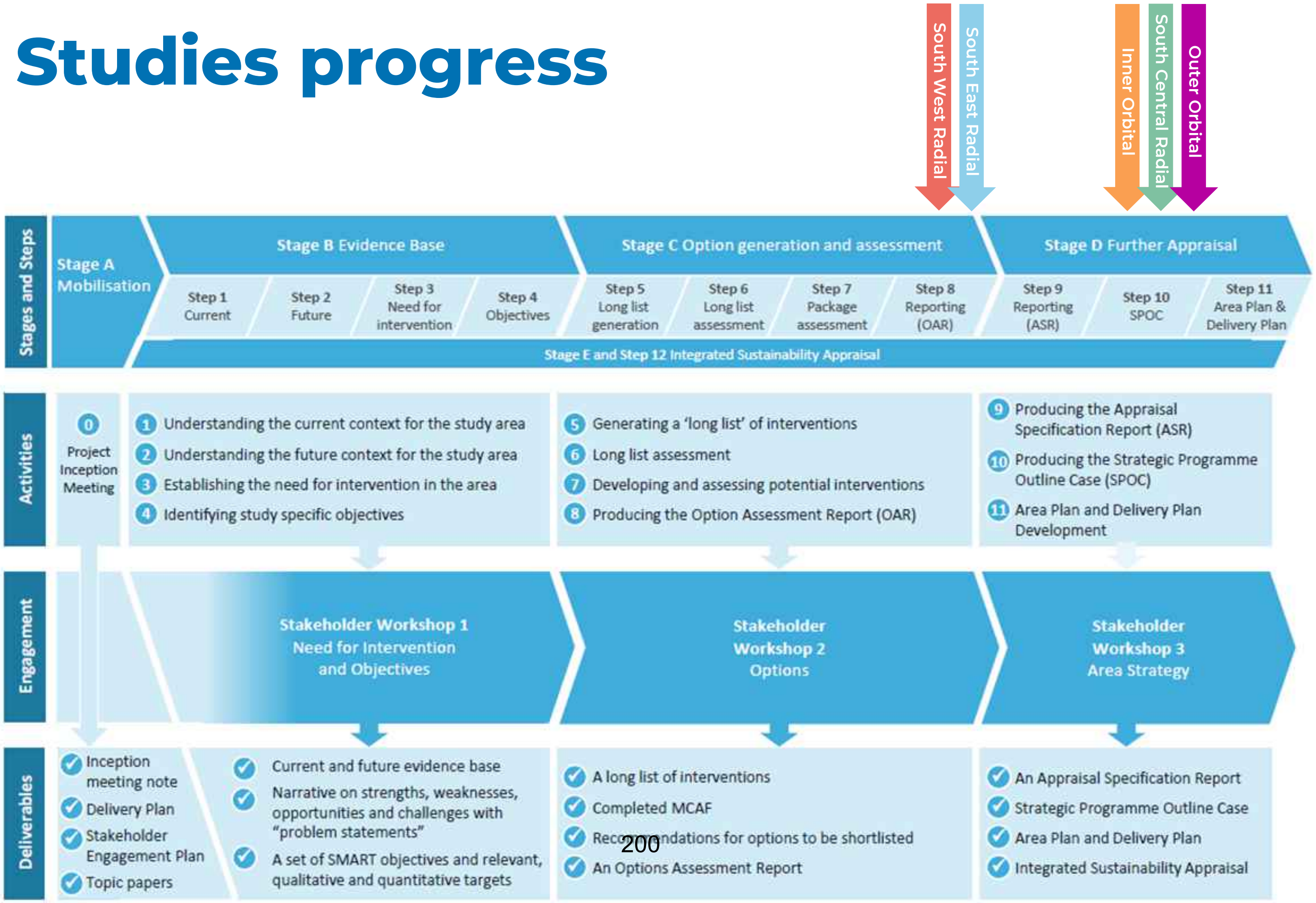
6 Conclusions and recommendations

6.1 The Partnership Board is recommended to note the work undertaken to date and the progress made with the area study work programme. A further progress update on the area studies will be presented to the Partnership Board at the March 2022 meeting.

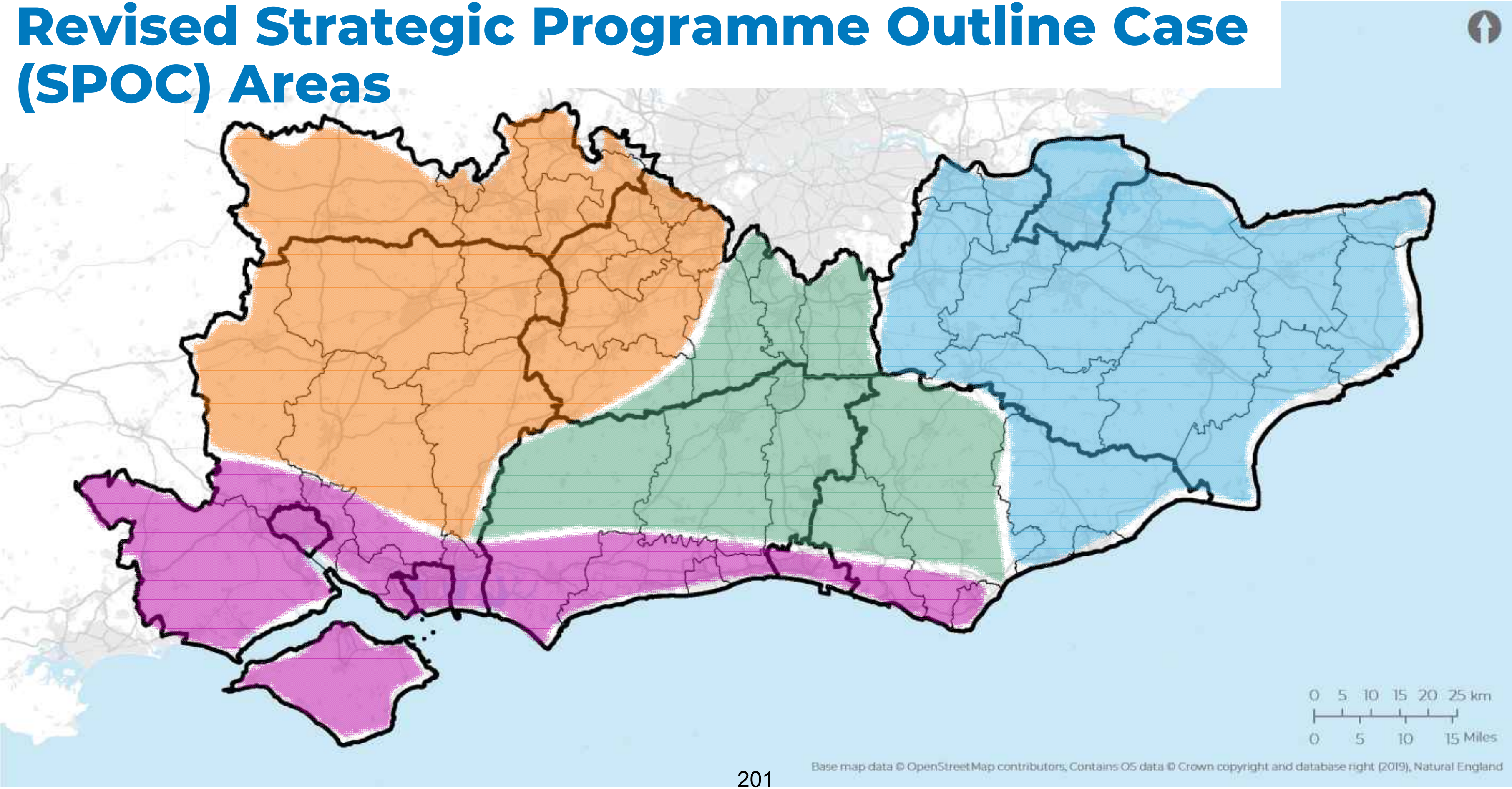
RUPERT CLUBB
Lead Officer
Transport for the South East

Contact Officer: Sarah Valentine
Tel. No. 07710 394355
Email: sarah.valentine@eastsussex.gov.uk

Area Studies progress

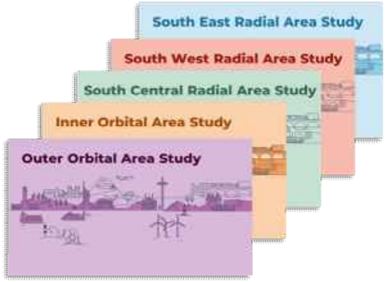


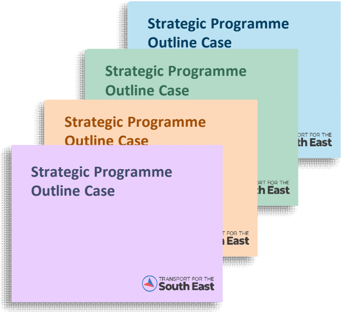
Revised Strategic Programme Outline Case (SPOC) Areas



Towards the Strategic Investment Plan (SIP)

Evidence Base and Options Assessment → Strategic Programme Outline Case (SPOC) → Area Plan and Delivery Plan → SIP



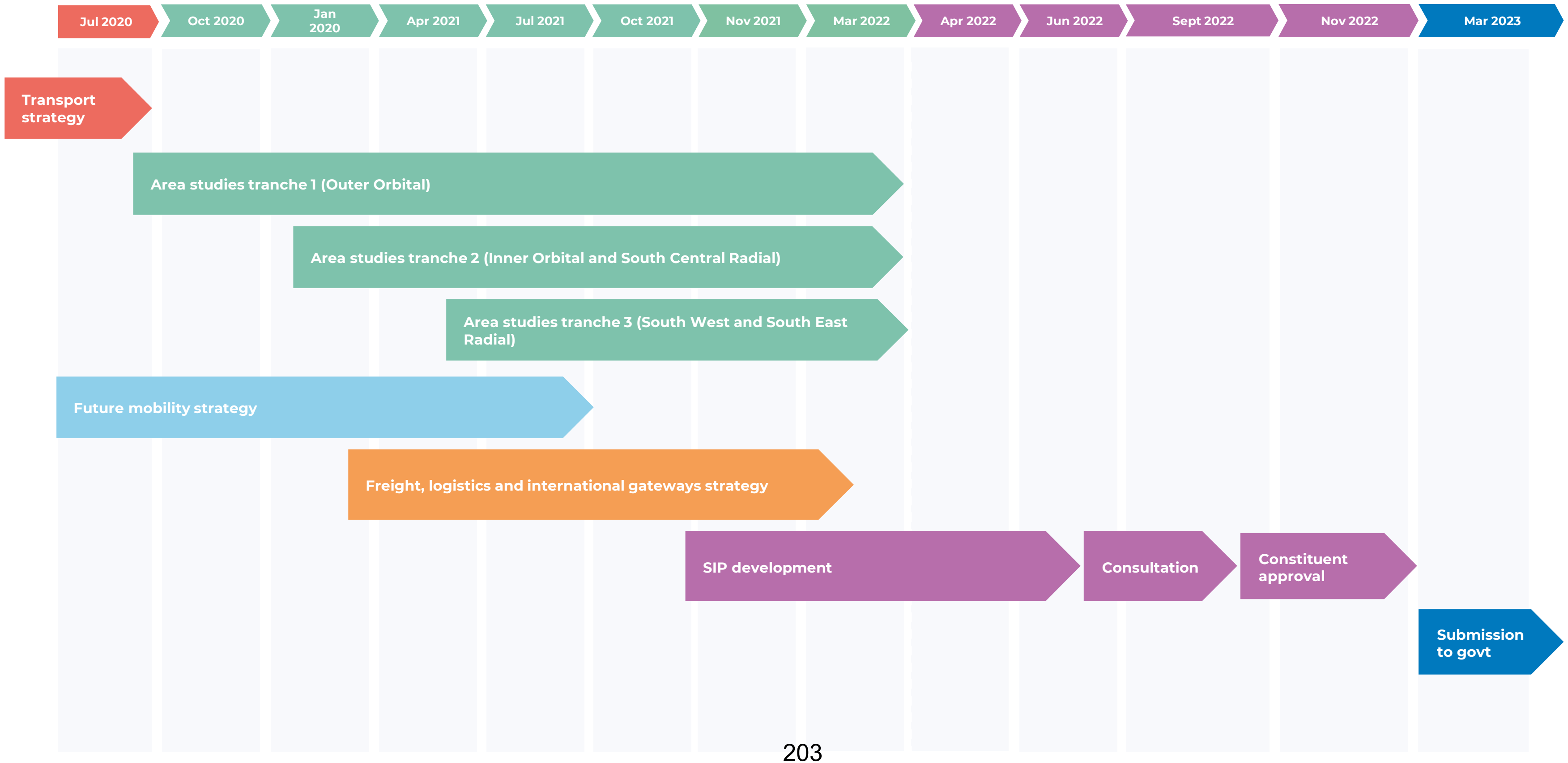


Five Evidence Base Reports and Five Options Assessment Reports centred around original geographies

Four SPOC's based around new geographies and emerging narratives

Strategic narrative, thematic plans and single delivery plan

Route map to the Strategic Investment Plan (SIP)



Agenda Item 10

Report to: **Partnership Board –Transport for the South East**

Date of meeting: **24 January 2022**

By: **Lead Officer, Transport for the South East**

Title of report: **Strategic Investment Plan Progress Update**

Purpose of report: **To provide a progress update on the Strategic Investment Plan**

RECOMMENDATIONS:

The members of the Partnership Board are recommended to:

(1) Note the outcome of the procurement exercise;

(2) Note the progress on the procurement exercise to appoint a consultation specialist; and

(3) Note the progress with the Strategic Investment Plan to date.

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1. Overview

1.1 The purpose of this report is to update the Partnership Board on the procurement process for the Strategic Investment Plan (SIP). The SIP will form the final part of the transport strategy, bringing together the outputs from the area studies and thematic studies, to become the blueprint for investment in the south east for the next 30 years.

1.2 At the July 2021 Partnership Board meeting, Board members agreed to delegate authority for the procurement of the SIP to the lead officer, in consultation with the Chair. Procurement commenced in September 2021, following the East Sussex County Council processes. It was not possible to provide an update on the procurement process at the October 2021 Board meeting as the standstill period was in place. This report provides an update on the appointment and progress to date.

2. SIP Procurement

2.1 As agreed at the Partnership Board meeting in July 2021, the Board delegated authority for the procurement process to the lead officer, in consultation with the Chair. The procurement process commenced in September 2021, following the East Sussex County Council procurement rules and the brief was issued in the form of a request for quotation (RFQ). Board members can request a copy of the RFQ from the TfSE secretariat.

2.2 Members of the Senior Officer Group were offered the opportunity to form part of the procurement panel, being involved in the scoring process and interviews. Bidders were expected to complete the RFQ template and invited to participate in a clarification interview process. A total of eight bidders were invited to participate in the RFQ and two submissions were received.

2.3 Following the completion of the RFQ process, a consortium of Steer and KPMG have been appointed to lead the work.

3. SIP Update

3.1 The SIP will set a credible framework for delivering the vision and objectives of TfSE's Transport Strategy and the packages of interventions developed by TfSE's area and thematic studies.

3.2 The programme of interventions set out in the SIP will be wide-ranging in terms of modes, locations, and delivery models. There will likely be individual schemes that have net funding needs of varying sizes. The overall investment requirement is, however, likely to be very significant and will need to be delivered over a 30-year period.

3.3 As the final step of TfSE's plan to deliver its Transport Strategy, one of the key objectives of the SIP will be to provide the basis for securing local, regional, and national agreement to this significant investment programme, how it will be delivered and –crucially –how it will be paid for.

3.4 There will be a five-stage approach to developing the SIP:

- Stage A: Mobilisation;
- Stage B: SIP Background;
- Stage C: SIP Development;
- Stage D: Consultation; and
- Stage E: Integrated Sustainability Appraisal (and close out).

3.5 Project mobilisation has completed and Steer have progressed into Stage B, which involves undertaking a review of the technical work completed to date, the future development of TfSE and the wider context for the SIP. This work will run alongside the final stages of the area studies and will conclude in March 2022.

3.6 Stage C is a substantial element of the process, involving the development of the SIP's narrative, content, and look and feel. It also involves the initial work to prepare for the consultation and the development of the funding and financing packages. There will be considerable opportunities for SOG and the Board to influence and guide this stage of the work, with a specific focus on the narrative.

3.7 Steer will be invited to the Board meeting in March 2022 to share their proposed approach to the development of the SIP and to update members on their progress.

4. Appointment of consultation specialist

4.1 The SIP will be subject to a full 12-week public consultation. The consultation for the Transport Strategy attracted over 3,500 responses and it is anticipated that a similar level of response will be received for the SIP.

4.2 Given the importance of the consultation exercise, it is proposed to bring in a consultation specialist to oversee the development of a digital consultation platform and to lead the analysis of the results. This will help to ensure that the consultation reaches the relevant audiences, meets best practice standards and will be supported by the TfSE team through face-to-face events and communications activities.

4.3 The consultation specialist will work closely with Steer and KPMG to develop the consultation approach and ensure they receive the results in a timely manner to enable the draft SIP to be updated for the Board meeting in November 2022.

4.4 The procurement process for the consultation specialist commenced in December 2021, following the East Sussex County Council procurement rules and the brief was issued in the form of a request for quotation (RFQ). Board members can request a copy of the RFQ from the TfSE secretariat.

4.5 The successful bidder will be appointed in January 2022 and a verbal update will be provided at the Board meeting.

5. Budget implications

5.1 The contract value for the SIP is £150,000. This budget has been allocated from the DfT 2021/22 grant.

5.2 It is anticipated that the contract value for the engagement specialist will be between £25,000-£30,000. This is higher than anticipated as the scope of the work has expanded to cover a broader consultation exercise and the level of response that is expected. The additional funding for this will be met through underspend in the communications and engagement budget.

6. Conclusions and Recommendations

6.1 The Partnership Board are recommended to note the outcome of the procurement exercise, note the progress in appointing a consultation specialist to lead the public consultation and to note progress to date.

RUPERT CLUBB
Lead Officer
Transport for the South East

Contact Officer: Rachel Ford
Tel. No. 07763 579818
Email: rachel.ford@eastsussex.gov.uk

Report to:	**Partnership Board - Transport for the South East**
Date of meeting:	**24 January 2022**
By:	**Lead Officer, Transport for the South East**
Title of report:	**Technical Programme Progress Update**
Purpose of report:	**To provide a progress update on the ongoing work to identify the future ambition for bus services in the TfSE area, implementation of TfSE's Future Mobility Strategy and TfSE's current work on decarbonisation.**

RECOMMENDATIONS:

The members of the Partnership Board are recommended to:

(1) Note the progress with ongoing work on defining the future ambition for bus services in the TfSE area;

(2) Note the work that has been initiated on the implementation of TfSE's Future Mobility Strategy; and

(3) Note progress with TfSE's ongoing decarbonisation work.

---

1. Introduction

1.1 The purpose of this report is to provide an update on the work taking place to support the development of Bus Service Improvement Plans, the work that has been initiated on the implementation of TfSE's Future Mobility Strategy and TfSE's ongoing work on decarbonisation.

2. Bus Back Better

2.1 The national Bus Back Better strategy, launched in March 2021, required local transport authorities (LTAs) to submit a Bus Service Improvement Plan (BSIP) to the Department for Transport by 31 October 2021. The purpose of a BSIP is for each LTA is to set out its vision for delivering the step-change in bus service provision that is being sought by the national strategy.

2.2 The intention is that BSIPs will help the DfT identify the funding requirements that will be needed in future years to deliver these ambitions and to assist them in making the case to the Treasury to secure these funds. At the time of writing this report LTAs were still waiting to hear about the level of funding they had been awarded.

2.3 The TfSE Transport Strategy identified the key role that the bus will need to play in delivering its 2050 vision. Bus patronage will need to more than double if this vision is to be achieved. The ongoing work on the area studies is confirming the enhanced role that buses will need to play in realising this vision. TfSE has commissioned Steer to undertake technical work to produce a regional evidence base to identify in more detail what future bus service provision might need to look like. This work will be available to support the second round of BSIPs and development of TfSE's Strategic Investment Plan (SIP). The technical work is ongoing and monthly progress updates are being provided at Transport Strategy Working Group meetings. The work is due be completed by the next Partnership Board meeting on 21 March 2022 when the outcomes from it will be reported.

2.4 Further work is being planned to support LTAs with the implementation of their BSIPs and development of their Enhanced Partnership's with bus operators, as part of the additional in year funding that has been identified by the DfT for STBs. The scope of the work that is going to be taken forward using this funding is set out in agenda item 8.

3. Future Mobility Strategy Implementation

3.1 In July 2021, the Partnership Board agreed the TfSE future mobility strategy and action plan. WSP, who developed the strategy, are in the process of being commissioned to commence work on a number of the elements of the action plan. In the longer term, funding is being sought through TfSE's Comprehensive Spending Review bid to appoint a member of staff to lead on this work.

3.2 The further work that is to be undertaken during the remainder of this financial year will include:

- undertaking workshops with local authorities to present the future mobility strategy and identify their roles, responsibilities and potential actions;
- holding further meetings of the future mobility forum to guide the implementation of the action plan;
- identifying potential locations and partners for further piloting of future mobility interventions;
- scoping the possible development of a future mobility tool that would enable local authorities to identify which future mobility interventions were most appropriate for the different types of places in their areas.

3.3 An update on the progress with this work will be given at the next Partnership Board meeting in March 2022.

4. Decarbonisation

4.1 In July 2021 the Government published its Transport Decarbonisation Plan (TDP) setting out a path to net zero transport in the UK by 2050 and the principles that underpin the approach to delivering it. The strategy identifies a key role for local transport authorities in delivering place-based approaches to transport decarbonisation. The TDP also identifies a key role for STBs in supporting the Government's decarbonisation objectives "*by joining up local plans across a wider geography, to capitalise on economies of scale and ensure coherence across local authority borders*".

4.2 In June 2021 TfSE established the South East Regional Transport Decarbonisation Forum for local authority officers to share best practice, identify areas for joint working and oversee TfSE's work on decarbonisation. The forum has met three times and bi-monthly meetings have now been scheduled throughout 2022.

4.3 TfSE have commissioned Steer to undertake the technical work to identify a carbon budget for the TfSE area and pathways to achieve zero emissions for surface transport in each of the constituent authority areas as well as an assessment of the effectiveness of existing and future policies that would need to be pursued to follow the identified pathways. The work is due be completed by the next Board meeting on 21 March 2022 when the outcomes from it will be reported.

4.4 Further work is being planned on decarbonisation as part of the additional in year funding that has been identified by the DfT for STBs. The scope of the work that is going to be taken forward on decarbonisation using this funding is set out in agenda item 8.

5. Financial considerations

5.1 The costs of the work to identify the future ambition for bus services (£42,500), the future mobility implementation work (£20,000) and the carbon budgeting and pathways work (£42,500) are being met from the 2021/22 DfT grant settlement.

6. Conclusions and recommendations

6.1 The Partnership Board is recommended to note the progress being made with the work on defining the future ambition for the bus network in the TfSE area, the implementation of the future mobility strategy and TfSE's work on decarbonisation.

