

Freight Logistics and Gateways Strategy

Full Report

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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 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 economies 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 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	

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

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

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.

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

Introduction

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

- 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 (TSfE) published their Transport Strategy in June 2020, which provided a holistic, 30-year vision for the 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.

1.14 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).

1.15 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

1.16 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

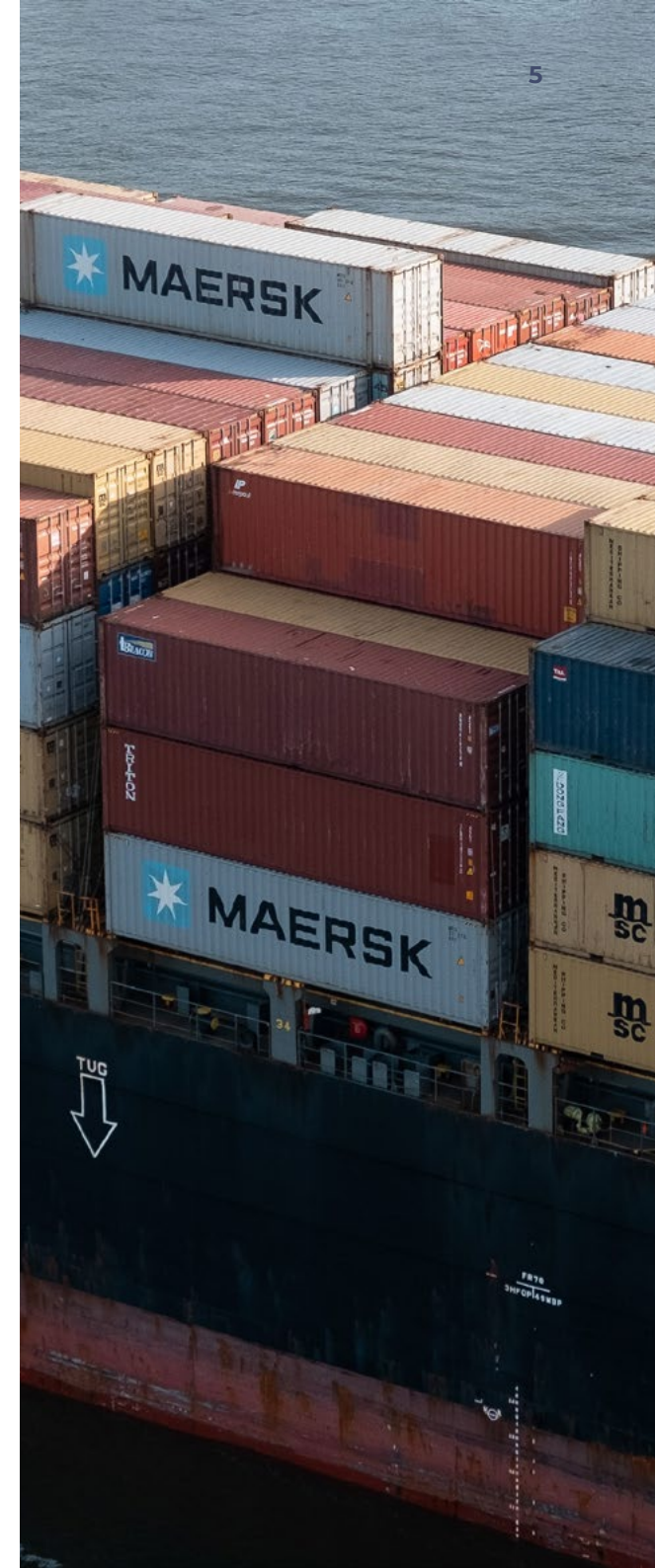
the industry, and ultimately the ability to unlock future opportunities.

- 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

- 1.17 There is an identified need for policy and strategy makers to engage with key stakeholders from the freight and logistics sectors to develop a coherent strategy to ensure the region's growth and success is enhanced, rather than constrained, by the freight and logistics sector.
- 1.18 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.

- 1.19 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

1.20 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)

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

Supporting wider Transport for the South East Work

1.22 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.

1.23 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 informs 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

1.24 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

1.25 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

1.26 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.

1.27 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

Introduction

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

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.
- 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.

“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.”

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 economies 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 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

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