RUPERT CLUBB
Lead Officer
Transport for the South East

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Agenda Item 12

Report to:	**Partnership Board –Transport for the South East**
Date of meeting:	**24 January 2022**
By:	**Lead Officer, Transport for the South East**
Title of report:	**Update on the Major Road Network and Large Local Major priority schemes 2020-2025**
Purpose of report:	**To provide an update on the Major Road Network and Large Local Major scheme programmes.**

RECOMMENDATION:

The members of the Partnership Board are recommended to note that two TfSE priority Major Road Network schemes that were at Stategic Outline Business Case stage have been granted approval to proceed to their next stage of their development and that both have received confirmation of development funding from DfT towards the costs of developing their Outline Business Cases.

1. Introduction

1.1 This report provides an update on the development of the Major Road Network (MRN) and Large Local Major (LLM) scheme programmes.

2. Background

2.1 At a meeting on 14 June 2019, the Partnership Board agreed the list of priority MRN schemes and a group of “emerging priority” LLM schemes that should be submitted to the DfT. Following further work in relation to the LLM schemes, the Partnership Board then agreed the list of priority LLM schemes that should be submitted to the DfT at their meeting on 19 September 2019.

2.2 Since the submission of the MRN and LLM priority schemes in 2019, the DfT have been assessing the business case information for the schemes that have been submitted across the country. Two of the TfSE pre-Strategic Outline Business Case (pre-SOBC) stage LLM schemes and one MRN scheme have subsequently been approved to proceed to Strategic Outline Business Case (SOBC) development.

2.3 A further two of the TfSE priority MRN schemes, Redbridge Causeway and A284 Lyminster Bypass, have both gained “programme entry” approval at Outline Business Case (OBC) stage, with Ministers confirming their commitment to providing up to £25.192m of investment towards transport schemes within the south east.

3. Major Road Network and Large Local Major Schemes Update

3.1 Good progress continues to be made with the development of schemes in the TfSE area. Significant work has been ongoing between the DfT, TfSE and the scheme promoters in the constituent authorities to progress the MRN and LLM scheme business cases, and to respond to the queries and clarifications received from DfT. The timescales for this work are led by the individual scheme programmes and the development work being undertaken by the promoting authorities.

3.2 Since the last Partnership Board meeting in October 2021, there have been two further announcements relating to the TfSE priority MRN schemes.

3.3 On 27 October 2021, DfT announced that the A259 Bognor Regis to Littlehampton scheme in West Sussex had been approved to progress to the next stage of development. It was also announced that to help the scheme progress to the next stage, the Department would make a contribution of £849,000 towards the costs of developing an OBC.

3.4 On 7th December 2021, DfT announced that the A28 Birchington, Acol and Westgate-on-Sea Relief Road scheme in Kent had been approved to progress to the next stage of development. It was also announced that to help the scheme progress to the next stage, the Department would make a contribution of £750,000 towards the costs of developing an OBC.

3.5 Both announcements, and particularly the confirmation of the DfT providing £1.599m of development funding towards transport schemes within the South East, are to be welcomed and provide demonstrable benefits of the power of TfSE speaking to Government with one voice not only on the transport priorities for the TfSE area, but also regarding the challenges faced by our constituent authorities in bringing schemes forward.

3.6 The promoting authorities for the other MRN and LLM priority schemes should be encouraged by these announcements, and it is important that they continue to work closely with DfT officials in developing their business cases and schemes, and ensure that the DfT are kept up to date with scheme programmes and expected timescales for delivery. This will assist DfT officials in managing the wider MRN and LLM programmes and provide them with the evidence that will be needed to bid for the required funding in advance of future spending reviews.

3.7 The current status of each of the TfSE priority schemes is shown in the tables in Appendices 1 and 2.

4. Conclusions

4.1 Members of the Partnership Board are recommended to note that good progress continues to be made with the development of the TfSE priority MRN and LLM schemes.Two of the TfSE priority MRN schemes, A259 Bognor Regis to Littlehampton and A28 Birchington, Acol and Westgate-on-Sea Relief Road, have both gained approval to progress to their next stage of development, with the DfT confirming their commitment to providing £1,599m of funding towards developing their Outline Business Cases.

RUPERT CLUBB
Lead Officer
Transport for the South East

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Appendix 1

TfSE MRN Scheme Tracker

Scheme Status	Priority	Scheme Name	Authority	Development Stage	Comments
Top Ten Priority Schemes ranked in priority order	**1**	**Northam Rail Bridge Replacement and Enhancement**	Southampton CC	SOBC	SOBC submitted on 23/06/21 Ongoing liaison with DfT
	2	**A284 Lyminster Bypass**	West Sussex CC	Programme Entry	**Programme entry confirmed** (07/06/2021) up to £11.792m funding awarded WSCC progressing scheme through statutory processes
	3	**Redbridge Causeway**	Hampshire CC	Programme Entry	**Programme entry confirmed** (01/02/2021) up to £13.4m funding awarded HCC developing FBC through new "fast track" process
	4	**A249 at M2 Junction 5**	Kent CC	SOBC	Main scheme to be constructed by National Highways KCC updating the SOBC for their part of the scheme
	5	**A22 Corridor Package**	East Sussex CC	OBC	Business case information being assessed by DfT Ongoing liaison with DfT
	6	**A320 North Corridor**	Surrey CC	SOBC	Business case information assessed by DFT and rated amber/red Ongoing liaison with DfT
	7	**A259 (King's Road) Seafront Highway Structures ('Arches') Renewal Programme**	Brighton and Hove CC	OBC	Business case information being assessed Ongoing liaison with DfT
	8	**A28 Birchington, Acol and Westgate-on-Sea Relief Road**	Kent CC	OBC	**Approved** (7/12/21) to proceed to OBC development £750,000 development funding awarded
	9	**A259 Bognor Regis to Littlehampton Enhancement**	West Sussex CC	OBC	**Approved** (01/11/21) to proceed to OBC development £849,000 development funding awarded
	10	**A259 South Coast Road Corridor**	East Sussex CC	Pre-SOBC	Business case information assessed by DFT and rated amber Ongoing liaison with DfT
Pipeline schemes **(listed by local authority)**		**A259 (King's Road) Seafront Highway Structures ('Arches') Renewal Programme (continued)**	Brighton and Hove CC	Pre-SOBC	For consideration in MRN2
		A2270/A2101 Corridor Movement and Access Package including Cophall Roundabout	East Sussex CC	Pre-SOBC	
		A22 Corridor Phase 2	East Sussex CC	Pre-SOBC	
		A299 Thanet Way Major Structural Renewal	Kent CC	Pre-SOBC	
		A228 Colts Hill Strategic Link	Kent CC	Pre-SOBC	
		A24/A243 Knoll Roundabout and M25 J9A	Surrey CC	Pre-SOBC	
		A259 Chichester to Bognor Regis Enhancement	West Sussex CC	Pre-SOBC	
		A24 Corridor Horsham to Worthing	West Sussex CC	Pre-SOBC	

Updated December 2021

__Appendix 2__

TfSE LLM Scheme Tracker

Scheme Status	Priority	Scheme	Authority	Scheme Development Stage	Comments
Priority Scheme considered more appropriate to be delivered through RIS2		**M2/A2 Brenley Corner Upgrade**	Kent CC	pre-SOBC	Announced in RIS2 on 11/3/20 as a pipeline scheme for RIS3. Development work to be undertaken 2020-25 for potential delivery beyond 2025
TfSE LLM Priority schemes ranked in priority order	**1**	**West Quay Road Realignment**	Southampton CC	SOBC	**Approved** (3/10/19) to proceed to SOBC development
	2	**New Thames Crossing East of Reading**	TVLEP (Wokingham BC)	SOBC	SOBC business case information assessed by DfT and rated amber Ongoing liaison with DfT
	3	**A326 Capacity Enhancement**	Hampshire CC	SOBC	**Approved** (11/03/20) to proceed to SOBC development
	4	**City Centre Road**	Portsmouth CC	pre-SOBC	Business case information assessed by DFT and rated amber/red Ongoing liaison with DfT
	5	**A229 Blue Bell Hill Junction Upgrades**	Kent CC	pre-SOBC	Business case information assessed by DFT and rated amber/green Ongoing liaison with DfT
	6	**A31 Farnham Corridor (Formerly known as A31 Hickleys Corner Underpass, Farnham)**	Surrey CC	SOBC	SOBC submitted to DfT (18/11/21)
Pipeline Schemes		**A325 Wrecclesham Relief Road**	Surrey CC	pre-SOBC	For consideration in LLM2
		A24 Corridor Improvements Horsham to Capel	Surrey CC/ W Sussex CC	pre-SOBC	
		A22 N Corridor (Tandridge)	Surrey CC	pre-SOBC	

Agenda Item 13

Report to:	**Partnership Board – Transport for the South East**
Date of meeting:	**24 January 2022**
By:	**Lead Officer, Transport for the South East**
Title of report:	**Communications and Stakeholder Engagement update**
Purpose of report:	**To update the board on communications and stakeholder engagement activity**

RECOMMENDATIONS:

The members of the Partnership Board are recommended to:

(1) Note the engagement and communication activity that has been undertaken since October 2021; and

(2) Note and agree the communications and engagement plan for the SIP development process, attached as Appendix 1.

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1. Introduction

1.1 Communications and engagement activity has continued to be virtual with a continued focus on preparing partners and stakeholders to participate in the development of the strategic investment plan (SIP) and the forthcoming consultation process. We have continued to build relationships with current and new stakeholders.

1.2 Interest in Transport for the South East remains strong, with over 2,800 individuals from 950 organisations registered on our database and receiving regular communication from us.

1.3 This paper provides an update on recent activity, as well as updating Partnership Board members on the communications and engagement that is planned for the next few months.

2. Recent communications and engagement activity

Supporting the development of the strategic investment plan

2.1 Since the last Partnership Board meeting in October 2021, numerous stakeholder meetings have taken place to share and discuss the emerging outputs from the area studies and the freight, logistics and international gateways strategy and considerable steps have been taken to prepare for consultation on the draft SIP in Summer 2022.

2.2 Two rounds of engagement sessions have now been held with all board members and their senior officers, these sessions have been chaired by Cllr Glazier, TfSE Board Chair and supported by the technical team and a representative from Steer. Emerging outputs have been shared and feedback sought on the packages of interventions that will feed into the SIP with a further collective discussion hosted in January allowing board members to provide feedback.

2.3 A joint stakeholder forum has been scheduled for 3 March to address the combined outcomes of the whole area study work programme, this replaces the originally proposed 'third and final stakeholder' forums for each area study. We are very grateful for the continued commitment of our key partners and stakeholders.

2.4 A draft of the freight, logistics and international gateways strategy (with the board for consideration today) was shared with stakeholders from a diverse range of organisations at the end of November and comments were received. We hope to continue to facilitate a freight group or forum for the region post strategy publication.

2.5 We have issued a request for quotation for an engagement specialist to support the development and implementation of the SIP consultation and will soon be appointing a provider.

2.6 We have further developed our stakeholder engagement and communication plan for the SIP work programme and a summary of this is included as Appendix 1.

3. Broadening our engagement

3.1 We continue to facilitate discussions amongst a wide group of stakeholders who would not otherwise engage with one another. Our ability to bring people together from a variety of sectors and enable them to speak with one voice on a topic or agenda is positively received.

3.2 The universities' stakeholder group met in November 2021 and discussion was focussed around the transport decarbonisation plan and what local authorities are doing to address the variety of decarbonisation commitments. The next meeting will focus on the impact of Covid-19 on university staff and students travel behaviour. As always, board members are welcomed and encouraged to attend this interesting forum if they would like to; the next meeting is on 2 March 2022.

3.3 The private sector stakeholder group met in November 2021. Our private sector partners continue to be actively engaged with and supportive of the work of TfSE. This is especially important as we move towards the publication of the SIP.

3.4 The communications & stakeholder engagement group met in October 2021 to update partners on the status of our technical programme and plans as we move towards development of the SIP. A briefing note was shared with those who were unable to attend. The group were extremely supportive of sharing information about the work of TfSE and we are beginning to collate details of internal and external newsletter so that we can supply key updates for sharing with staff, members and residents. The next meeting is 31 January 2022.

3.5 As we move forward with the development of the SIP and work towards the public consultation we are keen to involve board members more in our communications activity. We will be considering how best to do this and welcome input from the board and their communications representatives.

3.6 The regional transport decarbonisation forum has met three times, with the fourth meeting scheduled for March 2022. There is a lot of interest in this group and membership continues to grow.

3.7 Our Connections newsletter was issued in October 2021 including updates on the appointment of Steer and KPMG as consultants on the SIP, the A259 corridor between Bognor Regis and Littlehampton in West Sussex being approved to move on to strategic outline business case development and the submission of our spending review for 2021. A further update is scheduled for the end of January 2022.

3.8 A series of virtual briefing sessions will be held with district and borough authorities in February 2022 to update them on the emerging outputs from the area studies and the SIP development process. These will be open to council leaders, chief executives and relevant portfolio holders.

3.9 TfSE officers have presented at several events and seminars including:

- Highways UK event
- RTPI: Decarbonising the transport network in the South East
- Last Mile Conference

4. Political engagement

4.1 An electronic briefing was issued to all MPs in November 2021 and a reception at the House of Commons has now been scheduled for 1 February 2022. This will be followed by virtual regional engagement sessions that will take place in the same month. Board members are invited and encouraged to join these sessions, where MPs will be updated about the SIP development process.

5. Upcoming Events

5.1 **'Delivering economic growth in the context of decarbonisation' (Jan 2022):** This event was postponed from November 2021 and is being organised in partnership with the Transport Planning Society (TPS). The target audience is transport planners from across the TfSE region, but registration is open to attendees nationally.

5.2 **ITT Hub (11-12 May 2022):** Following on from the inaugural conference and exhibition in July 2021, TfSE will be taking part in the second ITT Hub scheduled for

May 2022. The event will be held at Farnborough International Conference Centre and will aim to attract over 5,000 delegates over the two days. The event will offer an opportunity for TfSE to promote the freight strategy and work on the SIP with private sector representatives.

5.3 **Joint STB conference & exhibition (26 May 2022):** A national joint STB event is being planned at The Vox in Birmingham. This will be a multimodal conference focusing on long-term and strategic issues and attracting high-level speakers and delegates. The event has the support of the DfT and TfSE will work closely with the other STBs via the joint communication and engagement groups to plan the content. Board members will be invited to attend.

6. Conclusion and recommendations

6.1 We will continue to keep our communications and engagement activities under review using virtual or physical meetings as appropriate at the time.

6.2 The Partnership Board are recommended to note and agree the engagement and communication activity that has been undertaken since October 2021.

6.3 The Partnership Board are recommended to note and agree the updated communications and engagement plan for the SIP development process, attached as Appendix 1.

RUPERT CLUBB
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4. Conclusions and Recommendations

4.1 The independent review by Arup is timely and useful to inform the development of the SIP and to ensure that TfSE has the appropriate tools and structure to support its implementation. The findings are based on feedback from the engagement activities with stakeholders, the Senior Officer Group and the Partnership Board. The report reflects the current direction of travel and supports the work that is currently underway or planned by TfSE but provides a more formalised framework and objectives for the organisation to operate within.

4.2 The Partnership Board are recommended to note the findings of the independent review into the future development of TfSE and agree to adopt the organisational objectives, future activities and areas for focus.

4.3 The Board are also asked to note the future capability requirements and agree to delegate authority to the lead officer, in consultation with the Chair, to develop staffing structures to support this, as appropriate.

4.4 It is also proposed to re-establish the Governance Member Sub-Group from summer 2022, to lead a review into the constitution and governance arrangements to ensure they are fit for purpose for the implementation of the Strategic Investment Plan.

RUPERT CLUBB
Lead Officer
Transport for the South East

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STRATEGIC INVESTMENT PLAN

Communications and stakeholder engagement plan summary

Our approach to communications and stakeholder engagement activities to support the SIP process is summarised below.

Stage	**Stage A** Pre-engagement (process & governance)	**Stage B** Pre-engagement (content)	**Stage C** Public consultation	**Stage D** Analysis and review	**Stage E** Publication of SIP
Activity	• New board engagement (July) • D&B engagement (July) • Chair's first round of engagement sessions with board members (Sep-Oct) • SOG / TSWG (summer) • Brief area study forums and Transport Forum (summer) • Joint LEP engagement (autumn) • Other board members (NR, HE, TfL, protected landscapes) (autumn) • MP electronic briefing (Nov)	• Chair's second round of engagement sessions with board members (Nov-Jan) • Board roundtables (Jan & March) • MP reception (Feb) • MP virtual briefing(s) (Feb) • D&B virtual briefings (Feb) • Potential 1:1 briefings with key stakeholders (TBC) • ISA engagement with environmental groups (TBC) • DfT, LUHC & Treasury • Newsletter	• Digital consultation platform • Integrated launch comms • Launch event • Regional events x4 • Targeted media engagement in major cities/conurbations • Stakeholder newsletter • Social media promotion (paid for?)	• 'Next steps' comms to respondents and stakeholders • Media activity re: close of consultation • Targeted engagement activity on consultation feedback • Board workshop pre-sign-off meeting (spring 2023)	• Integrated stakeholder and comms launch campaign – media, social media, Westminster, regional events etc
Outputs and outcomes	• Confirmed governance schedule for constituent authorities • Newsletter update on SIP and areas studies • Secure support from CAs for approach • Board report approved	• Key stakeholders briefed on emerging content • Any 'red flags' flagged and addressed • TfSE future role defined and supported • Board approval of draft SIP for consultation	• Accessible, digital-first consultation completed • Minimal responses received outside consultation platform • Well attended, locally-led roadshow events • Positive media coverage • Positive/constructive engagement with consultation process	• Stakeholders are clear on 'next steps' and how we will act on consultation responses • Stakeholder engagement re: any high profile issues • Constituent authorities approve final SIP via internal governance processes • Board approve final SIP	• Board approve final SIP

Agenda Item 14

Report to:	**Partnership Board –Transport for the South East**
Date of meeting:	**24 January 2022**
By:	**Chair of the Transport Forum**
Title of report:	**Transport Forum Update**
Purpose of report:	**To summarise the Transport Forum meeting of 14 December 2021 and inform the Board of the Transport Forum's recommendations.**

RECOMMENDATIONS:

The members of the Partnership Board are recommended to:

(1) Note the recent meeting of the Transport Forum; and

(2) Note and consider the comments from the Forum.

1. Introduction

1.1 The purpose of this report is to update the Partnership Board on the most recent meeting of the Transport Forum.

1.2 The meeting took place virtually on Tuesday 14 December 2021 and was attended by more than 30 members of the Forum.

2. Feedback from the Transport Forum Meeting on 14 December 2021

Attendance options for future Forum meetings

2.1 Geoff French, Transport Forum Chair asked the forum for their views on how future forum meetings should be held (subject to Government guidance). The forum discussed the benefits of virtual (allows more people to attend as no travel time and also reduces carbon emissions) and in person meetings (improved interaction and focus between attendees).

2.2 The forum agreed that a combination of virtual and 1 or 2 meetings a year in-person could be considered. This will be kept under review and at a suitable point in time, where guidance allows, an in-person meeting could be arranged in 2022.

Great British Railway Transition Team Presentation

2.3 Anit Chandarana – Chief of Staff, Great British Railway (GBR) Transition Team (TT), gave a presentation on the Williams-Shapps plan for rail and what is now happening to make this plan a reality.

2.4 The forum heard the difficulties rail was experiencing (even before the pandemic) and what the Williams-Shapps plan for rail was hoping to achieve. However, with a timescale of mid-2023 to late 2024 for GBR to become a fully-fledged organisation, a body was needed to emerge now in order to create GBR. GBR TT's clear purpose is "to create a simpler, better railway for everyone in Britain." The forum were taken through the purpose and focus of GBR TT and the various workstreams associated with it, including an explanation of the boundaries of the work, for example GBR TT will not be managing current private sector franchises.

2.5 The Forum understood that the call for evidence for the Whole Industry Strategic Plan for Rail had just been published and encouraged anyone with an interest in rail to respond. TfSE will be submitting a response to this call for evidence.

<u>Summary of Forum comments</u>

2.6 In response to queries raised by the forum, it was confirmed that the GBR TT are aiming to develop the operating model and bring together the fragmented parts of the system to enable more seamless connection to other interrelated transport modes (for example active travel). In addition, how technology can be used to transform current processes (for example with regards to ticket barriers). It was also clarified the GBR TT are also identifying and developing the financial model of the business to ensure clear oversight and transparency and to deliver, by the end of year 5, the £1.5bn pa, targeted in the white paper.

2.7 It was confirmed the GBR TT are engaging with sub-national transport bodies and they are viewed as an important stakeholder in the development of GBR, especially as GBR will be a highly devolved organisation with decisions made as locally as they can.

<u>Update on TfSE's freight strategy</u>

2.8 Mark Valleley provided an update on the freight, logistics and gateways strategy which was nearing completion. The forum heard how the strategy was developed and the different work packages it contains.

2.9 It was explained how the action plan will be taken forward once the strategy is complete with a freight forum established to offer the oversight to move the work forward. The next steps were also outlined, including the final draft of the strategy being presented at the Partnership Board meeting on 24 January 2022 for approval. TfSE are also awaiting the outcome of the comprehensive spending review bid as this did include a request for resources to take forward the implementation of the strategy.

<u>Summary of Forum comments</u>

2.10 In response to some queries and comments raised by the forum, it was clarified that infrastructure consideration (for example hydrogen refuelling) is included in the document and TfSE is working with other STBs to identify suitable and key locations for this infrastructure.

2.11 The strategy does also include a freight on rail element and reflects Network Rail's long running and ongoing work in this area. Work package 3 looks at key points on the rail network that with some alterations, could open up more opportunity for this way of moving freight.

2.12 With regards to lorry parking there are some good practice examples and it is important to understand how these services can be rolled out further, but consideration also needs to be given as to how they are funded, either with public or private funding. Recent Transport Select Committee evidence was highlighted as links in with the work undertaken in this strategy on local authority advice from Government on lorry parking.

2.13 The role of last mile deliveries and consolidation centres was discussed and it was explained they are an important element for encouraging modal shift for the last mile. However, the concept (and trials) is there but more work is needed to make them commercially viable.

2.14 The forum asked why the planned Lower Thames Crossing scheme does not include a rail connection. It was offered that the scheme has been primarily designed as a relief scheme for the existing Thames crossing and given the majority of the freight traffic using the existing link is HGV taking into account roll on roll movements at nearby ports which in itself would not justify the need for a new rail crossing to be introduced at the new Lower Thames Crossing.

Updates

2.15 Jasmin Barnicoat gave a brief update on the area studies and confirmed there will be a joint area studies forum meeting held on 03 March 2022. This will be an opportunity to hear about the packages and the scope and scale of the programme and outputs. The forum will be asked for feedback on the emerging strategic narratives and if they are being framed in the best way to make the case for Government.

2.16 The forum were also provided with the current status and proposed timeline of the SIP programme. In addition, TfSE's recent consultation submissions were outlined.

Review 2022 Transport Forum work plan

2.17 The Forum reviewed the proposed 2022 Transport Forum work plan. Additional items were suggested for inclusion in the plan including:

- Government planning reforms and how they link with transport planning
- The role of Hydrogen and how we co-ordinate the roll out of associated infrastructure
- Rail freight – where are the gaps in the South East network

3. Future Transport Forum Engagement

3.1 The next meeting of the Transport Forum will be held on Tuesday 08 March 2022. The agenda will focus on the emerging outputs from the area studies and the emerging strategic narratives. The forum will also be updated on the spending review outcome and the next steps for the DfT additional workstreams bids.

4. Conclusions and recommendations

4.1 It is recommended that the Board note the successful virtual meeting of the Transport Forum and the important communication link this provides TfSE with its key stakeholders.

4.2 It is recommended that the Board note and consider the comments raised by Forum members.

GEOFF FRENCH
Chair of the Transport Forum
Transport for the South East

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Agenda Item 15

Report to:	**Partnership Board - Transport for the South East**
Date of meeting:	**24 January 2022**
By:	**Lead Officer, Transport for the South East**
Title of report:	**Responses to consultations**
Purpose of report:	**To agree the draft responses submitted in response to various consultations**

RECOMMENDATIONS:

The members of the Partnership Board are recommended to agree the draft responses to the following consultations:

(1) Great British Railways Transition Team - Whole industry strategic plan for rail; call for evidence;

(2) Department for Transport - Future of Transport Regulatory Review Consultation;

(3) Gatwick Airport Limited – Northern Runway Proposals Consultation;

(4) Transport East – Draft Transport Strategy for the East Consultation;

(5) West Sussex County Council and Surrey County Council - Local Transport Plan Consultations;

(6) All-Party Parliamentary Group for the South East - Inquiry: financing the future - what does Levelling-up mean for South East England?; and

(7) Office of Rail and Road – Consultation on the Office of Road and Rail's role and approach to road investment strategy 3 (RIS3).

1. Introduction

1.1 Transport for the South East (TfSE) has prepared responses to a number of recent consultations. This paper provides an overview of the responses to the following consultations:

- Great British Railways Transition Team - Whole industry strategic plan for rail; call for evidence;
- Department for Transport - Future of Transport Regulatory Review Consultation;

- Gatwick Airport Limited – Northern Runway Proposals Consultation;
- Transport East – Draft Transport Strategy for the East Consultation;
- West Sussex County Council - Local Transport Plan Consultation;
- Surrey County Council - Local Transport Plan Consultation;
- All-Party Parliamentary Group for the South East - Inquiry: financing the future - what does Levelling-up mean for South East England?; and
- Office of Rail and Road – Consultation on ORR's role and approach to road investment strategy 3 (RIS3).

2. Great British Railways Transition Team - Whole industry strategic plan for rail; call for evidence

2.1 In May 2021, the Government published its White Paper, the Williams-Shapps Plan for Rail[1] – the biggest reform to the railway in three decades. A new public body, Great British Railways (GBR), will run and plan the rail network, own the infrastructure, procure passenger services, and set most fares and timetables. This will mark the end of franchising rail passenger services. The White Paper included a commitment to develop a sector-wide, long-term strategy for rail – the Whole Industry Strategic Plan (WISP).

2.2 Setting up GBR (the railways 'guiding mind') and the railway's new ways of working will require primary legislation. Until then, the Government has asked Adrian Haines (Chief Executive, Network Rail) to lead a GBR Transition Team (GBR TT). TfSE officers had a useful initial meeting with representatives of GBR TT in September 2021. The creation of GBT TT was officially announced by the Secretary of State for Transport in October 2021.

2.3 The WISP will be the first strategy of its kind: a 30-year high-level plan shaped by a set of strategic objectives that ministers have given the railway. These objectives have been developed to benefit passengers, freight users, taxpayers and staff; to support Britain's nations, regions and communities to achieve their goals; and to benefit the economy and the environment for the long term. They are:

- Meeting customers' needs;
- Delivering financial sustainability;
- Contributing to long-term economic growth;
- Levelling up and connectivity; and
- Delivering environmental sustainability

2.4 On 9 December 2021, GBR TT published a Call for Evidence[2] for rail stakeholders to contribute to the evidence base to support the WISP. The Call for

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1 https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/994603/gbr-williams-shapps-plan-for-rail.pdf

2 https://gbrtt.co.uk/call-for-evidence-launch-document/

Evidence will "provide the opportunity for full and meaningful participation in the Strategic Plan's development, demonstrating our commitment to strengthening collaboration, as promised in the Plan for Rail, and reflecting the outward looking culture GBR will have". Responses to the Call for Evidence should provide as much evidence as possible, based on credible data or verifiable qualitative information (such as examples and case studies). TfSE has been able to draw on a considerable evidence base, including data and the outcomes from studies and demand modelling undertaken as part of the ongoing technical work programme.

2.5 The Call for Evidence provides six specific questions that can be used as a basis to respond. The draft TfSE response is set out in Appendix 1. The deadline for the submission of responses is 4 February 2022. Members of the Partnership Board are recommended to agree the response to this consultation.

3. Department for Transport - Future of Transport Regulatory Review Consultation

3.1 In September 2021 the Department for Transport (DfT) launched a consultation to consider the areas of transport regulation that are outdated, a barrier to innovation, or not - designed with new technologies and business models in mind. This consultation covered four areas:

- zero emissions vehicles;
- maritime autonomy and remote operations;
- future of flight; and
- regulatory sandboxes.

3.2 This consultation closed on 22 November 2021 and a joint-STB response was submitted in advance of this deadline. This response is contained in Appendix 2 and related to the zero emissions vehicles element of the consultation. Members of the Partnership Board are recommended to agree the response to this consultation.

4. Gatwick Airport Limited – Northern Runway Proposals Consultation

4.1 In September 2021, Gatwick Airport Limited (GAL) launched a 12-week public consultation on their proposals to bring the airport's existing Northern Runway into routine use, alongside the main runway. The proposed plans would allow departing aircraft to use the northern runway, by repositioning its centre line by 12 metres to enable dual runway operations. The proposals are currently at the pre-application stage of the Development Consent Order (DCO) process and Gatwick Airport Limited have indicated that they are unlikely to submit their application until the end of 2022 at the earliest. After the application for a DCO has been submitted, there will be further rounds of public consultation.

4.2 This consultation closed on 1 December 2021 and the officer level response that was submitted is contained in Appendix 3. The response confirms that TfSE neither support or oppose GAL’s Northern Runway Proposals at this time and highlights the need for further information to be provided to allow further assessment of the potential impacts of these proposals on noise, carbon emissions and surface access. Members of the Partnership Board are recommended to agree the response to this consultation contained in Appendix 3.

5. Transport East – Draft Transport Strategy for the East Consultation

5.1 In December 2021, Transport East launched an eight-week public consultation on their draft regional transport strategy for their area. Covering Norfolk, Suffolk, Essex, Southend-on-Sea and Thurrock, the strategy sets a series of priorities for better transport for everybody living, working, and learning in the region up to 2050.

5.2 This consultation closes on 30 January 2022 and the draft response is contained in Appendix 4. The response welcomes the approach that Transport East have taken with developing their draft transport strategy. The vision, strategic priorities and goals which form the document strongly align with those in the TfSE transport strategy. The strategy also sets a goal of decarbonising the transport network and achieving net-zero emissions by 2040. Members of the Partnership Board are recommended to agree the draft response.

6. West Sussex County Council and Surrey County Council - Local Transport Plan Consultations

6.1 Several Local Transport Authorities from across the TfSE area are currently in the process of revising their Local Transport Plans (LTP). The LTP is a statutory document required of each local transport authority. The LTP sets out the long-term strategy, policies and schemes to address the transport challenges and deliver transport improvements across the local transport authority’s area.

6.2 The consultation on Surrey County Council’s LTP ran from 5 July to 24 October 2021 and the consultation on West Sussex County Council’s LTP ran from 16 July to 8 October 2021.

6.3 Transport for the South East has submitted officer level responses to both West Sussex County Council and Surrey County Council in response to the consultation on their draft LTPs. Copies of the TfSE responses to these consultations are contained in Appendices 5 and 6. Members of the Partnership Board are recommended to agree these draft responses.

7. All-Party Parliamentary Group for the South East - Inquiry: financing the future - what does Levelling-up mean for South East England?

7.1 In December 2021 the All-Party Parliamentary Group (APPG) for the South East launched an inquiry into what levelling-up means for South East England. The

APPG was keen to hear from organisations and individuals on expectations, requirements and concerns related to the Government's intended 'Levelling up' agenda.

7.2 This consultation closed on 12 January 2022 and the officer level response that was submitted is contained in Appendix 7. The response outlines how the devolution of strategic transport planning powers can support the Government's levelling up agenda. In addition, the need to adapt funding approaches to enable public and private sector partners to better plan and deliver the types of schemes that can bring about transformational change. Members of the Partnership Board are recommended to agree the response to this consultation set out in Appendix 7.

8. Office of Rail and Road – Consultation on ORR's role and approach to road investment strategy 3 (RIS3)

8.1 In preparation for the third road investment strategy (RIS3) process, the Office of Rail and Road (ORR) are seeking views on their proposed approach to assessing the challenge and deliverability of plans for the third road investment strategy. The road investment strategy is the Government's long-term strategy for the management and improvement of the strategic road network in England.

8.2 This consultation closes on 28 January 2022 and the draft response is contained in Appendix 8. The response supports the approach that has been proposed by the ORR. Members of the Partnership Board are recommended to agree the response to this consultation set out in Appendix 8.

9. Conclusion and recommendations

9.1 The members of the Partnership Board are recommended to agree the draft responses to the consultations that are detailed in this report.

RUPERT CLUBB
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Whole Industry Strategic Plan (WISP) Call for Evidence Response from TfSE

1 Introduction and Role of TfSE

Introduction

1.1 This document provides Transport for the South East's (TfSE's) response to a Call for Evidence[1], issued by Great British Railways Transition Team (GBRTT) to inform the development of a Whole Industry Strategy Plan for the British rail sector.

1.2 This document starts by describing the role of TfSE and our interest in the future development of the rail network, particularly the part of the network that serves South East England. We follow this by setting out the context that is informing our response, and then provide detailed responses to each of the questions included in the Call for Evidence document.

The role of TfSE

1.3 TfSE is the sub-national transport body for the South East of England. Our purpose is to determine what investment is needed to transform our region's transport system and drive economic growth. We were established in 2017 to determine what transport infrastructure is needed to boost the region's economy. Our role is to add strategic value by making sure that funding and strategy decisions about transport in the South East are informed by local knowledge and priorities.

1.4 Our partnership is made up of 16 local authorities, five local enterprise partnerships plus representatives of district & borough authorities, protected landscapes, and national delivery agencies. Our region – covering the historic counties of Berkshire, Kent, Hampshire, the Isle of Wight, Surrey, East Sussex, and West Sussex – is the second most productive in the country behind London. It is home to 7.5 million people and more than 300,000 businesses, an economy of over £400bn (GVA per annum) and is our nation's key international gateway for people and goods. It boasts world-leading universities and research institutes, diverse towns and cities and stunning coasts and countryside. It is a great place to live, work, study, visit and do business. Our focus is on ensuring that this success story continues.

1.5 Our Strategic Investment Plan, which we will consult on in mid-2022, will state our priorities for the future direction of, and investment in, the rail network that serves South East England. This includes all of the network currently managed by Network Rail's South East Route, Wessex Route, and parts of the Western Route. We are also interested in the role and future of High Speed 1 in serving Kent and East Sussex, as well as international rail markets.

[1] GBRTT (2021), "Call for Evidence", https://gbrtt.co.uk/call-for-evidence-launch-document/, accessed December 2021

2 Strategic Context

Strategic Vision

2.1 In July 2020 TfSE adopted an ambitious transport strategy that sets out the following vision:

> "By 2050, the South East of England will be a leading global region for net-zero carbon, sustainable economic growth where integrated transport, digital and energy networks have delivered a step change in connectivity and environmental quality. A high-quality, reliable, safe and accessible transport network will offer seamless door-to-door journeys enabling our businesses to compete and trade more effectively in the global marketplace and giving our residents and visitors the highest quality of life."

2.2 This vision covers a **30 year period** from the date of the adoption of the Strategy in 2020 to 2050. It therefore aligns with the 30 year timeline for the WISP. Our Strategic Investment Plan will set out in more detail how we envisage our strategy will be delivered throughout this period. This will include elements to be delivered in the next 5 years, 10 years, and 30 years. We envisage most of the larger rail infrastructure interventions (other than those that are already developed to a high level of readiness of implementation) would be delivered in the latter half of the 30 year period, but we would aspire to see most operational interventions delivered in a shorter timeline.

2.3 TfSE believes Britain's railways are well placed to support the vision outlined above. However, it is worth exploring which circumstances are most appropriate to potential rail interventions (and, by implication, future investment in rail schemes).

Where Rail Works Best

2.4 Passenger rail services are capable of transporting high volumes of passengers through relatively narrow corridors at relatively high speeds. In most circumstances, passenger rail services are faster, cleaner (both in terms of carbon and air pollution), more space efficient, and safer than road transport. Their competitive advantage against the car is particularly powerful in large urban areas, where average traffic speeds are often below 10mph[2]. Rail is also very effective for journeys covering longer distances, especially if the service is operating on a high quality railway.

2.5 The key advantages of railways are as follows:

- Passenger rail services are capable of operating at a much higher **speeds** (typically 90 – 125mph on mainlines in South East England) than the highway speed limits (70mph).
- Most passenger rail services in South East England are powered by **electricity** (and some railways will soon be powered only by renewable energy)[3].

[2] Brighton and Hove City Council (2018) "Brighton & Hove Bus Network Review 2018", Table 5, **https://www.brighton-hove.gov.uk/sites/default/files/migrated/article/inline/bus-network-review-2018.pdf**, accessed November 2020

[3] Railway Gazette (2020) "HS1 Ltd sets green targets", **https://www.railwaygazette.com/uk/hs1-ltd-sets-green-targets/57626.article**, accessed November 2020

- Modern railways are capable of comfortably accommodating more than double the **capacity** of the highway[4] (for a fraction of the space).
- Passengers using the rail services are able to be transported to the centre of cities **without needing to have access to a car**, be qualified to drive, or find (and often pay for) a suitable location to park their car.
- Railways are the **safest** way of travelling on land)[5] and the recent safety record of railways in Great Britain has been improving and is comparable to the safest railways in Europe.

2.6 However, it is important to understand the limitations of rail compared to other modes:

- Railways are relatively **costly** to build, maintain, and operate, and this is reflected in fares that are often unaffordable for many people.
- Rail is rarely able to deliver a complete **point-to-point journey**, and its stations are not always located in places that make it easy to transfer to other modes.
- Rail is relatively inefficient, and therefore costly, in transporting small numbers of passengers over **short distances**. Railways that serve small markets typical require significant government support to survive.
- Rail is rarely a viable option for **very long-distance journeys** (e.g., from the UK to holiday destinations in southern Europe) due to long journey times and higher costs over these distances.
- Rail freight is relatively **inflexible** and expensive compared to road options, especially when carrying smaller volumes.

In summary, Rail has an important role to play in helping TfSE deliver its strategy. Rail can transport large volumes of people quickly, safely, efficiently, and in an environmentally sustainable way. That said, rail is much less competitive for short door-to-door journeys.

Rail Modal (Market) Share – the "size of the prize"

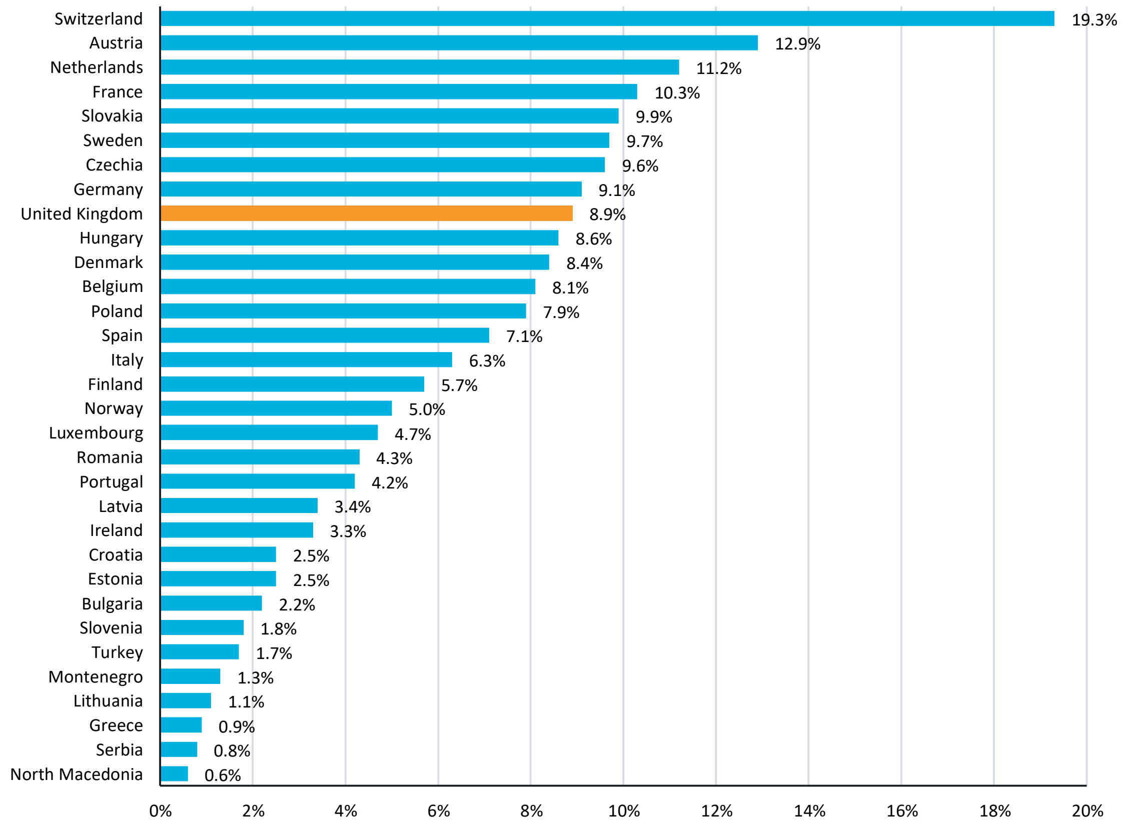
2.7 In line with most European countries, the railways in Great Britain have a relatively low mode share compared to highway transport. TfSE studies estimate around 4% of trips in the South East are currently undertaken by rail, while the rail modal share in the UK in 2018 was just over 9%.

2.8 The UK rail mode share is higher than many European countries, as shown in Figure 1, and exceeds the average across the European Union. However, the UK's rail mode share is lower than some European countries, including Switzerland, where rail mode share is more than twice as high as the UK. While each European country has its own characteristics, the fact that mode share is higher in countries with similar population densities to the UK suggests there is potential to grow the UK rail's mode share.

[4] The Department for Transport's estimates HS2 will deliver additional capacity approximately equal to two, three-lane motorways (source: DfT (2013), "The Strategic Case for High Speed 2", paragraph 3.2.11, https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/260525/strategic-case.pdf)

[5] Technically aviation is safer on a passenger km basis: Department for Transport (2020) "Passenger casualty rates for different modes of travel (RAS53)", https://www.gov.uk/government/statistical-data-sets/ras53-modal-comparisons, accessed November 2020

Figure 1: Rail mode share in European countries (2018)



Source: Eurostat

2.9 The government's Transport Decarbonisation Plan[6] has a key section on the role of rail transport. Rail has a critically important role to play in delivering TfSE's ambitious vision and strategy for a net-zero carbon transport system. Rail is most competitive in attracting passengers and most economically efficient when it focuses on high volume commuter and longer distance journeys.

In summary, while rail mode share in Great Britain is higher than the European average, with the right policies and investments, it should be possible to grow this mode share towards levels seen in Switzerland, Austria, and the Netherlands.

Issues and opportunities

2.10 Through our technical work and stakeholder engagement to date, we have identified the following key issues and opportunities for the rail network in South East England:

- **Affordability**: The South East's railways need to provide batter value for money, simplify fares, and offer passengers more flexibility. This could include a more flexible part-time

6 https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/1009448/decarbonising-transport-a-better-greener-britain.pdf

season ticket offer or cheaper single leg pricing (although this could have an expensive impact on rail revenues).

- **Capacity**: Prior to the COVID-19 pandemic, over-crowding was a significant problem on some services and corridors. Other than demand-management, the remaining solutions are based on infrastructure investment, so are not cheap. There is a range of options for expanding/managing capacity on each corridor, which will be dependent on the particular constraints and opportunities on each corridor. Particular bottlenecks include:
  - Several London termini:
    - Great Western Main Line (Reading – London)
    - South Western Main Line (Woking – London)
    - Brighton Main Line (Gatwick – London)
    - South Eastern Main Line (Chislehurst – Tonbridge)
  - High Speed 1 (St Pancras International station platforms)
  - Southampton Central station and tunnels
  - Chatham Main Line (Rochester Bridge and junction).
  - Challenges with some level crossings (Totton, West Worthing, East Guldeford, Canterbury).
- **Connectivity**: Improving orbital (east – west) services and rail's offer for coastal communities would significantly improve rail connectivity in South East England and improve its competitiveness compared to the car. This is discussed in more detail below. Reduced peak demand for travel to work (especially to/from central London offers chances to create or restore more direct passenger links by train (e.g., Kent/Gatwick), as well as free up potential train paths for freight.
- **Performance and resilience**: If performance declines people feel they cannot trust rail as a mode of transport. Planned infrastructure investment at capacity bottlenecks will improve performance, but service planning and how train operators are incentivised also need to address the issue.
- **Carbon**: The high levels of electrification of the South East's railway means it is particularly well placed to make a significant contribution to the wider decarbonisation agenda. Filling the remaining, non-electrified gaps will ensure the railway can reach carbon neutrality as soon as possible, while also helping improve the cost and operational efficiency of the railway. The opportunity should be taken to generate and distribute renewable energy extensively on the Network Rail/GBR estate – especially taking account of rising electricity prices. Likewise, the railways operations, maintenance, and renewals (OMR) functions should address their own specific carbon impacts.
- **Integration**: Better integration between modes would increase demand for travel by rail, While London is a model for integration between modes, it is not possible to roll this out across the South East. However other organisations such as Transport for the North and Solent Transport are already developing plans to improve rail integration and there are undoubtedly innovative approaches that TfSE could use to do so, alongside working with local councils to highlight the need for appropriate levels of financial support for the railway.
- **Accessibility:** While there has been good progress in improving accessibility for people with mobility impairments in recent years, significant issues remain. Accessibility in the broadest terms is a key barrier to many users. The Williams Rail Review identified this is a key challenge for the rail industry. The DfT's "Access for All" programme has unlocked some investment in some rail stations, but there is much more scope to go much further.

- **International gateways**: Direct rail services to Heathrow Airport from the West and South would significantly improve public transport access to this key international gateway and help reduce congestion on the South West quadrant of the M25. Improved rail access to Gatwick from Kent would also relieve pressure on the road network.
- **Freight**: Rail freight has a role to play in supporting sustainable economic growth by providing a clean and efficient way of moving freight that would (likely) otherwise by transport on congested highways. Rail freight is growing [ref]; solutions need to be found that allow still more growth, including better local rail freight handling facilities and train path allocation on the network.
- **Growth**: Rail can play a significant role, through the access and connectivity it provides, to encourage inward investment, support economic growth, new development (for both housing and jobs) and regeneration.
- **Non-London markets**: Before 2020, there was less focus on markets for rail travel to destinations other than London. Carefully designed marketing campaigns and attractive fares could strengthen rail's market share, resulting in more passenger revenue and a greater contribution towards decarbonisation.
- **Devolution**: There may be opportunities to reconsider the former franchise map in light of the wider rail reform and devolution agendas. There also may be a case for managing smaller routes separately in order for focus not to be drawn away to the larger London market.
- **Technology**: Advances in technology will enable rail to fully contribute to TfSE's objectives, and many are already in use or being tested. These include contactless payment, alternative traction options (specifically hydrogen and/or battery power), new signalling systems (to increase the capacity of the network) and improved on-train Wi-Fi (making time spent on trains productive). Innovation in Mobility as a Service (MaaS) may also facilitate growth in rail demand by unlocking more 'travel blending', although there are risks that such technologies could undermine public transport and increase road congestion.

2.11 TfSE is supportive of any initiative, including the WISP, that helps address these issues and leverage the opportunities summarised above.

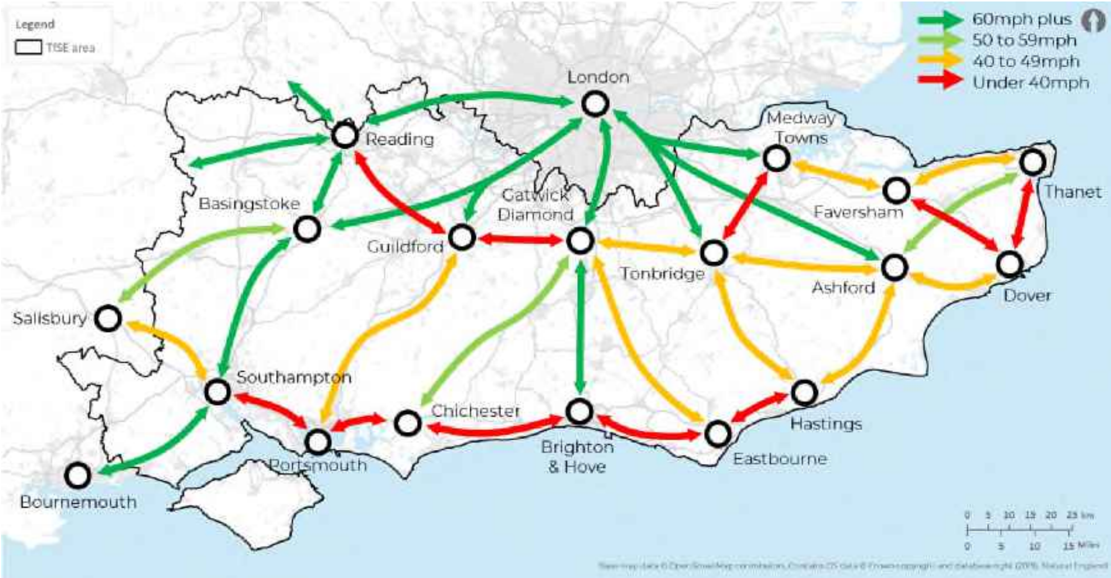
Connectivity challenges

2.12 Building on some of the issues outlined above, we would like to share some insights from TfSE's research into rail connectivity in the South East.

2.13 In October 2020, TfSE commissioned Steer to develop a national gravity model to identify if there are any obvious, significant gaps in the Strategic Road Network and the national rail network connecting national centres with the South East region. The results indicate that the South East's highways and rail network do have some gaps that present challenges at a regional and local level.

2.14 The analysis found there is poor rail connectivity across most of the South Coast, particularly between Southampton, Portsmouth, Chichester, Brighton, Eastbourne, and Hastings. Figure 2 below underlines the relatively low connectivity (shown as average speed between key stations) on this corridor.

Figure 2: Average speed of passenger rail services on key South East corridors



2.15 The analysis also found similar issues between Major Economic Hubs in Surrey and Berkshire often on similar corridors highlighted as having highway connectivity gaps. It also highlighted potential value in delivering improvements to rail services between: South Hampshire/Brighton and Bristol, the Midlands, and the North; and local services to Farnborough and Aldershot. In our view, this research also strengthens the strategic case for improvements along the North Downs Line corridor (Reading-Guildford-Redhill-Tonbridge).

2.16 Figure 3 and Figure 4 below highlight the key connectivity gaps within the South East and between the South East and the rest of the country, which TfSE would like to see addressed. These were identified by using a gravity model to estimate the latent demand between the South East's Major Economic Hubs and compare the quality of road and rail provision (categorised by capacity provision and the standard of highway/railway service provided) that serve the corridors with the highest "theoretical" demand. The key gaps shown below represent corridors with a modelled high demand but relatively poor highway/rail provision.

Figure 3: Connectivity gaps in South East England (regional level)

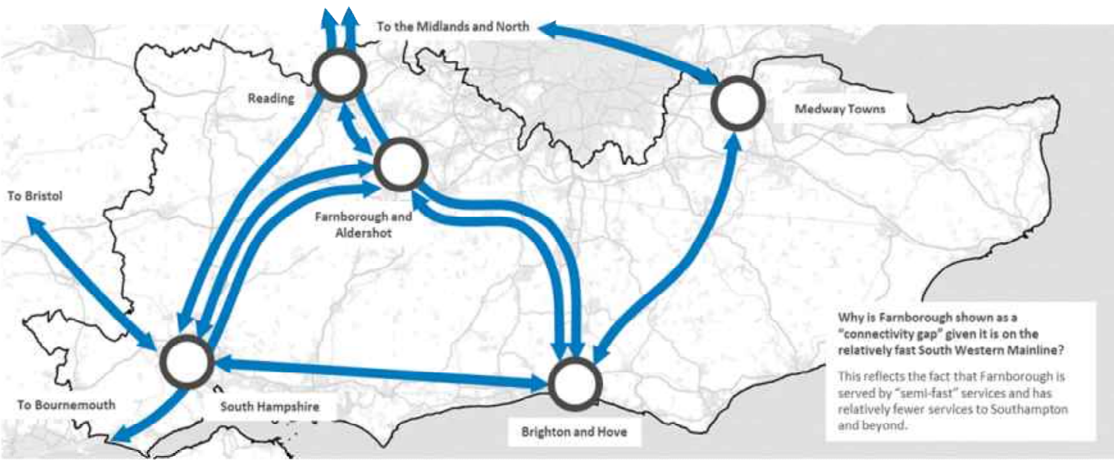
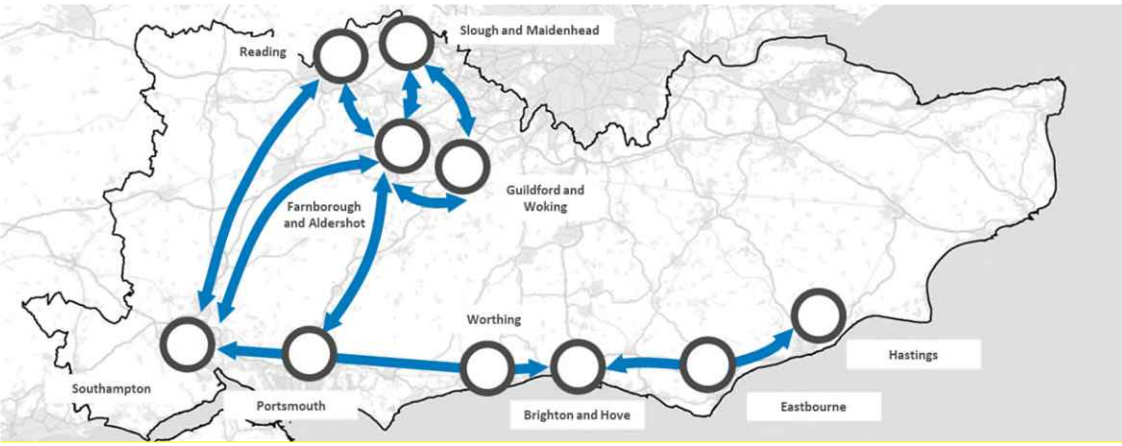


Figure 4: Connectivity gaps in South East England (local level)



Longer Term Trends, Scenario Planning and Uncertainty

2.17 In 2018 and 2019, TfSE worked with a wide range of partners and stakeholders to develop alternative future scenarios that describe different visions for the future economy, spatial distribution of people and jobs, and demand for travel in the South East area. This was done in the context of a "vision and validate" approach that encourages stakeholders to describe the future they wish to see, as opposed to a traditional "predict and provide approach", which extrapolates existing trends to project a future that may not be in line with stakeholder aspirations. This approach reflects best practice for long range planning and encompassing inherent uncertainty.

2.18 This was achieved by asking stakeholders to:

- identify plausible disruptions to trends that would lead to a wider spectrum of future outcomes; and
- use the insight gained to derive a preferred future which would drive the development of strategy, policy, and interventions.

2.19 As part of this exercise, TfSE worked with leading experts in transport policy and forecasting to identify the most important drivers in transport behaviour. The same group was also asked to assess the certainty of these drivers. The key drivers identified by this group are listed in **Error! Reference source not found.** below. Those drivers considered to have the highest levels of uncertainty are highlighted in bold.

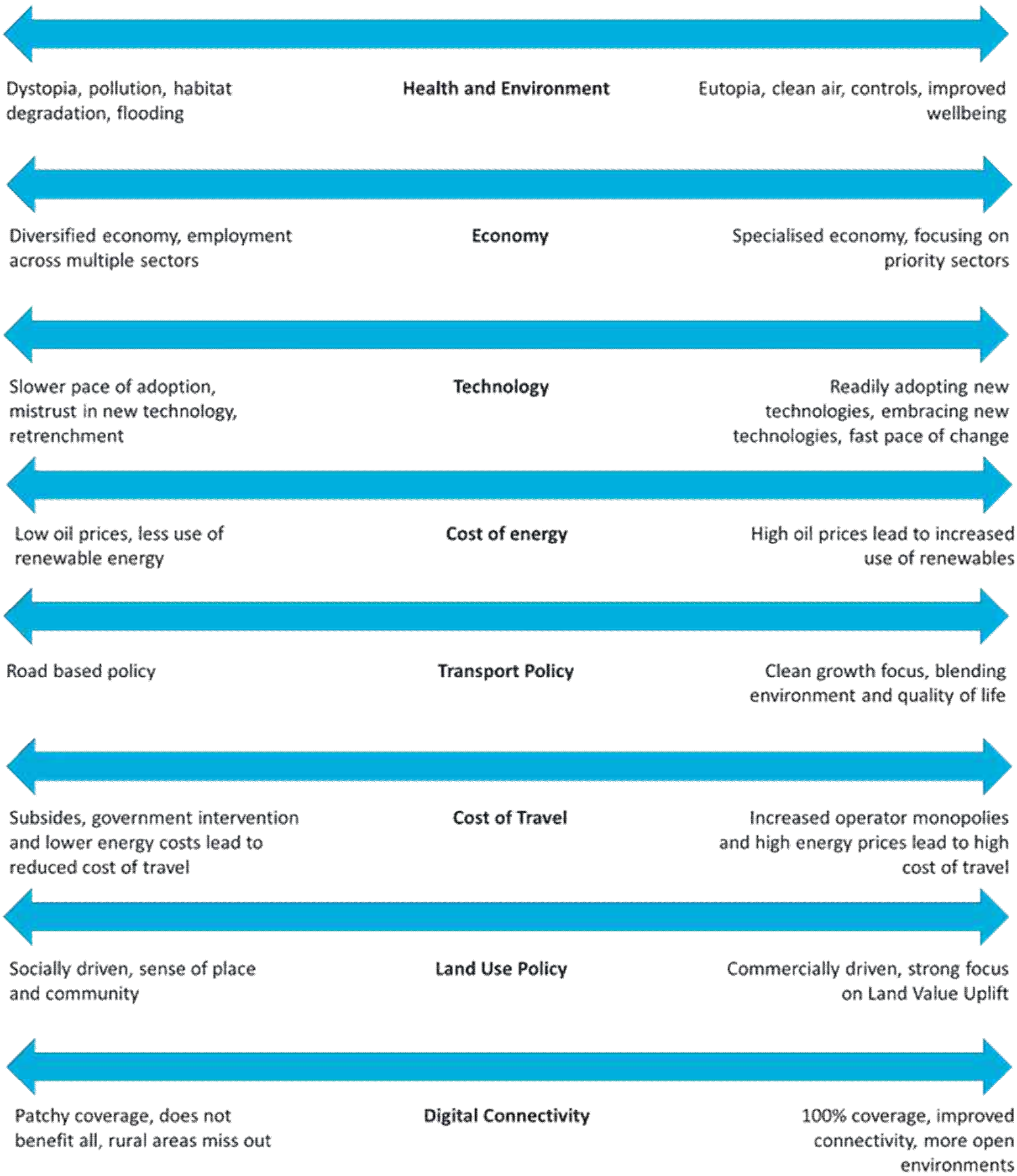
2.20 The most uncertain drivers listed above were developed further and are summarised in **Error! Reference source not found.** below:

Table 1: Key drivers identified in TfSE scenario development

Drivers with Most Uncertainty	Drivers with Less Uncertainty
Economy	Industry
Cost of travel	Relationship with London
Land use policy	Where people work
Transport policy	Where people live
Technology	Commuting
Digital connectivity	Education
Energy cost	Retail

Drivers with Most Uncertainty	Drivers with Less Uncertainty
Health/environment	Mobility-as-a-Service
	New transport mode
	Demographics
	Socio-cultural shift
	Social inclusion
	Leisure opportunities
	Climate change

Figure 5: Uncertain drivers



2.21 The drivers presented above were combined to develop four hypothetical, yet plausible scenarios for the future South East economy and transport system (up to 2050):

- London Hub – which assumed significant growth (and dominance) of London;
- Digital Future – which assumed an accelerated take up of emerging technologies;
- Our Route to Growth – which envisaged a more "self-sufficient" South East supported by stronger Major Economic Hubs; and
- Sustainable Future – which envisaged a significant shift to policies that protect and enhance the environment.

2.22 The resilience of the TfSE transport strategy to 2050 was then tested against each of the four future scenarios. Some of the interventions tested were, therefore, relatively exaggerated for scenario testing purposes and do not necessarily reflect Transport for the South East's view of their desirability or likelihood. However, these scenarios helped TfSE, and its partners define a preferred scenario for the future of the South East. This scenario, named "Sustainable Route to Growth", combined elements of the four original scenarios.

2.23 All five scenarios were modelled using a Land Use Transport Interaction Model (SEELUM – the South East Economics and Land Use Model). The results of each scenario were compared to a "Business As Usual" scenario, which projected forward central, more trend-based forecasts from government (generally based on the DfT's National Trip End Model).

2.24 A summary of the results of this exercise are presented in the Appendix and more fully in a published technical report (**accessible here**). However, the key findings from this exercise are summarised below:

- TfSE's Preferred Scenario (the Sustainable Route to Growth) generates a significant increase in trips from London to the South East area (up 47% compared to the Business as Usual scenario) as many people from outside the South East are attracted to [new?] employment opportunities within the area. Trips within the South East area and from the South East area to the rest of the country are 4% higher, which is driven by high growth in the South East's major economic hubs.
- While the number of trips is higher than in the Business as Usual scenario, many are being undertaken by sustainable modes. Bus and rail use is significantly higher (by 120% and 108% respectively compared to the Business as Usual scenario) and car trips are lower (down 9%). However, walking and cycling trips are also lower in comparison (7% less) due to the relative decline in cost of other modes.
- This scenario generates significant growth in radial trips on the rail network. However, much of this growth is in the contra-peak direction, which means it should be straightforward to accommodate this growth where there is currently spare capacity.

In summary, TfSE's Preferred Scenario for the future South East economy and transport system (the "Sustainable Route to Growth") would see a significant increase in demand for rail trips – although this would be tempered by recent impacts of the COVID-19 pandemic

2.25 TfSE's current work in preparing a Strategic Investment Plan (for consultation in 2022) will include packages of interventions that our model suggests could generated 100,000s of additional rail trips per day. We would be happy to present these results to the WISP team in more detail when our modelling is complete, towards the end of March 2022.

3 Responses to Questions

Question 1 – Objectives

Question 1

How would you apply these objectives to rail in your region or to your area of expertise within the transport sector? Do you have evidence you can share with us of how you have applied similar objectives in relation to rail, and do you consider the objectives to have missed any key areas?

How is it possible to make progress against a number of the objectives simultaneously? Do any of the objectives have larger barriers associated with them than others, or do any objectives pose possible barriers to others? Where would you make the trade-offs?

What long-term trends in wider society, the economy, and the environment will affect these five objectives over the next 5, 10, and 30 years? Please give evidence to support your response.

What are the key uncertainties you consider that the Strategic Plan must be resilient to in order to be effective over the next 5, 10 and 30 years?

Over the next 5, 10 and 30 years, which steps should the sector take to improve integration of rail with the wider transport system (including walking and cycling) in pursuit of these objectives?

WISP Objectives

3.1 TfSE published its Transport Strategy for the South East in 2020. This document sets a vision for the South East, three overarching objectives (one for the economy, one for society, and one for the environment), and fifteen priorities. Many of these priorities map to the WISP objectives. This shows a high degree of alignment with the WISP objectives and our own priorities. Table 2 below presents a simple mapping of TfSE's objectives and priorities to the WISP objectives.

Table 2: TfSE Objectives and Priorities mapped to WISP Objectives

<table>
<tr><th>TfSE Objective</th><th>TfSE Priority</th><th>WISP Objective</th></tr>
<tr><td rowspan="5">Economic
Improve productivity to grow our economy and better compete in the global marketplace</td><td>Improving connectivity between major economic hubs, ports, and airports.</td><td rowspan="5">Contributing to long term economic growth

Levelling Up and Connectivity</td></tr>
<tr><td>More reliable journeys.</td></tr>
<tr><td>A more resilient network.</td></tr>
<tr><td>Better integrated land use and transport planning.</td></tr>
<tr><td>A digitally smart transport network.</td></tr>
<tr><td rowspan="3">Social
Improve health, wellbeing, safety, and quality to life for everyone.</td><td>Promoting active travel and healthier lifestyles.</td><td rowspan="2">Delivering environmental sustainability</td></tr>
<tr><td>Improving air quality.</td></tr>
<tr><td>An affordable, accessible transport network that's simpler to use.</td><td>Meeting customers' needs</td></tr>
</table>

TfSE Objective	TfSE Priority	WISP Objective
	A more integrated transport network where it is easier to plan and pay for door-to-door journeys.	
	A safer transport network.	
Environmental Protect and enhance the South East's unique natural and historic environment.	Reducing carbon emission to net zero by 2050 at the latest.	Delivering environmental sustainability
	Reducing the impact of, and the need to, travel.	
	Protecting our natural, built, and historic environments.	
	Improving biodiversity.	
	Minimising resource and energy consumption.	

3.2 We see significant potential in applying the WISP objectives to the South East of England. There are examples in the South East where the WISP objectives are pertinent, and these are outlined for each WISP Objective below.

Complementary and competing objectives

3.3 There are many examples where the objectives set out in the Call for Evidence appear to be complementary. For example, the objective to achieve high customer satisfaction should encourage modal shift from road to rail, which, in turn, should boost revenue (improving industry finances) and enable more environmentally sustainable travel outcomes.

3.4 On the other hand, there are objectives that might work against each other. For example, reducing rail service provision might help reduce the cost of the rail industry to government in the short term, but this could be to the detriment of other objectives, including:

- **customer satisfaction** – customers will be less able to meet their travel needs if rail services are cut. This may not then be picked up through rail user surveys;
- **levelling up** – relatively isolated communities will be further isolated if rail services are cut; and
- **environmental sustainability** – cutting rail services might deter people from choosing rail over less sustainable travel options.

3.5 We have also identified several trade-offs to consider, including:

- **financial constraints** – it is difficult to see how the WISP objectives as a whole can be achieved without investing in maintaining and improving the railways, and this may conflict with the financial sustainability objectives outlined in the Call for Evidence;
- **rail network capacity** – there are trade-offs between maximising use of available capacity on the railway and the robustness of the timetable (and ease of recovery from perturbation). Likewise, there are trade-offs between how capacity is allocated in the railway, particularly between different passenger and freight markets (e.g., the NR South East Route needs to balance demand from its London and Kent/Surrey/Sussex passenger markets, while also providing enough paths for freight traffic);
- **competition with other transport models (e.g., active travel and bus)** – there is a risk that significantly improving rail in the absence of improving active travel infrastructure will result in modal shift from cycling/walking to rail (which is a less sustainable change

than from car to rail), and/or could dilute revenues that support local bus services (rendering these services less financially viable); and

- **levelling up and climate change** – stimulating investment and growth in less prosperous areas is a laudable aim, but it will inevitably stimulate economic activity that might generate higher carbon emissions.

3.6 If TfSE were asked to take a position on any of the trade-offs listed above, we would choose the following:

- **financial constraints** – support increased investment in the rail industry (particularly invest-to-save), acknowledging the rail industry's finances will remain stressed in the short term;
- **rail network capacity** – adopt a position driven by the context of each capacity constraint, while acknowledging rail is generally better suited to serve middle/longer distance journeys;
- **competition with active travel** – prefer to see both rail and active travel mode share grow, noting there is evidence that growing one can feed the other[7]; and
- **levelling up and net-zero carbon emissions** – seek to address this by actively mitigating carbon impacts that arise through Levelling Up investment, including through Central Government support for policies that accelerate decarbonisation across the whole country.

Question 2 – Passenger Expectations and Freight

Question 2

Passenger: how will rail passenger expectations, including accessibility requirements, evolve over the coming 5, 10 and 30 years, what will be the driving causes of these changing expectations, and how can they be most effectively met by the rail sector?

Passenger: in your experience, how can we most effectively monitor and assess customer satisfaction? What is a stretching yet realistic ambition for this objective and what measures can we most effectively use to consider success over the coming 5, 10 and 30 years? What evidence can you share to support your view?

Freight: what evidence can you provide regarding the advantage(s) of transporting goods by rail and what evidence can you share for how that could develop in the next 5, 10 and 30 years? What do you consider to be the most effective role for rail freight in the existing supply chains served and those that it doesn't? How could this change over that period? In answering, please explain and take account of likely developments in technology and in the wider economy.

What is a stretching yet realistic ambition for this objective and what measures can we most effectively use to consider success over the coming 5, 10 and 30 years? What are the interventions over that period which will be the maximum value for money, and what evidence can you share to support your claim?

[7] Jappinen, Toivonen, and Salonen (2013) "Modelling the potential effect of shared bicycles on public transport travel times in Greater Helsinki: An open data approach" **https://www.sciencedirect.com/science/article/pii/S014362281300132X**, accessed December 2021.

Stakeholder needs

3.7 TfSE has not commissioned research into rail passenger expectations *per se*, but we have consulted widely with stakeholders in the South East to understand their needs and aspirations for the railway.

3.8 Our research has found that stakeholders in the South East wish to see, for example:

- Decarbonisation of the whole transport system (including rail electrification).
- Significant improvements to urban mass transit systems, which in the Solent Area could include a heavy rail metro service offer.
- Significant improvements in east – west rail/Cross County connectivity (improvements to journey times and frequency).
- More rail capacity on routes where the current railway is unable accommodate the needs of long distance passenger, local passenger, and rail freight customers.
- Improvements to the Marshlink railway to enable local stakeholders in East Sussex and Kent to realise future aspirations for this railway.
- Better value for money / lower rail fares.
- A more accessible rail network, especially for those with mobility challenges.
- More integrated fares, ticketing, and information on the rail network.
- A more resilient railway (which could include a second London – Brighton route in the longer term).
- More 24/7 services, particularly at airports and major towns and cities.
- Faster services for the more isolated communities, particularly those on the coast.
- Improvements to connections to airports (e.g., Heathrow western and southern rail access projects, Kent-Gatwick).

Future passenger needs

3.9 TfSE has developed a **Future Mobility strategy** that explored how customer characteristics and needs might evolve in the coming decade. These changes include:

- **Age** – the young and the old are less likely to have access to cars and rely on public transport. The younger generations are more engaged with innovations leaving older generations behind.
- **Background** (ethnicity, religion, culture, race, ethnicity, language) – cultural needs and differences are often overlooked when considering transport interventions and services, language can also be a barrier to behavioural change and safety and security is a key consideration for many ethnic minorities.
- **Gender and sexuality** – some people are more affected by personal security issues when travelling than others, leading to fear of travel at certain times or in certain locations. Technology is also often designed from a male perspective.
- **Disability** – people with physical and hidden disabilities are underserved by mobility with infrastructure required above minimum standards.
- **Life-stage** – users of transport and mobility options can have different accessibility needs depending on their stage of life. Families with children will require greater access to education establishments but also may require more space in vehicles to allow for prams or buggies. Retired people may have more flexibility in when they travel than those in work, but they may be less able to use active modes and have specific accessibility needs.

- **Employment status** – mobility affects employment status through proximity and ease of access to workplaces. While the ability to work remotely or from home affects the need for travel.
- **Affluence** – affordability of different transport modes strongly influences choices and where choice is limited users may be forced to use less affordable modes. In rural areas, people spend higher proportions of income on travel due to the reliance on private car use and ownership.
- **Household make-up** – Household make-up can impact transport requirements and choices. A car shared across multiple household residents may be more affordable than for a single occupancy household. However, travel as a large household by publicly-available modes can be more expensive.
- **Access to banking** – there remains a significant proportion of the population that do not have bank accounts and make payments only with cash. This can limit access to modern payment systems

3.10 The Future Mobility Strategy developed four "bundles" of future mobility interventions that could be applied to four different typologies of places: Major Economic Hubs, Urban Settlements, Rural Settlements, and Remote Rural areas. Further detail is provided in the published report[8].

Freight

3.11 South East England is home to some of the busiest ports and airports in the UK – including the Channel Tunnel and Channel Ports. TfSE is supportive of investment in interventions that improve connectivity between our key international gateways and the rest of the country.

3.12 Historically, freight has been heavily reliant on road transport. TfSE is keen to promote greater use of rail. Some ports have been successful in this regard, such as the Port of Southampton, which reportedly enjoys a rail mode share of around 40%[9] and the port's masterplan[10] has ambitions to increase this percentage as the port grows.

3.13 TfSE is publishing a freight, logistics and international gateways strategy to identify what investment is needed to better connect our region's ports, airports, and international rail links, supporting sustainable economic growth here in the South East and across the UK.

3.14 To drive this work forward, we created a steering group and a wider industry forum bringing together partners from across the freight and logistics sector, local authorities, national agencies, and transport bodies. Together, they have provided the energy, enthusiasm and investment needed to accelerate our journey towards a better connected, more productive, and more sustainable future.

3.15 Work on this started in early 2021 and our new draft Freight Strategy and Action Plan is due to be considered for acceptance and publication by TfSE's Partnership Board on 24 January 2022. The strategy is providing inputs into both our area studies and our Strategic Investment Plan (SIP) for the South East. A draft SIP is due for publication for consultation in summer 2022. We

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[8] TfSE "Future Mobility Strategy" (2021) https://transportforthesoutheast.org.uk/app/uploads/2021/07/Future-mobility-strategy-Final-report.pdf, accessed December 2021.

[9] Figure provided by the Port of Southampton at a TfSE Stakeholder event

[10] https://www.southamptonvts.co.uk/admin/content/files/New%20capital%20projects/Master%20Plan%202016/Master%20Plan%202016%20-%202035%20Consultation%20Document%20Oct%202016.pdf

would be delighted to share our evidence base, insights, and recommendations from our freight studies with GBRTT and Network Rail.

3.16 Whilst our draft SIP is still under development at present, we expect to see TfSE's wider rail freight ambitions (in the TfSE Freight Strategy) taken on board and at least the following rail freight interventions included:

- Improvements in gauge clearances between the Channel Ports and South and West London and on non-HS1 routes serving the Channel Tunnel
- Access for freight trains to the expanding Southampton Port near Fawley, along with expansion of existing rail freight facilities there
- Continued improvements for rail freight movements between Southampton and the Midlands
- Improved facilities at the Port of Newhaven to support rail access
- Decarbonisation of freight traction
- Investment in Freight Consolidation Centres with access to the rail network
- Partnering on potential pilot rail freight innovations (such as express parcels delivery, alternative fuels).

Customer satisfaction

3.17 Customer satisfaction, as measured by the most recent pre-pandemic National Rail Passenger Survey, is lower for two of the three largest operators in South East England when compared to the benchmarked score for similar operators (the "London and South East" group of operators). The key indicators where South East operators perform below the national average are listed in Table 3 and Table 4 below. Great Western Railway and Cross Country are not shown as most of the responses to surveys on their performance will have come from passengers outside the South East.

Table 3: NRPS Results for largest South East franchised operators[11]

Measure	South Western	Southern	Southeastern	Benchmark
Overall journey satisfaction	75	79	83	82
Overall station satisfaction	75	80	81	80
Overall train satisfaction	73	75	80	78

Table 4: Poorly performing NRPS indicators

Operator	Indicator	Performance	Benchmark
South Western Railway	Provision of information	79	84
	Upkeep and repair of train	65	75
	Station cleanliness	70	76
	Toilet facilities at stations	44	50
	Helpfulness of staff at stations	73	78

[11] Transport Focus (2020) "National Rail Passenger Survey Spring 2020" https://www.transpo64rtfocus.org.uk/publication/national-rail-passenger-survey-nrps-spring-2020-main-report/, accessed December 2021

Operator	Indicator	Performance	Benchmark
	Station environment	68	75
	Availability of staff at stations	67	70
	Shelter facilities at stations	68	71
	Availability of seating at stations	40	53
	Availability of wi-fi at stations	30	37
	Train punctuality/reliability	64	74
	Journey time	76	82
	Connections with other services	74	77
	Value for money	37	44
	Upkeep and repair of train	71	75
	Provision of information on train	72	76
	Toilet facilities on train	29	44
	Gap between train and platform	55	64
	Train cleanliness (inside)	71	76
	Train cleanliness (outside)	68	72
	Dealing with delays	33	37
	Information about delays	37	44
	Internet connection	27	35
Southern	Upkeep and repair of station	69	72
	Cleanliness	73	76
	Bike parking facilities	56	60
	Value for money	42	45
	Upkeep and repair of train	64	75
	Space for luggage	47	58
	Toilet facilities on train	38	44
	Comfort of seats	60	64
	Gap between train/platform	58	64
	Personal security	70	74
	Train cleanliness (inside)	64	76
	Train cleanliness (outside)	64	72
	Availability of power sockets	25	38
Southeastern	Ticket buying facilities	73	79
	Bike parking facilities	53	60
	Personal security at station	69	72
	Value for money	39	45

Operator	Indicator	Performance	Benchmark
	Personal security on train	71	74
	Train cleanliness (outside)	67	72
	Availability of power sockets	25	38

3.18 TfSE is supportive of any measures that improve customer satisfaction, particularly for those indicators listed above.

3.19 Beyond the measures typically included in the NRPS, TfSE would also support measures to:

- improve the accessibility of the rail network and passenger rail services;
- reduce the complexity and perceived poor value for money of rail tickets – a common Pay As You Go zoning for the South East is being developed and is supported by TfSE
- Improving the resilience of the rail network and how it operates, including in the face of climate change. This is especially important to business (whether in terms of passenger or freight use), where certainty is valued more than speed. GBR must realistically consider the intensiveness of use that rail infrastructure is expected to support; and
- enhance integration within between rail and other modes of transport – there are many examples in the South East of poor integration between rail services and infrastructure that TfSE would like to see addressed.

Integration

3.20 Public transport information and ticketing arrangements are not sufficiently coordinated nor adequately integrated, particularly across transport modes. Parts of the South East are included in the London Travelcard area and are included in Transport for London's contactless travel arrangements. However, outside the London area more generally, there are few examples of:

- Integrated journey planning tools;
- Integrated, multi modal fares (noting some areas have access to PlusBus);
- Zonal fares systems (e.g., centred on Solent and/or the Sussex Coast conurbations); and
- Integrated, multi modal payment systems.

3.21 All this makes it harder to plan, pay for, and complete multi modal journeys in the South East. None of the conurbations in the South East are currently served by dedicated multimodal planning apps although this is a fast-developing area of interest, and third parties may provide solutions soon.

3.22 Additionally, there are several examples of poor physical integration in transport hubs. For example, Canterbury is served by two rail stations and a bus station, which are all located over half a mile apart from each other in and around the City Centre.

3.23 The railway must take account of the aims, policies, and strategies of the region's local transport authorities, particularly looking at Bus Service Improvement Plans (BSIPs) and Local Cycling and Walking Infrastructure Plans, so as to integrate railway activity as much as possible with them – for mutual benefit.

Question 3 – Financial Sustainability

Question 3
Where are the most significant opportunities and barriers to delivering financial sustainability in the rail sector over 5, 10, and 30 years and how do we achieve/overcome them? How can we most effectively monitor and assess this? What is a stretching yet realistic ambition for this objective and what measures can we most effectively use to consider success over the coming 5, 10 and 30 years? What are the interventions over that period which will be the maximum value for money?

Context

3.24 We approach this question by first defining our understanding of what is meant by "financial sustainability". The WISP objectives suggest there are three key elements:

- increasing income/revenue;
- reducing cost/subsidy to government/taxpayers; and
- achieving high levels of efficiency.

3.25 Before addressing each of these themes, it is helpful to consider the financial position of the GB rail industry pre-pandemic (2019/20). This is outlined in Table 5 below.

Table 5: Pre-pandemic GB rail industry finances (2019/20)

Income (£bn)		Expenditure	
Passenger Revenue:	11.6	Franchised Operators	10.6
		• Staff	3.6
		• Diesel fuel	0.2
		• Rolling stock	2.9
		• Network Rail charges	2.8
		• Other costs (less industry costs)	1.1
Government Support	6.5	Network Rail	8.4
		• Operating costs	2.1
		• Maintenance	1.7
		• Renewals	2.9
		• Financing costs	2.1
		• Other costs (less industry costs)	(0.4)
Other Income	2.0	Other Costs	1.1
Total	**20.1**	**Total Costs**	**20.2**

Source: ORR[12]

3.26 This shows that, in 2019/20, the total cost of the GB rail industry was £20.2bn. In the same financial year, the Government provided a contribution of £6.5bn, representing a cost recovery of 68%. As we will explain in the following section, this is one of the highest – if not the highest – levels of cost recovery in Europe[13]. This suggests the financial position of the GB rail industry prior to the pandemic was relatively strong compared to comparator railways.

[12] Office of Rail and Road (2020) "Rail Industry Finance (UK)", https://dataportal.orr.gov.uk/media/1889/rail-industry-finance-uk-statistical-release-2019-20.pdf, accessed December 2021

[13] European Commission (2021) "Rail Market Monitoring", https://transport.ec.europa.eu/transport-modes/rail/market/rail-market-monitoring-rmms_en, accessed January 2022 – Figure 35 in the spreadsheet titled "2021-7th-rmms-report-package-data-

Benchmarking

3.27 In 2015 the European Commission published a report on the "Cost and Contribution of the Rail Sector"[14], which included a benchmarking exercise of all EU member state rail networks. While much of the data informing this study is now quite old, it does provide helpful insights about the relative performance of the UK[15] rail network compared to its peers.

3.28 This report shows that, at the time this study was undertaken:

- the UK rail network's operating costs were just below the average for the EU on a train km basis;
- the UK rail network had the third highest revenue yield in the EU on a passenger km basis; and
- freight utilisation was significantly below the EU average (and, as the report later argues, the UK's potential).

Financial sustainability

3.29 We recognise the rail industry is facing significant financial pressures. These are partly driven by the pandemic, but also reflect longer term pre-pandemic trends and pressures, such as a decline in 5-day working/commuting and competition from new mobility entrants (such as ride sharing businesses).

3.30 As the rail industry has high fixed and relatively low marginal costs, we believe growing rail's patronage and market/modal share is the best way of strengthening the industry's financial sustainability – at least in the short term.

3.31 In contrast, we do not believe implementing significant cuts in rail services will enable the industry to stabilise its finances, as doing so will merely drive people away from the railway, resulting in lower revenues. That said, we consider there may be scope for rationalising timetables on busier corridors (e.g., Brighton Main Line).

3.32 We are also mindful that the rail industry appears to be shifting from a customer that previously had low elasticity (i.e., London commuters with little alternative other than train to reach Central London) to those with higher elasticity (e.g., leisure travellers, or anybody who might substitute a rail journey with a digital experience). The rail industry therefore needs to become significantly more focussed on customers and their needs so that revenue levels can be stabilised and grown.

3.33 We believe there are opportunities South East's rail network where modest investment could unlock material cost savings. For example, by electrifying the remaining (unelectrified) parts of the South East Route's network, services that are currently operated by a small diesel fleet based in Selhurst could be replaced by electric rolling stock based in Brighton (and efficiently interworked with the rest of the Southern fleet). The same principle applies for the non-electrified sections of the North Downs line and for Reading-Basingstoke.

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and-figures.xlsx, which is accessible from this page, shows the level of cost recovery by public service contract and commercial fares for each EU member state, as well as Norway and the UK

[14] European Commission (2015) "Study on the Cost and Contribution of the Rail Sector" https://transport.ec.europa.eu/system/files/2016-09/2015-09-study-on-the-cost-and-contribution-of-the-rail-sector.pdf accessed December 2021

[15] This study includes data from Northern Ireland as well as Great Britain.

Income

3.34 Clearly, the pandemic has materially challenged the rail industry's finances. At the time of writing, revenues had not yet recovered to 70% of pre-pandemic levels, while costs have not reduced in line with revenues.

3.35 TfSE therefore believes the fastest route to recovery must be through **attracting back old customers and generating new customers**. TfSE's Strategic Investment Plan will include several packages of interventions that are designed to attract many more people to rail (in Kent alone, demand would grow by 20% compared to business as usual) – but these are longer term interventions. In the short term, interventions[16] that might help stimulate demand could include:

- Greater use of yield management to stimulate off peak demand;
- More flexible season tickets that are aligned to hybrid working patterns (more working from home, less commuting);
- Marketing campaigns targeting the leisure sector; and
- Marketing campaigns highlighting the environmental credentials of the railway (especially low carbon).

3.36 Another route to growing revenue might be to **increase fares in real terms** – particularly on journeys that have been demonstrated as "inelastic" i.e., less price sensitive. However, **TfSE does not support a material increase in regulated fares**. This risks deterring people from using the railway and incentivising them to use alternative modes of transport, which are more likely to be car and air than walk or cycle. There is also a fundamental question of equity and fairness and a desire, on our part, at least, to ensure the railway is accessible to all.

3.37 There may also be opportunities for increasing income from **other sources**. For capital projects, this could include some form of developer contribution and/or land value capture. For operational costs, this could include other revenue generating activities at stations and on board rail services (other bundling opportunities with other pre and post journey stages may also be lucrative). TfSE is supportive of developing well connected rail stations as **strategic mobility hubs**, which would bring other services (transport and other economic functions) closer to the railway and may offer routes for additional income (e.g. retail, parking, freight).

Costs

3.38 The cost figures presented above are for the whole of Great Britain, which includes remote parts of the country where the economics of rail are fundamentally different to the South East. It is challenging (and probably unhelpful) to segregate costs between elements of the passenger rail network that serve the TfSE area and elements that serve the rest of Great Britain (particularly as many services in the South East also serve London). That said, ORR analysis suggests (pre pandemic) London and South East operators required less government support than regional operators, but more than long distance high speed operators. There appears to be a general trend whereby high density, long distance services are more likely to be "financially sustainable" than sparser and/or shorter distance journeys.

3.39 Given the current cost structure of the GB rail industry, TfSE considers that there is relatively limited scope to reduce the operating costs of the railway, at least in the short term. However,

[16] TfSE acknowledges many of these interventions are being delivered (or have been delivered recently).

looking at the highest cost elements, one could consider the following options for generating some savings (or at least controlling costs) in the medium to longer term:

- **Staff** – increased automation and new ways of delivering customer service and a more visible staff presence could provide ways of controlling costs, protecting, and enhancing rail revenues, and delivering better service (automation is likely to be easier to deliver through signalling, control, engineering etc rather than front line roles)
- **Diesel fuel** – all diesel operations should be eliminated and replaced with (cheaper) electricity traction
- **Rolling stock** – this could be more standardised and modularised to enable more flexible deployment, easier driver training, simpler parts/maintenance regimes etc.
- **Network Rail Costs** – this is largely driven by Operations, Maintenance, and Renewals, which is a complex area of engineering and not one TfSE is well placed to comment on in any detail. There is a growing importance for those engineering activities to become more decarbonised. Attention should be given to using parts of the GBR/Network Rail estate for generation (and distribution) of clean energy for the railway (e.g., installation of photovoltaic panels at stations to provide clean, renewable power, to reduce reliance on potentially more expensive power from the grid).
- **Complexity of rail sector interfaces –** the new industry structure should reduce the number of cross-company interfaces around the rail sector. GBR will bring in-house a range of railway functions; the end of franchising will allow GBR to provide more of a common approach across different parts of the railway, including possible reductions in service operating costs by taking on the revenue risk from the new Passenger Service Contracts.
- **Other costs** – the new GBR model should enable the pooling of several functions that are replicated at a small scale across the industry (e.g., customer contact centres, websites, compensation processes, lost property offices, booking systems). Also, many stakeholders in the South East would like to see the access charge for HS1 services significantly reduced when the current concession ends.

Efficiency

3.40 To discuss how the GB rail industry might improve its efficiency, it is helpful first to define what "efficiency" means for the operational railway. We suggest there are two primary metrics, which describe the deployment of assets, that might help shape this discussion:

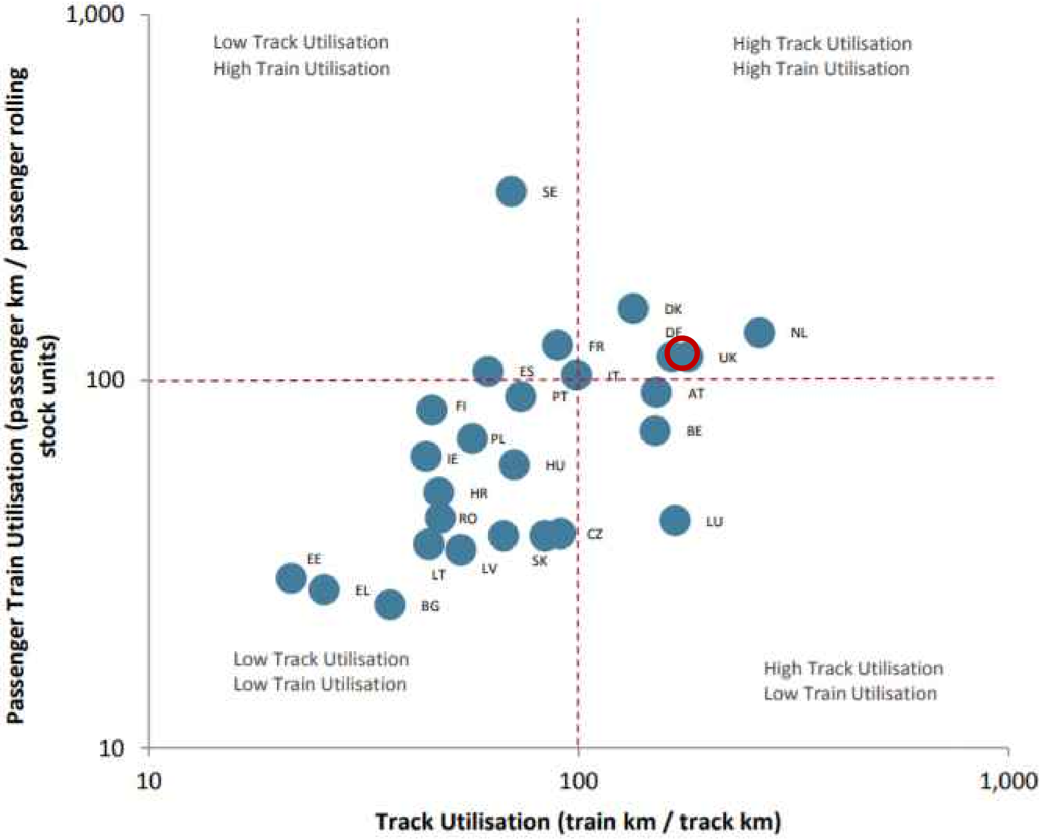
- track utilisation – how many services use a section of the railway with a given capacity; and
- train utilisation – how many passengers use a given train (essentially seat occupancy), taking account of total seats available.

3.41 According to the European Commission benchmarking study cited above, at the time that study was undertaken, the UK had:

- the 2nd highest level of track utilisation (which, incidentally, contributed to weaker operating performance – sweating infrastructure assets having a negative impact on service resilience and timetable recovery); and
- slightly better than average train utilisation.

3.42 Figure 6 shows how the UK performed in this study compared to its European peers.

Figure 6: Track utilisation and train utilisation in European countries (2015 study) – UK circled in red



3.43 In summary, the UK is using its track assets efficiently, but there may be scope for deploying its rolling stock more efficiently. We suspect this trend is even more pronounced in the South East due to the "peakiness" of pre-Pandemic passenger demand, the weak counterflow observed in this area, and the much smaller longer distance market (and therefore much less revenue yield).

3.44 It is not clear how the South East can better utilise its rolling stock without reducing service levels. This is increasingly challenging as new trains tend to be walk-through integrated units that cannot be split or joined in service. However, there may be a case for considering:

- **Greater use of yield management** in fares to smooth demand throughout the day, whilst not making the rail fares regime more complicated.
- **Rationalising services on the Brighton Main Line** by (for example) merging the Gatwick Express service and conventional services.
- **Optimising the balance between direct or trunk-and-feeder operation around the customer –** some parts of the network will operate more efficiently on a trunk-and-feeder basis (as on the GW Main Line). On other corridors, it may be more feasible/desirable to provide new links (particularly linking places outside central London) if line capacity can become available through careful service pattern review and rationalisation.
- **Electrifying remaining "islands" of diesel operation** and replacing the diesel fleet with a more standardised electric rolling stock platform.
- **Focussing "expensive" rolling stock on high speed, high density flows** by, say, limiting the extent to which the Cl.395 fleet works off the HS1 network.

- **Increasing the speed of services** by, say, reviewing Section Running Times on parts of the network that serve high density flows. Reducing journey times can reduce fleet size, staff costs, and a host of other cost drivers.
- **Reducing dwell times**, particularly on "stopping" services, by adopted rolling stock fleets with wider doors – a key need for the replacement for the Kent Networker fleet.

Targets and Initiatives

3.45 TfSE wishes to see revenues recover but acknowledges it will be challenging to reach pre pandemic levels in the shorter term. The long-standing trend of decline in 5-day commuting suggests the South East's railways will need to find new customers (and journey purposes) to replace those who no longer commute full-time.

3.46 In the longer term, TfSE sees significant opportunity for revenue growth through modal shift and stimulating demand through investment. Our Strategic Investment Plan is likely to include the following packages of interventions, which are designed to attract more people to rail:

- **A turn up and go metro service** in the Solent conurbation, supported by two world class mass transit systems.
- **Significantly enhanced east-west rail services** (e.g., Ashford – Gatwick, Brighton – Southampton – Exeter, Southampton – Reading – Heathrow/Old Oak Common, Brighton/Portsmouth – Reading – North of England).
- **Faster London/radial rail services for coastal/less prosperous areas,** particularly those in North Kent, East Kent, and East Sussex.
- **Better Strategic Mobility Hubs**, particularly at major rail junctions and at other multimodal interchanges.
- **Reinstated railways** in East Sussex and the Isle of Wight, (as part of the Restoring Your Railway programme) enabling direct journeys such as Brighton – Uckfield – Tunbridge Wells by rail.
- **Extended railways to support housing growth**, including new passenger services on freight-only branch lines at Fawley and the Hoo Peninsula, and new stations (in various locations).
- **Better access to international gateways** including Heathrow, Gatwick, Ebbsfleet international, and the expanding Port of Southampton (for freight, but also to serve future growth in the cruise liner market).

3.47 Modelling undertaken for the development of the Transport Strategy suggests there could be scope to double rail patronage on some routes in the South East, although this will require investment in capacity to achieve.

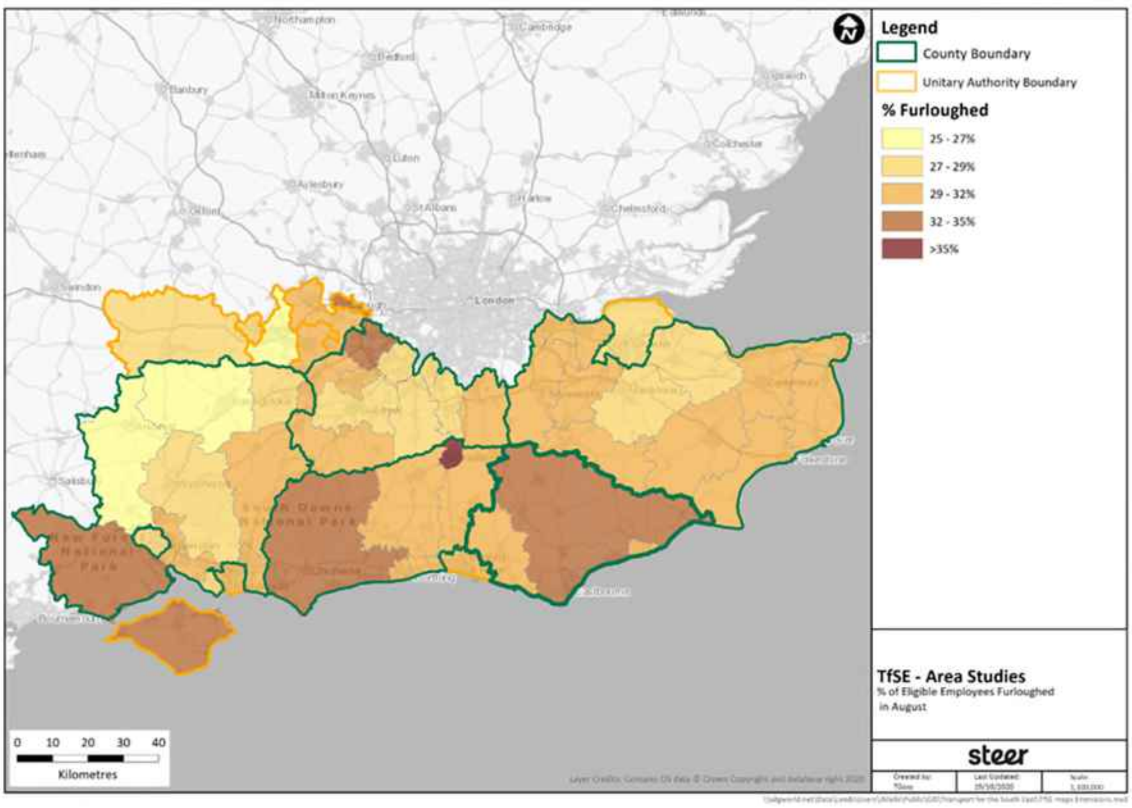
Question 4 – Economic Growth

> ***Question 4***
>
> *As Britain recovers from the effects of the COVID-19 pandemic, what evidence do you have for how rail can contribute to wider economic growth over the next 5, 10, and 30 years? What is a stretching yet realistic ambition for this objective and what measures can we most effectively use to consider success over the coming 5, 10 and 30 years? What type of interventions over that period will provide maximum value for money from rail's economic contribution, and what evidence can you share to support your views?*
>
> *In the context of enabling development and regeneration opportunities both in the immediate vicinity of stations and within the surrounding area, how can rail best facilitate improvements to places and local growth, through improved connectivity and unlocking commercial activity, housing, and employment over the next 5, 10 and 30 years?*
>
> *What innovative and modernising ideas do you have which would benefit the railway while supporting the strategic objectives? Please give evidence and make reference to how they would maintain or enhance the railway's safety record.*

Economic growth

3.48 Along with the rest of the country, the COVID-19 pandemic has hit the South East hard. Crawley in West Sussex had the highest portion its workforce on furlough in the country at the height of the first wave of the pandemic (see Figure 7 below). The aviation sector has been particularly affected and will likely take many years to recover to pre-pandemic strength. TfSE is therefore supportive of interventions that target areas that have been hardest hit by the pandemic (hence our support for a Package of Interventions on the Brighton Main Line).

Figure 7: Percentage of workforce on furlough at peak of first wave of the COVID-19 pandemic (2020)



3.49 TfSE's Strategic Investment Plan will include several packages of rail based interventions, that will help boost the South East's economy. We have undertaken detailed modelling of these packages in our Land Use Transport Interaction Model. Together, the railway interventions that we have modelled have the potential to boost the South East's economy (measured as Gross Value Added) by over £1bn per annum (by 2050). Our modelling work is still ongoing, but we would be delighted to share our results with GBRTT when this work is complete.

3.50 TfSE has modelled the impacts of our proposed packages of interventions on the South East's economy using a Land Use Transport Interaction Model. The early results of this modelling indicate that targeted investments in the rail network have the potential to unlock over £1bn in Gross Value Added (per annum) to the wider South East's economy.

3.51 TfSE is particularly interested in the opportunities to improve connectivity on the South East's "orbital" and "coastal" rail services, which have received significantly less investment than London services in recent years.

3.52 We are also supportive of investment that enhances access to the South East's key ports (including Channel Ports and Southampton) and airports (including Heathrow and Gatwick). We see significant opportunity for high rail freight mode share between the South East's ports and the rest of the UK.

Enabling development

3.53 We believe there are opportunities to develop the railway network in a way that unlocks new development (both for housing and jobs) regeneration opportunities. The initiatives and listed in paragraph 3.46 above would all be important opportunities to support new development. GBR will need to be agile in its ability to respond to opportunities that may arise from new development proposals and from proposals for new spatial allocations in local planning authorities' development plans. Some enabling transport infrastructure may be required to release areas of land for development and GBR need to be alive to those cases too.

Innovation, modernisation, and safety

3.54 TfSE is supportive of the Rail Technical Strategy and the long term ambitions of the Digital Rail Programme to deliver innovative schemes that improve the performance and efficiency of the railway. In particular, we support innovations in traction that work towards the decarbonisation of the rail industry – notably for freight, which is not well suited to the largely third rail traction provided in the TfSE area. Local partners in our area are actively developing hydrogen solutions for bus and road freight – including a hydrogen hub for Newhaven, which will serve Brighton buses. Opportunities such as this could be coordinated with the railway to provide lower carbon rail solutions too.

3.55 TfSE would like to see innovative tools rolled out that have been delivered outside our area. This includes widespread contactless and Pay As You Go payment systems, as well as state-of-the-art communications and information systems that help rail users, but also provide integration with local bus networks, provision of bike/e-bike hire and other elements of joined-up MaaS (or similar) products. We support efforts to make operational and timetable data widely available for third parties to enable developers to create new services and products that benefit rail passengers.

3.56 TfSE is interested in exploring innovative approaches to the procurement and delivery of interventions in the South East, including scope for using land value capture to reduce reliance on Central Government funding.

3.57 With respect to safety – TfSE strongly supports the removal of level crossings that intersect busy roads. For example, the Strategic Road Network between Hastings and Ashford has two level crossings. There are also crossings in busy town centres at Reigate, Totton, Cosham, and West Worthing.

Targets

3.58 The TfSE Transport Strategy for the South East identifies 5 Objectives and 11 Key Performance Indicators (KPIs) that support the WISP Economic objectives. These are shown in Table 6.

Table 6: TfSE Transport Strategy for the South East Economic Objectives and KPIs

TfSE Priority	Key Performance Indicator
• Better connectivity between our major economic hubs, international gateways (ports, airports, and rail terminals) and their markets.	• The delivery of improved road and railway links on corridors in need of investment. • Improved public transport access to Heathrow and Gatwick Airports. • Improved long-distance rail services (measured by journey time and service frequency).
• More reliable journeys for people and goods travelling between the South East's major economic hubs and to and from international gateways.	• Improved Journey Time Reliability on the Strategic Road Network, Major Road Network, and local roads (where data is available). • Improved operating performance on the railway network, measured by Public Performance Measure (PPM) and other available passenger and freight performance measures, where available (e.g., right time delivery).
• A transport network that is more resilient to incidents, extreme weather, and the impacts of a changing climate.	• Reduced delays on the highways network due to poor weather. • Reduced number of days of severe disruption on the railway network due to poor weather. • Metrics relating to reduced delay on road network suffering from Road Traffic Collisions.
• A more integrated approach to land use and transport planning that helps our partners across the South East meet future housing, employment and regeneration needs sustainably.	• The percentage of allocated sites in Local Plans that are developed in line with Local Plans.
• A 'smart' transport network that uses digital technology to manage transport demand, encourage shared transport and make more efficient use of our roads and railways.	• Increase in the number of bus services offering 'Smart Ticketing' payment systems. Number of passengers using 'Smart Ticketing'. • Number of passengers using shared transport.

Question 5 – Levelling Up

Question 5
What evidence can you provide for how the rail sector contributes to the four levelling up outcomes and to improving connectivity in across Great Britain, including through cross-border services? How does this change depending on the type of place where the sector operates (including in cities, towns and rural areas), and what are the most cost-effective ways at the sector's disposal to improve that further during the next 5, 10, and 30 years?   *How could the rail industry, over the next 5, 10, and 30 years, become more responsive to, and more accountable to, local communities and passengers? Please give evidence and examples in your response.*   *What is a stretching yet realistic ambition for this objective and what measures can we most effectively use to consider success over the coming 5, 10 and 30 years? What are the interventions over that period which will be the maximum value for money, and what evidence can you share to support your views?*

Levelling Up

3.59 The UK Government's "Levelling Up" advisor, Neil O'Brien MP, has stated that Levelling Up means[17]:

- Empowering local leaders & communities;
- Growing the private sector & boosting living standards, particularly where they're lower;
- Spreading opportunity & improving public services, particularly where they're lacking; and
- Restoring local pride.

3.60 For TfSE, Levelling Up is about improving socioeconomic outcomes for communities that have much lower levels of prosperity than nearby communities. TfSE believes there is a relationship between prosperity and transport connectivity, but acknowledges transport is one of many drivers of weak socioeconomic outcomes.

3.61 Figure 8 below shows the areas of the South East with the highest levels of deprivation, along with an overlay of journey times to London. While there are some deprived areas of the South East with good connectivity to London (such as Slough and North West Kent), most of the more deprived areas are poorly connected to the Capital. For many areas, this also means they are poorly connected to the rest of the country, as geography dictates that, in order to reach the rest of the UK, it is necessary to go through (or round) London.

3.62 TfSE is strongly supportive of interventions that improve rail connectivity to less prosperous areas of the South East. Our Strategic Investment Plan is expected to include interventions, such as extending HS1 services to Hastings and Bexhill as a means of promoting regeneration and growth in one of the most deprived parts of the South East.

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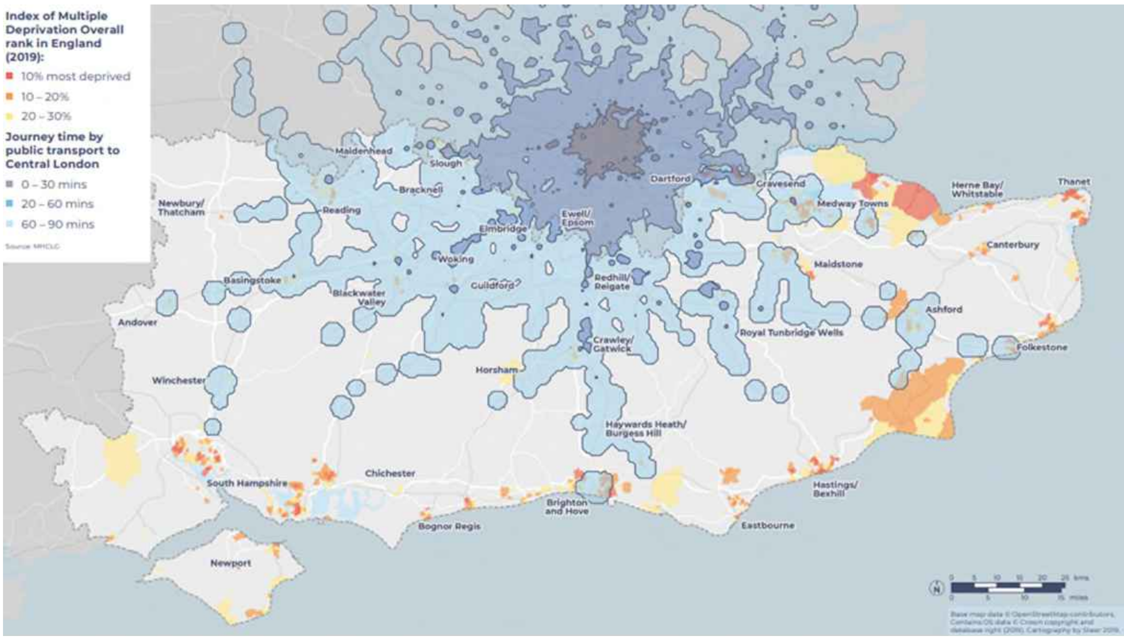
[17] The Business Desk (2021) "Gove leaves Government's levelling-up vision waiting on spending announcements" https://www.thebusinessdesk.com/news/1038728-gove-leaves-governments-levelling-up-ambitions-waiting-for-spending-announcements/ accessed January 2022

Figure 8: Deprivation and transport connectivity in South East England (2020)[18]



3.63 TfSE is developing a series of packages of interventions designed to boost the connectivity of the rail network in less prosperous areas. These packages, which will be set out in our Strategic Investment Plan, are likely to include:

- extending High Speed passenger rail services to East Kent and East Sussex;
- improving journey times for passenger rail services in North Kent;
- delivering a high-quality, high-frequency, urban metro service for the Solent conurbation (supported by bus and potentially tramway systems in Southampton and Portsmouth);
- reinstating closed railways on the Isle of Wight;
- improving cross country and cross regional services;
- improving connections to ports and airports;
- enhancing access, integration, and the affordability of public transport services; and
- enhancing access to employment opportunities, key services, and amenities.

3.64 TfSE has undertaken spatial analysis of the modelling of the packages of interventions outlined above. This has enabled us to understand which districts and boroughs would most benefit from an uplift in GVA arising from these packages. This work is still ongoing, but we would be delighted to share our results with GBRTT when this work is complete (encouragingly, early analysis indicates many of the interventions listed above deliver significant economic benefits for the most deprived areas of the South East.

3.65 TfSE has modelled the impacts of our proposed packages of interventions on the South East's economy using a Land Use Transport Interaction Model. The early results of this modelling indicate that targeted investments in the rail network have the potential to unlock over £1bn in Gross Value Added (per annum) to the wider South East's economy.

3.66 TfSE is particularly interested in the opportunities to improve connectivity on the South East's "orbital" and "coastal" rail services, which have received significantly less investment than

[18] TfSE (2020) "Transport Strategy for the South East", Figure 2.6, https://transportforthesoutheast.org.uk/app/uploads/2020/09/TfSE-transport-strategy.pdf, accessed December 2021.

London services in recent years. This could include providing/restoring direct services where otherwise at least one change of train would be needed.

3.67 We are also supportive of investment that enhances access to the South East's key ports (including Channel Ports and Southampton) and airports (including Heathrow and Gatwick). We see significant opportunity for high rail freight mode share between the South East's ports and the rest of the UK.

Community Engagement

3.68 Local transport in the TfSE area is currently the responsibility of five two-tier county councils and eleven single tier unitary authorities as local transport authorities (LTAs). There are no Combined Authorities in the area, and no firm plans to create any in the near future. The rail industry's engagement will therefore continue to rely on relationships with the same set of stakeholders that Network Rail and train operators engage with today – LTAs, Local Enterprise Partnerships, National Parks, Planning Authorities, Community Rail Partnerships, business organisations, civic organisations, other operators, public service providers, developers, etc.

3.69 TfSE enjoys an excellent working relationship with Network Rail and operators in the area and looks forward to working with Great British Railways as it develops over the next few years.

3.70 Network Rail is a key stakeholder for TfSE and is represented on several working groups and forums, including our Area Study Working Groups. Network Rail has helped shape priorities for our Strategic Investment Plan and worked closely with us to align objectives and understand the deliverability of the emerging packages of interventions.

3.71 TfSE welcomes any opportunity to contribute to the strategic planning process in the rail industry and continues to support Route Level and Regional Level strategy planning.

Targets

3.72 The TfSE Transport Strategy for the South East identifies 5 Objectives and 9 Key Performance Indicators (KPIs) that support broader **social** objectives, which generally align with the WISP Levelling Up Objectives. These are shown in Table 7 below.

Table 7: TfSE Transport Strategy for the South East Social Objectives and KPIs

TfSE Priority	Key Performance Indicator
• A network that promotes active travel and active lifestyles to improve our health and wellbeing.	• Increase in the length of the National Cycle Network in the South East. • Increase in the length of segregated cycleways in the South East. • Increase mode share of trips undertaken by foot and cycle. • Number of bikeshare schemes in operation in the area. • Social Mode share of walking and cycling.
• Improved air quality supported by initiatives to reduce congestion and encourage further shifts to public transport.	• Reduction in NOx, SOx and particulate pollution levels in urban areas.
• An affordable, accessible transport network for all that promotes social inclusion and reduces barriers to employment, learning, social, leisure, physical and cultural activity.	• A reduction in the indicators driving the Indices of Multiple Deprivation in the South East, particularly in the most deprived areas in the South East area.

TfSE Priority	Key Performance Indicator
• A seamless, integrated transport network with passengers at its heart, making it simpler and easier to plan and pay for journeys and to interchange between different forms of transport	• Increase in the number of cross-modal interchanges and/or ticketing options in the South East.
• A safely planned, delivered, and operated transport network with no fatalities or serious injuries among transport users, workforce or the wider public	• Reduction in the number of people Killed and Seriously Injured by road and rail transport.

Question 6 – Environmental Sustainability

Question 6

What is a stretching yet realistic ambition for this objective and what measures can we most effectively use to consider success over the coming 5, 10 and 30 years?

What are the interventions over that period which will be the maximum value for money, and what evidence can you share to support your views?

How can rail best invest in climate resilience, supported by smarter forecasting, planning and technology, over the next 5, 10, and 30 years and what evidence do you have to support your view?

Interventions and resilience

3.73 TfSE's Transport Strategy for the South East sets ambitious goals for achieving environmental sustainability. The Strategic Investment Plan is expected to include several packages of interventions that aim to reduce carbon emissions, reduce the impact of transport on the historic/natural environment, and reduce the impact of transport on people. The strategy also explicitly promotes the approach of achieving biodiversity net gain in our interventions.

3.74 TfSE has used the Land Use Transport Interaction Model (SEELUM) described in paragraph 2.23 to estimate carbon emissions from transport ("at tailpipe") and test several scenarios for carbon reduction. TfSE has also used this model to test the impacts of schemes identified as part of the Area Studies. Further information about this work is provided in a published technical report[19]. This study identified three findings:

- While our modelling shows there should be a reduction in transport emissions per person in the South East by 2050 (driven by efficiencies in fuel technology and conversion to zero emission fleets), this is partially off-set by population growth.
- There is a risk that spatial planning policies may encourage a shape of employment growth (e.g., in Major Economic Hubs and regeneration areas) that hinders future employees from being able to travel by more sustainable modes. Significant developments in Major Economic Hubs should be especially planned (and sites allocated) in such a way that 'good growth' is achieved through mixed development patterns reflecting the ease of walking, cycling, and using public transport. This also risks undermining carbon reductions that could be achieved through efficiencies in fuel technology and conversion to zero emission fleets.

[19] TfSE (2021) "Carbon Assessment Technical Report", https://transportforthesoutheast.org.uk/app/uploads/2021/03/Carbon-assessment-technical-report-final-TfSE-branded.pdf, accessed January 2022

- Central government forecasts for the conversion of vehicle fleet appear to be very low and do not appear to align with central government policy, changing political narrative, or other industry forecasts. National Highways have provided constructive feedback to the Department for Transport and Department for the Environment, Food and Rural Affairs to this effect.

3.75 The key interventions listed in paragraph 3.46 will support the goal of achieving environmental sustainability by encouraging modal shift from car/air to rail. They also include interventions that involve decarbonising the railway and promoting better interchanges with other forms of public transport and active travel.

3.76 Some of the interventions that are being promoted by TfSE may have an adverse impact on the environment during the construction period (including carbon, through embedded emissions), and we are keen to mitigate these impacts as much as possible. We are also promoting schemes that may incur a higher upfront capital cost (such as tunnels rather than cuttings or at-grade infrastructure) to limit their impact on the natural and historic environment.

3.77 The South East's rail network is vulnerable to the impact of Climate Change. For example, the Folkestone Warren railway has historically suffered significant disruption from weather and coastal subsidence, and this risk of disruption is expected to worsen as Climate Change takes effect. The Strategic Investment Plan will include some interventions aimed at strengthening resilience. This includes developing a diversionary route between London and Brighton Main Line (delivered through reopening Uckfield – Lewes line) and providing an alternative route to the railway at Folkestone Warren (which would be achieved by building a chord between the Canterbury East and Canterbury West lines).

Delivering environmental sustainability

3.78 The high proportion of electrification of the South East's railway means it is particularly well placed to make a significant contribution to the government's decarbonisation agenda. Electrifying the unelectrified gaps will ensure the railway can reach carbon neutrality as soon as possible, while also helping reduce costs and increase the operational efficiency of the railway.

3.79 The railway also can support the decarbonisation agenda through promoting modal shift from air and car to rail. The London – Paris Eurostar service (which until recently called at Ebbsfleet and Ashford) shows the level of modal shift that can be achieved with the right level of targeted investment[20].

3.80 Additionally, modal shift can support other environmental objectives by reducing noise, air pollution, and the impact of the car on the built and natural environment. In the longer term, higher rail mode share can provide an alternative to highway capacity expansion (and many of the environmental risks associated with this type of investment).

3.81 TfSE is also alive to the increasing risk of climate change resulting in higher levels of disruption to the transport system – particularly in impacts to infrastructure. Some of the South East's key highway and rail corridors cross areas prone to flooding and subsidence (e.g., Folkestone

[20] Eurostar's market share on the London – Paris route was reportedly 75% pre-pandemic, and the company was making inroads into the London – Amsterdam market. Source: International Rail Journey (2020) "First direct London Eurostar departs Amsterdam as Eurostar-Thalys merger progresses", **https://www.railjournal.com/passenger/high-speed/first-direct-london-eurostar-departs-amsterdam-as-eurostar-thalys-merger-progresses/** accessed December 2021.

Warren line between Folkestone and Dover). Future investment programmes will likely need to include some resources to protect and strengthen the resilience of the most vulnerable parts of the transport network.

Targets

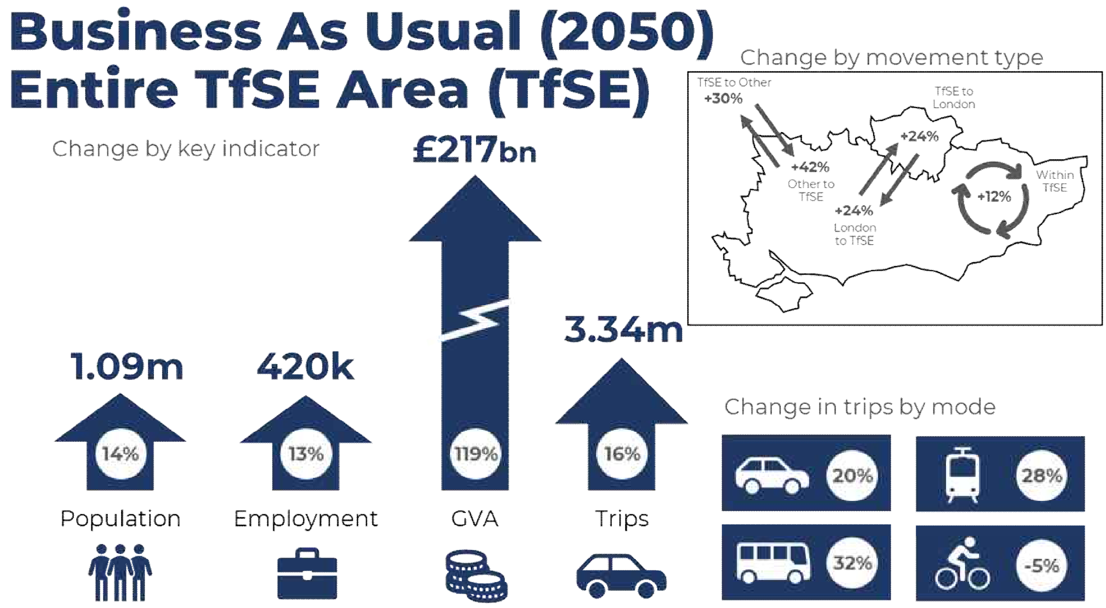
3.82 The TfSE Transport Strategy for the South East identifies 5 Objectives and 7 Key Performance Indicators (KPIs) that support broader **environmental** objectives, which generally align with the WISP Environmental Sustainability Objectives. These are shown in Table 8 below.

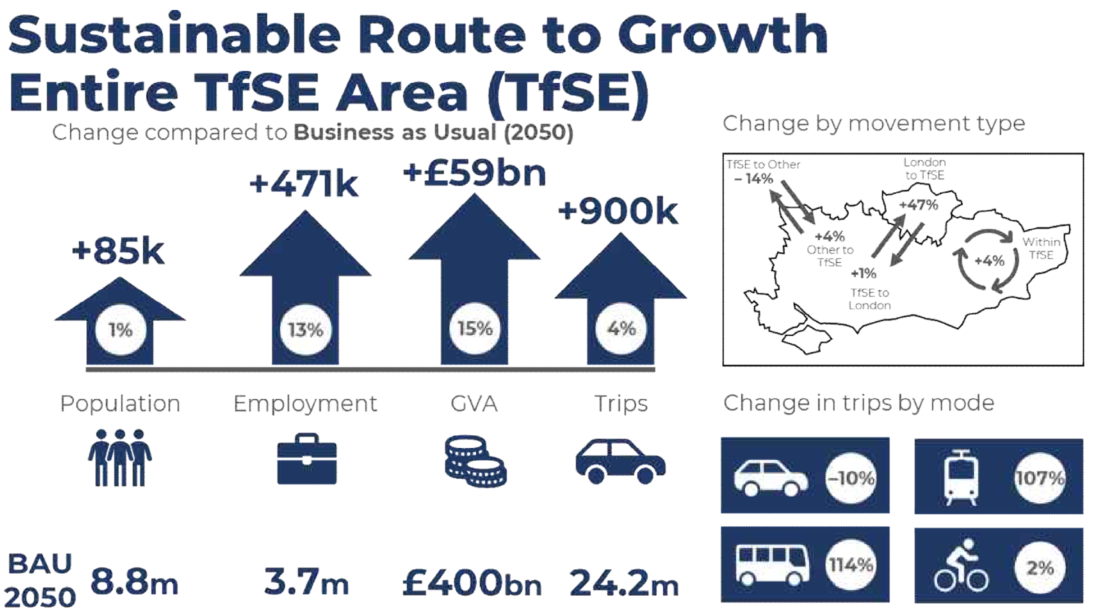
Table 8: TfSE Transport Strategy for the South East Environmental Objectives and KPIs

TfSE Priority	Key Performance Indicator
• A reduction in carbon emissions to net zero by 2050 to minimise the contribution of transport and travel to climate change.	• Reduction in carbon emissions by transport.
• A reduction in the need to travel, particularly by private car, to reduce the impact of transport on people and the environment.	• A net reduction in the number of trip kilometres undertaken per person each weekday. • A reduction in the mode share of the private car (measured by passenger kilometres).
• A transport network that protects and enhances our natural, built, and historic environments.	• No transport schemes or interventions result in net degradation in the natural capital of the South East, instead aiming for environmental net gain for priority ecosystem services (such as natural flood risk management). • No transport schemes or interventions result in a net loss of biodiversity but seek to achieve a minimum of 10% net gain in biodiversity managed for 30 years, in line with the requirements of the Environment Bill.
• Use of the principle of 'biodiversity next gain' (i.e., development that leaves biodiversity in a better state than before) in all transport initiatives Use of the principle of 'biodiversity next gain' in all transport initiatives.	• No transport schemes or interventions result in a net loss of biodiversity but seek to achieve a minimum of 10% net gain in biodiversity managed for 30 years, in line with the requirements of the Environment Bill.
• Minimisation of transport's consumption of resources and energy.	• Reduction in non-renewable energy consumed by transport.

Appendix

Scenario Forecasting Results





steer

Future of Transport regulatory review: zero emission vehicles
Joint STB response

1.1 This is the joint submission from the Seven Sub-national Transport Bodies (STBs)[1] in response to the Future of Transport regulatory review consultation call for evidence in relation to Zero Emission Vehicles.

1.2 The role of STBs as set out in the enabling legislation[2] is to identify and prioritise larger scale transport investment schemes in their areas to facilitate sustainable economic growth. They bring a strength of partnership among their membership to speak to government with one voice. Sub-national bodies can offer significant benefits from consolidating and facilitating multi-agency activities, evidence and analysis on an integrated regional scale, and the decision-making to deliver an evidenced solution which is right first time. Further, the DfT Transport Decarbonisation Plan (2021) makes reference to "STBs can support the government's decarbonisation objectives by joining up local plans across a wider geography, to capitalise on economies of scale and ensure coherence across local authority borders", and the Transport Select Committee Inquiry into Zero Emission and Road Pricing states "the Government must support STBs and LAs to deliver a range of practice and accessible charging solutions to suit local needs, so that no area is left behind".

1.3 In view of the timescales for the response deadline, this response has been prepared by senior officials in the STBs.

1.4 This document outlines the response to the four areas for which OZEV are seeking views on new primary legislation for the introduction of government powers.

2. Our Response

2.1.1 STBs are supportive of Governments ambitions to electrify the vehicle fleet and agree that there is a need to review and update the regulatory framework in relation to ZEV's and welcome the opportunity to respond to this consultation.

2.1.2 STB's are uniquely placed to work with Government, local authorities (LAs) and the private sector in ensuring value-for-money, funding and strategic decisions regarding transport are informed by our local knowledge, expertise, and needs. Supported by government funding, we work collectively to develop robust evidence on the transport needs of our communities, identifying transport investment to support our shared

[1] Outside London the seven STBs covering England are: Transport for the North, Midlands Connect, England's Economic Heartland, Transport East, Western Gateway, Peninsula Transport and Transport for the South East.

[2] The Local Transport Act 2008 (as amended)

ambitions for sustainable and inclusive economic growth, decarbonisation, and identifying levelling up opportunities across all localities in the regions we represent.

2.1.3 The DfT has recently asked STBs to submit proposals to support LAs in achieving greater uptake of EVs for their areas to support the roll out of the soon to be published national Electric Vehicle Infrastructure Strategy. This can support the development of regional assessments of current and future EV infrastructure needs, which some STBs have begun to develop. The STB approach can provide a 'bottom up' evidence base (from MSOA level), providing further local intelligence around chargepoint demand, type and location of demand, to support local authorities and energy system stakeholders in planning infrastructure provision. This can then be drawn up to regional level to help mitigate the risk of inefficient and duplicate planning and delivery, but also support the scaling of opportunities and the commercial attractiveness to operators and investors. Whilst more ambitious, this is vital considering that many of the trips made across the UK are medium to long distance, or transboundary (across LAs) in their nature. STBs will have a key role in assisting LAs in the rollout of EV charging infrastructure.

2.1.4 **The following sections outline our collective STB response to the Future of Transport consultation.**

2.2 <u>Statutory obligation to plan for and deliver charging infrastructure</u>

2.2.1 The proposal outlined in the consultation document does not specify which organisation(s) the statutory obligation could be applied to but does refer to LAs, charge point operators and energy companies. The STB response to this proposal predominantly focuses on the views of STBs if the statutory obligation were to be applied to LAs to plan for charge point provision, with energy providers and charge point operators responsible for delivering the provision.

2.2.2 STBs are actively engaged with their constituent partners and have a solid understanding of the aspirations of LAs and the challenges which they face in achieving them. STBs are supportive of the stated importance of local leadership and delivery, with STBs and LAs across the country developing evidence and planning for EV charging infrastructure based on local knowledge. We believe that Government should set national policy & regulations, we look forward to the publication (Q1 2022) of the OZEV infrastructure strategy. Within this framework we believe STBs can play a pivotal role in providing a regional evidence base, facilitate collaboration / sharing of good practice, and LA's should lead on ensuring EV infrastructure is delivered in the right locations in their areas.

2.2.3 It is essential that the correct funding, delivery and enforcement mechanisms are provided in conjunction with any additional responsibility for planning and/or delivery. Any statutory duties should be outcome focused, based on local evidence on the number and type of charging infrastructure required. This should also be informed by national guidance, for example on minimum requirements, LA's should have discretion to deliver the best outcomes for their locality – not be driven by outputs and targets. There are a number of challenges around trip-end parking in places with an absence of off-street parking; and the statutory duty, plans or funding needs to account for this and ensure these communities are not left behind. The role of private sector providers needs to be taken into account as they will continue to have a significant impact on level of provision over which LAs have no control. LA's need to be adequately funded to support EV roll out, through an evidence led funding stream which is not based on competitive bidding and should include revenue support to build capacity in regions, as well as capital for infrastructure. Additional responsibility for LAs without adequate funding and resource being provided risks an inconsistent roll out of the availability and quality of EV charging infrastructure across England. It may be helpful if a statutory body could enforce statutory duty to plan for sufficient charging points, noting that this would need to fit alongside Ofgem's statutory role.

2.2.4 The consultation document makes little / no reference to responsibilities around the maintenance of chargepoints once installed, and STBs request that any maintenance responsibility, minimum standards and associated financial costs and safeguards are clearly outlined and consulted on before the responsibility is assigned. This clarity on responsibility should also be extended to cover the sustainable management of assets, including consideration on how they can be upgraded, repaired and recycled in line with the principals of a circular economy, and also the costs and best practice of decommissioning assets. The introduction of legislation for private car park owners to provide EV infrastructure should be considered, as a means to ensuring the private sector contributes to funding the transition to electric vehicles.

2.2.5 If LAs are to be assigned greater responsibility in the planning and delivery of EV infrastructure, there is a risk that efforts and expense could be duplicated across LAs. STBs could have a coordinating role in this instance, providing a regional resource of evidence and expertise facilitating coordination between neighbouring authorities and delivering better value for money from public investment. Through the STB regional evidence base, STB's are able to support LA's in developing integrated transport investment programmes – considering all modes and cross boundary trips.

2.2.6 Reference is made within the consultation document to the expected benefits of introducing a statutory duty to plan for and ensure adequate charging infrastructure provision in a given geographical area. STBs would expect the approach of a single overall plan to provide some clarity of expectations, however this will require a clear outline of responsibilities, particularly when combining public and private sector decisions and delivery. STBs are aware there have been various instances in LAs relating to permitted development and charge points being installed by the private sector with little engagement with the local strategic planning authority which risks the development of a sporadic and unreliable network. This issue needs to be considered within plans for the regulatory framework. The statutory requirement implies a need to develop a strategy/policy to recognise the number of charge points, barriers to delivery and locations to deliver for the individual authority, which means the approach is not piecemeal. It also means that an LA can take a balanced approach to investment, inviting private investment but retaining control. In the case of County Councils, it would enable a LA wide procurement strategy delivering better value for money.

2.2.7 With most vehicle kilometres occurring on the Strategic and Major Road Networks, the consideration of such trips in the planning and implementation of EV charging infrastructure is key. STBs have tools available, or are in the process of developing tools, which could greatly assist in identifying current and future EV charging demand, locations for charge points and its impact on the electricity network. STBs offer a regional perspective and can deliver a robust and consistent evidence base providing data on current and forecast demand for EV charging at a local scale whilst also accounting for the EV charging infrastructure needed to support longer cross-boundary trips.

2.2.8 A strategic regional plan can ensure resilience of EV infrastructure network decisions. Planning at this scale will support mass adoption of EVs across all place types that is inclusive of all users and will ultimately deliver our decarbonisation goals. A common understanding of relative costs and impacts for our different places will be critical in exploring the optimum timing and distribution of EV infrastructure delivery to meet our decarbonisation targets, through adopting a whole network approach. This also helps to communicate policy certainty and an attractive investment environment for charge point operators and investors to develop and embed sustainable and inclusive long-term commercial models. This requires a coordinated approach with Distributional Network Operators (DNOs) to ensure that:

- Electric charging infrastructure is accessible to all, regardless of household type
- Decisions on electric charging infrastructure are part of a whole system approach to improving transport networks
- This supports an integrated approach to strengthening and decarbonising electricity networks
- Ensuring that charging infrastructure roll-out supports a rapid move to zero carbon transport.

Case Study: Transport for the North Regional Steering Group (LAs, OZEV, DNOs).

TfN lead a regional EV Steering Group for LA partners, Distribution Network Operators, National Highways, Network Rail, the Energy Saving Trust and National Grid. This provides a forum for partners to shape TfN and partners EV strategies and evidence bases, discuss EV-related issues, share experiences and gather feedback from other local partners.

As part of TfN EV work, TfN have developed an Electric Vehicle Charging Infrastructure (EVCI) model. The EVCI model translates regional travel demand and land-use data (travel patterns, car population, socio-demographics, household types etc) from TfN's Analytical Framework to EV charging infrastructure requirements. This predicts a likely level of supply of EVCI required to meet a given level of demand and usage. Outputs are generated at an MSOA level, providing partners with an enhanced chargepoint demand evidence with which to draw from. It also produces a DNO focused output targeted at presenting the linked electricity demand on the grid, to help enhance our energy partners planning and delivery. There is a risk that funding allocation based solely on modelling will favour more affluent areas where there is greater wealth and car ownership, particularly given the focus on SRN sites in the consultation document. The TfN EVCI model factors in social and sustainability elements which would assist with ensuring there is a balance in the provision and contribute to Government ambitions on levelling up.

The TfN model outputs can be altered to test outputs under different Future Scenarios, and to reflect different rates of EV uptake or changes in travel and charging behaviour, such as higher levels of home working. This allows LAs to understand levels of demand for future charging infrastructure, providing agility and managing the future uncertainty of social, spatial and sustainability decisions impacting on car use and resulting EV demand. This will provide further clarity on how a variety of factors may impact the levels of EV charging infrastructure required, including assessment towards the optimum balance of charge points to support decarbonisation and inclusivity, as well as road network efficiency, quality, and resilience. Since the model is built using open data, the model outputs can be shared with TfN partners. The structure and build can also be shared with the other STBs (as part of a common Analytical Framework) and allow them to apply their own regional datasets to influence the model outputs.

2.2.9 Government should intervene with economic regulated industries – specifically telecommunications and energy generation/supply. Government already has the power to give a direction to an independent economic regulator where that can be justified on grounds of national need/policy. Government can and should act to stimulate investment in infrastructure that supports/enables change by directing the regulators in a co-ordinated manor, to mandate that EVCPs need to adapt / work with the grid rather than the grid adapting to EV demand.

2.3 Requirements to install charge points in non-residential car parks

2.3.1 Through STB engagement with our local authority partners, STBs have a strong understanding of the barriers which LAs are facing in responding to demands for charging infrastructure. A current major barrier is delivering charging infrastructure for residents without off-street parking. There is currently little private sector investment in on-street charging and a number of issues to address, including potential for street clutter, trailing wires, and a lack of consistency in the quality and availability of on-street charging. This issue requires further guidance on standards and principles for on-street parking, whilst recognising the need for agility to varying place types. Further insight and methodology will be required as to the intended targets or requirements any legislation would set, something which was previously outlined in the 2019 Government consultation on electric vehicle charging in residential and non-residential buildings[3].

2.3.2 The requirement for charge points to be installed in non-residential car parks is encouraged as this could increase the availability of accessible charging points for those without off-street parking access, and also for charging access as part of a longer journey. However there is a risk that those using the EV chargers without off-street parking may be required to pay more per charge and the requirement therefore needs to consider the wider social impacts as it is developed further. Without this consideration, there is a very significant risk of widening the gap between poverty and affluence especially as/when policies come into force to deter use of fossil fuelled vehicles. Further, Government should provide guidance on minimum standards for EV charging infrastructure, with LA's to implement their own policies for EVCI standards / charging policies. This would support the ambition of equal charging infrastructure rollout across England.

2.3.3 The previous consultation in 2019 for new non-residential buildings to install charge points proposed that every building with more than 10 car parking spaces should have 1 charge point. The output of the 2019 consultation has not yet been published. STBs would offer the support of their EV models and evidence base to help forecast potential requirements based on varying user behavioural assumptions. This would provide agile planning and inform the minimum requirements which should be set since the evidence behind the proposed 1 charge point per 10 spaces is not fully available. As the adoption of EVs increases, more charge points will be required and plans therefore need to include provision for adding to charge points over time, noting requirements for power supply etc.

2.4 New powers to support the delivery of the Rapid Charging Fund

[3] https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/818810/electric-vehicle-charging-in-residential-and-non-residential-buildings.pdf

2.4.1 STBs welcome the new powers to support the delivery of the Rapid Charging Fund, particularly around creating greater market competition and cost reductions. STBs also welcome the availability of funding and emphasise the need to ensure that the funding is released within the original timescales considered by DfT and for there to be no reduction in funding.

2.4.2 The evidence base and (where available) the models produced by STBs are available to support Government with identifying locations for the rollout of charging infrastructure on the Major Roads and Strategic Roads Networks as part of the Rapid Charging Fund. However we would remind the Government that a whole network and whole system approach to EV charging infrastructure should be maintained to deliver optimum and cost-effective results. This is a view that STB evidence and partnerships can provide to support our shared goals.

2.4.3 STBs can support the Government with identifying priority locations for charging points in their STB areas. STBs are well placed to lead on development of regional EV infrastructure plans, in doing so reducing resource demands on individual LA's and delivering better value for money for the public purse. This approach would support long term EV infrastructure planning based upon evidence of need and remove the need for inefficient competitive funding rounds which risk delivery of an inconsistent regional and national EV charging network. Funding allocation decisions should be aligned with local net zero policies, for example those LAs with active travel as means of carbon reduction in their plans should have less need for EV charging infrastructure than those authorities where medium or long distance travel is more of an issue and there is less scope for mode shift to mitigate this.

2.5 <u>Requirements to improve the experience for electric vehicle consumers</u>

2.5.1 STBs are supportive of proposals for more inclusively designed charge points, consumers feeling safe when charging on-route, and consumers having rights to redress if something goes wrong. The interoperability of charge points is key if a consistent rollout of charging infrastructure is to be achieved alongside the interchangeability of technology and payment systems.

2.5.2 STBs would encourage these standards to be in place for both public and private charging points, since this is required for there to be a consistent standard of charging points across the UK, ensuring compliance with the Disability Discrimination Act and the Equality Act 2010. If these standards were only applied to UK public charging points, there is a risk that those areas with predominantly private charging points would receive a below standard level of charging provision. Further, given that one of the proposed new powers is focused on inclusive design, by only applying this power to public charge points risks some areas being socially excluded.

2.5.3 For the suggested powers to be applied, there is a requirement for adequate funding to be provided to the responsible body for monitoring and enforcing charge point standards. Further, the necessary enforcement powers need to be in place for the responsible body to ensure that the new standards for charge points can be monitored and fully enforced.

2.5.4 There is a potential safety risk associated with EVs running out of charge, which is a particular safety concern for smart motorways. There needs to be a suitable recovery / mobile charging mechanism in place to mitigate against stationary out-of-charge vehicles blocking lanes, particularly since EVs cannot be towed and are very heavy to recover.

TRANSPORT FOR THE
South East

Emailed to: feedback@gatwickfutureplans.com

30 November 2021

To whom it may concern,

Gatwick Northern Runway Project Consultation

I am writing to you as lead officer for Transport for the South East (TfSE) in response to the consultation on Gatwick Airport's Northern Runway Proposals.

Transport for the South East (TfSE) is a sub-national transport body (STB) that represents sixteen local transport authorities. These are Brighton and Hove, East Sussex, Hampshire, Kent, Medway, Surrey, West Sussex, the Isle of Wight, Portsmouth and Southampton, and the six Berkshire unitary authorities.

These authorities are represented on the Partnership Board along with representatives from the region's five Local Enterprise Partnerships, District and Borough authorities, the protected landscapes in the TfSE area, National Highways, Network Rail and Transport for London. TfSE provides a single voice from across its geography on the transport interventions needed to support sustainable economic growth.

Our transport strategy was agreed by the Partnership Board in July 2020. It sets out a 2050 vision for the development of the South East transport system, which includes a commitment to reach net zero carbon emissions by 2050, at the latest. One of the key principles underpinning the vision for our strategy is to achieve sustainable economic growth that leads to positive social and environmental outcomes.

Gatwick Airport sits at the centre of the TfSE geography and is recognised as an important economic asset for the South East. It facilitates the movement of goods and services across the region and the UK, as well as supporting access to international markets. It is also a key employer in the area and generates employment through a significant local and national supply chain that supports its operations.

We understand that proposals for the project are currently at the pre-application stage of the Development Consent Order (DCO) process therefore a formal response will be submitted at the acceptance stage. At this point in the process insufficient information has been provided about the potential impacts of the expansion plans and the way in which the adverse impacts that have been identified to date would be appropriately mitigated. As a consequence, TfSE is not in a position to either support or oppose Gatwick Airport's Northern Runway Proposals at this time. There are a number of aspects of the proposals which require further consideration. This will enable the proposals to be reviewed and refined before they are formally submitted to the Planning Inspectorate.

Carbon emissions and climate change

Transport is currently the single biggest contributor to Green House Gas emissions. Action needs to be undertaken to address this and our transport strategy includes a commitment to meet the Government's target of achieving net zero carbon emissions by 2050, at the latest.

It is noted that the Preliminary Environmental Impact Report suggests that there will be an increase in overall carbon emissions of 1.387 $MtCO_2e$ at the 2038 assessment year as a consequence of the expansion plans. The Government's recently published Transport Decarbonisation Plan (TDP), and the Jet Zero consultation, sets the government's commitments and the actions needed to decarbonise the entire transport system in the UK. It is clear that to deliver the commitments set out in the TDP, bold actions will be necessary. The non-technical summary report on the Preliminary Environmental Assessment states that a Carbon and Climate Change Action Plan is being drafted that will set out how the impact on Greenhouse Gas Emissions are to be mitigated. This report will be published with the application for development consent. Until this report is available, it will not be possible to determine the extent to which the expansion plans will contribute to the Government's mandated target of achieving net zero carbon emissions by 2050.

Noise

Communities that live under the flight paths of the Airport are already affected by aircraft noise. The potential increase in the number of flights resulting from future expansion would mean more noise disturbance. The proposed introduction of a new and improved Noise Insulation Scheme, a Homeowners Assisted Moving Scheme and a proposed 'noise envelope' to set limits and manage noise from future operations at Gatwick are noted. Further information will need to be provided as the proposals develop to identify whether the

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proposed mitigation measures will be sufficient to address the impact on quality of life of those communities that will have increased external noise levels as a result of the expansion plans.

Transport and surface access

The proposed expansion of Gatwick Airport will have significant impacts on the transport system in and around the surrounding areas of Gatwick Airport and these impacts will need to be satisfactorily addressed. TfSE expects Gatwick Airport to provide further information and clarification on how the additional demand resulting from the possible expansion of the airport will be accommodated.

Gatwick Airport Limited should be promoting sustainable travel modes as the preferred method of transport to and from the airport for passengers and staff. However, the main measures to mitigate the likely surface transport impacts set out in the consultation material are local highway improvements and a plan to provide an additional 18,500 car parking spaces. The need for this quantity of additional car parking spaces is unclear and further clarification about this is required. The current objectives for increasing both passenger travel (60% of passengers using sustainable transport by 2030, from 48% in 2020); and more importantly staff travel (60% of staff journeys to work using sustainable transport by 2030, from 39% in the 2016) to the airport by sustainable forms of transport are not ambitious enough and more will need to be done to promote the use of these modes of transport by both passengers and staff.

Employment and economy

The projected increase of 18,400 additional job opportunities by 2038 is to be welcomed. It is noted that over 50% of these jobs would be in the higher and semi-skilled categories such as pilots, air traffic controllers and flight operations staff, customs, immigration, police, fire staff, and information technology roles. We note that an Employment, Skills and Business Strategy Implementation Plan is currently being drafted and would wish to review this when this is published to identify how the employment opportunities arising from potential airport expansion could be maximised. In particular it will be important to identify what can be done to make the 50% lower skilled sustainable in the longer term through career progression opportunities.

Conclusion

In conclusion, at this point in the process TfSE's position is that it neither supports nor opposes the proposals to bring the northern runway into regular routine use. As has been highlighted in this response, there are a number of aspects of the proposals where further information is required to enable the potential impacts of the proposals to be more fully assessed. In addition, clear and robust strategies need to be developed to deal with the potential impacts of the proposed expansion plans on carbon emission and noise and ensure that a greater proportion of those travelling to the airport as passengers or employees can do so using sustainable forms of transport. It is vital that all of the documentation and supporting information relating to the proposals is made available to enable thorough scrutiny as the proposals progress through the DCO process. In the meantime, the Airport will continue to be an important consideration for TfSE as we continue to develop our Transport Strategy. We will welcome continued engagement with Gatwick Airport Limited as your expansion proposals are developed further and appreciate there will be further opportunities to respond during the DCO process.

This is an officer response. The TfSE Partnership Board meets on 24 January 2022 and will consider this draft response and a further iteration of it may therefore follow.

Yours sincerely,

Rupert Clubb
Lead Officer
Transport for the South East

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Emailed to: transporteastconsultation@jacobs.com

10 January 2022

To whom it may concern,

Transport East's Draft Transport Strategy Consultation

I am writing to you in my role as Chair of Transport for the South East (TfSE) in response to the consultation on Transport East's draft transport strategy. A copy of this response was considered and approved at our Board meeting on 24 January 2022.

Transport for the South East (TfSE) is a sub-national transport body (STB) that represents sixteen local transport authorities. These are Brighton and Hove, East Sussex, Hampshire, Kent, Medway, Surrey, West Sussex, the Isle of Wight, Portsmouth and Southampton, and the six Berkshire unitary authorities. These authorities are represented on the Partnership Board along with representatives from the region's five Local Enterprise Partnerships, District and Borough authorities, the protected landscapes in the TfSE area, National Highways, Network Rail and Transport for London. TfSE provides a single voice from across its geography on the transport interventions needed to support sustainable economic growth.

TfSE welcomes the opportunity to comment on Transport East's draft Transport Strategy. You have developed a bold and ambitious vision that includes the aspiration to deliver a resilient and reliable transport network for the area that will deliver inclusive and sustainable growth. Your vision strongly aligns with the 2050 vision set out in our own transport strategy, as do the strategic priorities and goals you have set to deliver it. TfSE also fully supports the approach to delivery that you are promoting with its focus on planning for people and places rather than vehicles. The similarities in the vision, strategic goals and approach in both of our strategies reinforces the need for us to continue to work together closely as we move to implement the strategies and reach our shared vision to achieve sustainable economic growth.

Transport for the South East supports the commitment in your transport strategy to meet the ambitious and challenging target of decarbonising the transport network and achieving net-zero emissions by 2040. It is clear that you recognise of the scale of this challenge and the step change to future planning for transport that will be required to achieve this.

Your draft strategy also highlights the importance and challenges of encouraging people to change their behaviours and use sustainable modes of transport instead of private motor vehicles. TfSE also fully supports the strategy's focus on creating a transport network that encourages people to use public, shared and active transport modes that can provide zero carbon solutions and alternatives to the private car.

The focus of your strategic priority on unlocking the constraints on international gateways is one that we share. To deliver on this we are currently finalising work on a freight, logistics and gateways strategy for our region. This strategy provides a route map to enable the growth of the industry to keep up with the growing population and economy in a sustainable manner. We strongly support your stance on the need to decarbonise the freight sector by encouraging an increase in the use of alternative fuels, but also a mode shift of freight movements to a more sustainable modes of transport. It is only through joint working that we will begin to identify solutions and we look forward to working closely with Transport East on identifying and resolving these challenges.

Improving connectivity in rural and coastal communities is another key priority identified in your strategy. Action is needed to level up these areas through better connections, enabling deprived areas to prosper. The focus on reducing the need to regularly travel long distances by encouraging a switch to more localised trips, through closer services or via digital means is clearly the way forward and we look forward to learning more about your plans for improving digital connectivity. TfSE also strongly supports the focus on promoting active travel modes in rural areas and we look forward to hearing more about your approach to improving strategic walking and cycling routes.

In conclusion, TfSE welcomes the Transport East draft Transport Strategy as there are many aspects of it that are closely aligned with our own transport strategy. Moving forward we keen to continue working closely with you to ensure a coordinated approach to the development of our strategic transport investment plans in our areas, and we wish you well with the next stages of the development of your strategy.

Yours sincerely,

Cllr Keith Glazier
Chair
Transport for the South East

Emailed to:
ltp@westsussex.gov.uk

8 October 2021

Dear Sirs,

Transport for the South East (TfSE) response to West Sussex Transport Plan 2022-2036 consultation

I am writing to you as lead officer for Transport for the South East (TfSE) in response to the consultation on your West Sussex Transport Plan 2022-2036.

TfSE is a sub-national transport body which represents sixteen local transport authorities in the South East of England. These are Brighton and Hove, East Sussex, Hampshire, Kent, Medway, Surrey, West Sussex, the Isle of Wight, Portsmouth and Southampton, and the six Berkshire unitary authorities. These authorities are represented on the Partnership Board, which is its decision-making body, along with representatives from the region's five Local Enterprise Partnerships, district and borough authorities, protected landscapes, Highways England, Network Rail and Transport for London.

TfSE provides a mechanism for its constituent authorities to speak with one voice on the transport interventions needed to support sustainable economic growth across its geography. High-quality transport infrastructure is critical to making the South East more competitive, contributing to national prosperity and improving the lives of our residents.

TfSE welcomes the opportunity to comment on the West Sussex Transport Plan 2022-2036. As you will be aware TfSE published a thirty-year transport strategy for the South East in July 2020, which sets out an ambitious vision for our area in 2050. As one of our constituent authorities, West Sussex County Council has been fully involved in the development of our strategy and we very much value the contribution that has been made to the development of the strategy as well as the ongoing support for the wider work of TfSE.

We are therefore very pleased to see our transport strategy referred to within the wider policy context in which your plan sits, and also that that the challenges and key issues identified within your plan align well with the strategic goals, priorities and objectives set out in our strategy.

Our transport strategy seeks to deliver sustainable economic growth that achieves the right balance between the economic, social and environmental pillars of sustainable development. This means that any intervention in the area's transport networks to address connectivity challenges must ensure that the environment is protected and where possible enhanced and that opportunities to

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improve the health, wellbeing and quality of life for everyone are realised. The ambition and shift in approach set out in our strategy includes the need to move away from a predict and provide approach based on planning for vehicles to one based on planning for people and places. It involves a shift towards a decide and provide approach to transport provision based on choosing a preferred future with preferred transport outcomes encapsulated in our 2050 Vision.

Transport is the single biggest contributor to greenhouse gas emissions in the south East and across the UK. This needs to change, so our transport strategy includes a commitment to meet the Government's target of achieving net zero carbon emissions by 2050. To achieve this and our wider 2050 vision, we need to make better use of the infrastructure we already have – reducing the need to travel through increased investment in digital and other technology and providing alternative ways for people to go about their business through increased investment in public transport and active travel.

The Government has recently published its Transport Decarbonisation Plan (TDP) which sets the government's commitments and the actions needed to decarbonise the entire transport system in the UK. It is clear that in order to deliver the commitments set out in the TDP bold actions will be necessary. We note that the both the vision and objective 7 set out in your plan state that "the transport network will be on a pathway to net zero carbon by 2050". However, in line with the TDP and the TfSE strategy we would encourage and support you making a firmer commitment to achieving that target in the final version of your plan.

Overall, whilst we welcome the vision you set out in your Transport Plan, there is an opportunity to include more of the ambition and the shift in approach articulated in our transport strategy translated through to the objectives and policies that follow from the challenges and key issues identified in your plan.

We look forward to working together with you as you continue to develop your plan, and we would be happy to discuss any opportunities for further collaboration and sharing of data to our mutual benefit. This will help ensure that our studies and your transport plan align in their thinking and outputs.

This is an officer response. The TfSE Shadow Partnership Board next meets on 18 October 2021 when it will consider this response. A further iteration of it may follow after that meeting.

Yours sincerely,

Rupert Clubb
Lead Officer
Transport for the South East

TRANSPORT FOR THE
South East

Emailed to:
surreytransportplan@surrey.gov.uk

22 October 2021

Dear Sirs,

Transport for the South East (TfSE) response to Surrey Local Transport Plan 2022-2032 (LTP4) consultation

I am writing to you as lead officer for Transport for the South East (TfSE) in response to the consultation on your Surrey Local Transport Plan 2022-2032 (LTP4).

TfSE is a sub-national transport body which represents sixteen local transport authorities in the South East of England. These are Brighton and Hove, East Sussex, Hampshire, Kent, Medway, Surrey, West Sussex, the Isle of Wight, Portsmouth and Southampton, and the six Berkshire unitary authorities. These authorities are represented on the Partnership Board, which is its decision-making body, along with representatives from the region's five Local Enterprise Partnerships, district and borough authorities, protected landscapes, Highways England, Network Rail and Transport for London.

TfSE provides a mechanism for its constituent authorities to speak with one voice on the transport interventions needed to support sustainable economic growth across its geography. High-quality transport infrastructure is critical to making the South East more competitive, contributing to national prosperity and improving the lives of our residents.

TfSE welcomes the opportunity to comment on the Surrey Local Transport Plan 2022-2032 (LTP4). As you will be aware TfSE published a thirty-year transport strategy for the South East in July 2020, which sets out an ambitious vision for our area in 2050. As one of our constituent authorities, Surrey County Council has been fully involved in the development of our strategy and we very much value the contribution that has been made to the development of the strategy as well as the ongoing support for the wider work of TfSE.

We are very pleased to see our transport strategy referred to within your draft Local Transport Plan and that the challenges and key issues identified within your plan align well with the strategic goals, priorities and objectives set out in our strategy.

Our transport strategy seeks to deliver sustainable economic growth that achieves the right balance between the economic, social, and environmental pillars of sustainable development. This means that any intervention in the area's

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transport networks to address connectivity challenges must ensure that the environment is protected and where possible enhanced and that opportunities to improve the health, wellbeing and quality of life for everyone are realised. The ambition and shift in approach set out in our strategy includes the need to move away from a predict and provide approach based on planning for vehicles to one based on planning for people and places. It involves a shift towards a decide and provide approach to transport provision based on choosing a preferred future with preferred transport outcomes encapsulated in our 2050 Vision.

Transport is the single biggest contributor to greenhouse gas emissions in the south East and across the UK. This needs to change, so our transport strategy includes a commitment to meet the Government's target of achieving net zero carbon emissions by 2050. To achieve this and our wider 2050 vision, we need to make better use of the infrastructure we already have – reducing the need to travel through increased investment in digital and other technology and providing alternative ways for people to go about their business through increased investment in public transport and active travel.

The Government has recently published its Transport Decarbonisation Plan (TDP) which sets the government's commitments and the actions needed to decarbonise the entire transport system in the UK. It is clear that in order to deliver the commitments set out in the TDP bold actions will be necessary.

TfSE very much welcomes the bold vision and ambition set out in your draft Local Transport Plan. We fully support your commitment to achieving net zero carbon emissions by 2050 and commend you on your recognition of both the scale of challenge that this presents and the step change to future planning for transport that will be required to achieve this.

We welcome the alignment of the approach you have adopted to planning for the future development of the transport system to that set out in our transport strategy. In particular we welcome the move away from the traditional transport planning approach of 'planning for vehicles' towards a clear focus on 'planning for people and places'.

The use of the 'avoid, shift, improve' principle to achieve carbon reduction aligns well with the approach we are adopting in our current area study work, which will require the broad mix of policies and measures that you have set out in your draft Local Transport Plan.

We look forward to working together with you as you continue to develop your Local Transport Plan, and we would be happy to discuss any opportunities for further collaboration and sharing of data to our mutual benefit. This will help ensure that our studies and your transport plan align in their thinking and outputs.

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This is an officer response. The TfSE Shadow Partnership Board next meets on 24 January 2022 when it will consider this response. A further iteration of it may follow after that meeting.

Yours sincerely,

Rupert Clubb
Lead Officer
Transport for the South East

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Emailed to: appgsoutheast@secouncils.gov.uk

Wednesday 12 January 2022

Dear Sir/Madam,

Transport for the South East's response to the All-Party Parliamentary Group for the South East's call for evidence

I am writing to you as lead officer for Transport for the South East (TfSE) to provide a response to the call for evidence regarding 'financing the future – what does levelling-up mean for South East England?'

TfSE is a sub-national transport body (STB) bringing together leaders from across the local government, business and transport sectors to speak with one voice on our region's strategic transport needs. Since its inception in 2017, TfSE has quickly emerged as a powerful and effective partnership for our region and our ambition is to become a statutory body with devolved powers over key strategic transport issues.

Our principal decision-making body, the Partnership Board, brings together representatives from our 16 constituent local transport authorities, five Local Enterprise Partnerships, district and borough authorities, protected landscapes, Highways England, Network Rail and Transport for London. Together, our partnership represents more than 7 million people and 350,000 businesses in the South East and benefits from invaluable expertise and insight from those responsible for our region's strategic transport networks.

The South East has much to offer in the context of devolution and levelling up and the importance of our international gateways on the prosperity of the UK is significant. However, the South East also has some of the most deprived communities in England. The UK's prosperity depends on many local factors including housing, skills provision, the ability to fund services, land use and transport connections as well as the availability of public goods and services. All of this is facilitated by transport and communication links. If we are to build back better and provide opportunities for all then we must look again at what devolution can offer the levelling up agenda.

We believe TfSE offers a credible vehicle for devolution and levelling up in the South East. Our partnership has clear democratic accountability, strong stakeholder support and engagement, a track record of delivery in partnership with local and national partners, a thirty-year transport strategy in place and a strategic investment plan imminent.

We are ready to receive greater powers and responsibilities to support a devolved approach and we would encourage government to consider a devolved approach to infrastructure investment funding, enabling partnerships such as ours to deliver the kinds of transformational integrated investment programmes needed to support sustainable economic recovery and growth and meet our carbon commitments. We would hope that these points are addressed in the forthcoming Levelling Up White Paper. It is important the White Paper recognises that Sub-national Transport Bodies can offer a mechanism for devolution in areas such as the South East which do not currently have mayoral combined authorities.

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Sub-national Transport Bodies' place-based approach enables infrastructure investment to level up areas. STBs have worked quickly and effectively, adding value by supporting the decision makers in Whitehall and Westminster. Using the strength of their partnership, STBs set a clear strategic direction for improved connectivity within their regions, as well as inter-regional journeys. STBs bring together the void between land use planning and transport and provide a spatial context to improve prosperity. By the end of 2021, each of the seven STBs in England had a transport strategy/plan in place or in draft. Developed using robust evidence bases, in partnership with planning authorities, and through public consultation, these provide a focal point for prioritising infrastructure investment across English regions. As democratically accountable sub national bodies, STBs provide a unified voice to the Government by setting objectives and aligning activity across their regions. STBs are supported locally and their important role has been recognised by Ministers. There is a clear opportunity for STBs to take a greater role, given their wealth of knowledge and collaborative approaches at regional level, to assist Government in delivering on the levelling-up agenda.

Central government funding approaches should adapt to help us meet the levelling up challenge. At a national level, transport infrastructure priorities tend to be identified on a network or modal basis with separate nationally significant infrastructure priorities identified for road and rail. This siloed approach to investment tends to lead to the development of specific schemes aimed at solving a particular problem or to bring about general improvements in network performance. Arguably the focus on facilitating the economic recovery from Covid-19 and levelling up particular areas, requires a more integrated, place based, programme approach to infrastructure investment that looks across different transport modes and different types of economic infrastructure. This is needed ensure that the right interventions are identified that will maximise the benefits of infrastructure investment in a particular area. The approach to scheme appraisal will also need to evolve to enable the benefits of cross-sectoral programmes of investment spanning different Government departments to be identified. A devolved regional investment pot would enable public and private sector partners, via STBs or other suitable devolved structures, to better plan and deliver the kinds of schemes which can enable genuinely transformational change and meet the levelling up challenge.

Ultimately strengthening regional infrastructure planning capability would facilitate a more integrated and place based approach to infrastructure provision at the regional and local level. It would also, crucially, support a more integrated approach to both social and economic infrastructure development, design and implementation needed to deliver increased housing supply and the Government's levelling up agenda while achieving net zero carbon emissions.

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STBs are focused on place-based outcomes rather than siloed infrastructure funding streams. Their transport strategies incorporate both local and national policy outcomes allowing local partnerships to more effectively prioritise, manage and deliver a portfolio of infrastructure relevant to a place. STBs therefore have the ability to land complex policy and funding models into a place. By working with STBs, Government can operate within the silos that exist and yet still be assured that, at a regional level, STBs will take a place-based and multimodal approach to connectivity. A regional funding allocation would enable more effective prioritisation and ensure that the longer term investment pipelines that flow from the STB's transport strategies are affordable.

We believe Government should be flexible about its approach to devolution and who should co-ordinate levelling-up activity. For those locations, including the South East, that have either not been central to discussions around devolution or are not suited to current approaches around mayoral combined authorities, other ways to devolve should be considered.

Levelling up presents an opportunity to devolve the tools needed to bring about a step change in prosperity that not only benefits the South East but the wider UK economy. We know transport is a major facilitator of growth and the bold ambition of TfSE enables local communities to thrive and attract inward investment. In addition, it provides the key network for the movement of goods and service to the rest of the UK, supporting union connectivity through the South East extensive network of ports and airports.

TfSE consents to this response being placed on your webpage and both officers and political leaders of TfSE are more than happy to speak at a meeting of the APPG if further insight is required.

This is an officer response. The TfSE Partnership Board meets on 24 January 2022 and will consider the draft response and a further iteration of this response may therefore follow.

Yours sincerely,

Rupert Clubb
Lead Officer, Transport for the South East
Rupert.clubb@eastsussex.gov.uk

Emailed to:
RIS3consultation@orr.gov.uk

XX January 2022

To whom it may concern,

Transport for the South East (TfSE) response to Office of Rail and Road (ORR) consultation on their role and approach to Road Investment Strategy 3

I am writing to you in my role as Chair of Transport for the South East (TfSE) in response to your consultation on your role and approach to your assessment of the government's and National Highways' plans for the development of Road Investment Strategy 3.

This response was considered agreed by the TfSE Board at their meeting on 24 January 2022.

TfSE is a sub-national transport body (STB) representing sixteen local transport authorities in the South East of England. These are Brighton and Hove, East Sussex, Hampshire, Kent, Medway, Surrey, West Sussex, the Isle of Wight, Portsmouth and Southampton, and the six Berkshire unitary authorities. These authorities are represented on the Partnership Board, which is TfSE's decision-making body, along with representatives from the region's five Local Enterprise Partnerships, district and borough authorities, protected landscapes, Highways England, Network Rail and Transport for London.

TfSE provides a mechanism for its constituent authorities to speak with one voice about the transport investment needed to support sustainable economic growth across its geography.

In 2020 TfSE published a thirty-year transport strategy for the South East that sets out an ambitious 2050 vision for the area. We are currently undertaking a programme of area studies to identify multimodal packages of interventions that will be needed to deliver the transport strategy. These packages are likely to include a number of highway improvement schemes on the Strategic Road Network that would need to be delivered through future Road Investment Strategies. The outputs form the area studies will be brought together in a draft Strategic Investment Plan (SIP) that we are planning to publish for consultation in June 2022.

We are familiar with the important role that ORR plays in monitoring the costs, efficiency and performance of National Highways in accordance with the 2015

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Highways England Licence. Your attendance at the bi-monthly joint STB meetings has provided a mechanism for keeping all the STBs up to date with the progress of your work.

Overall, your proposed approach to executing the duties of your role, as set out in your December 2021 consultation document is both coherent and comprehensive. We do not have any specific comments on the way in which you propose to 'check and challenge' the cost, efficiency and deliverability of the emerging roads investment plan.

A key aspect of your consideration about whether National Highways have met the requirements of their licence is to determine the extent to which they have exercised their duties in a manner that is 'open and transparent', 'positive and responsive', and 'collaborative'. You set out in paragraph 3.61 of your consultation document how you propose to assess this specifically in relation to the development of the route strategies. Your approach will involve monitoring the extent and quality of the stakeholder engagement process, attending a sample of stakeholder events and look for evidence of how National Highways has taken account of stakeholder's views. It is our view that you should undertake a stakeholder survey to establish their views on the way in which National Highways has engaged with them both on the route strategies and more generally throughout the RIS process. It would also provide you with the opportunity to ask them to identify ways in which this engagement activity could be improved.

We look forward to continuing to work with you on the ongoing development of the third Road Investment Strategy.

Yours sincerely,

Cllr Keith Glazier
Chair
Transport for the South East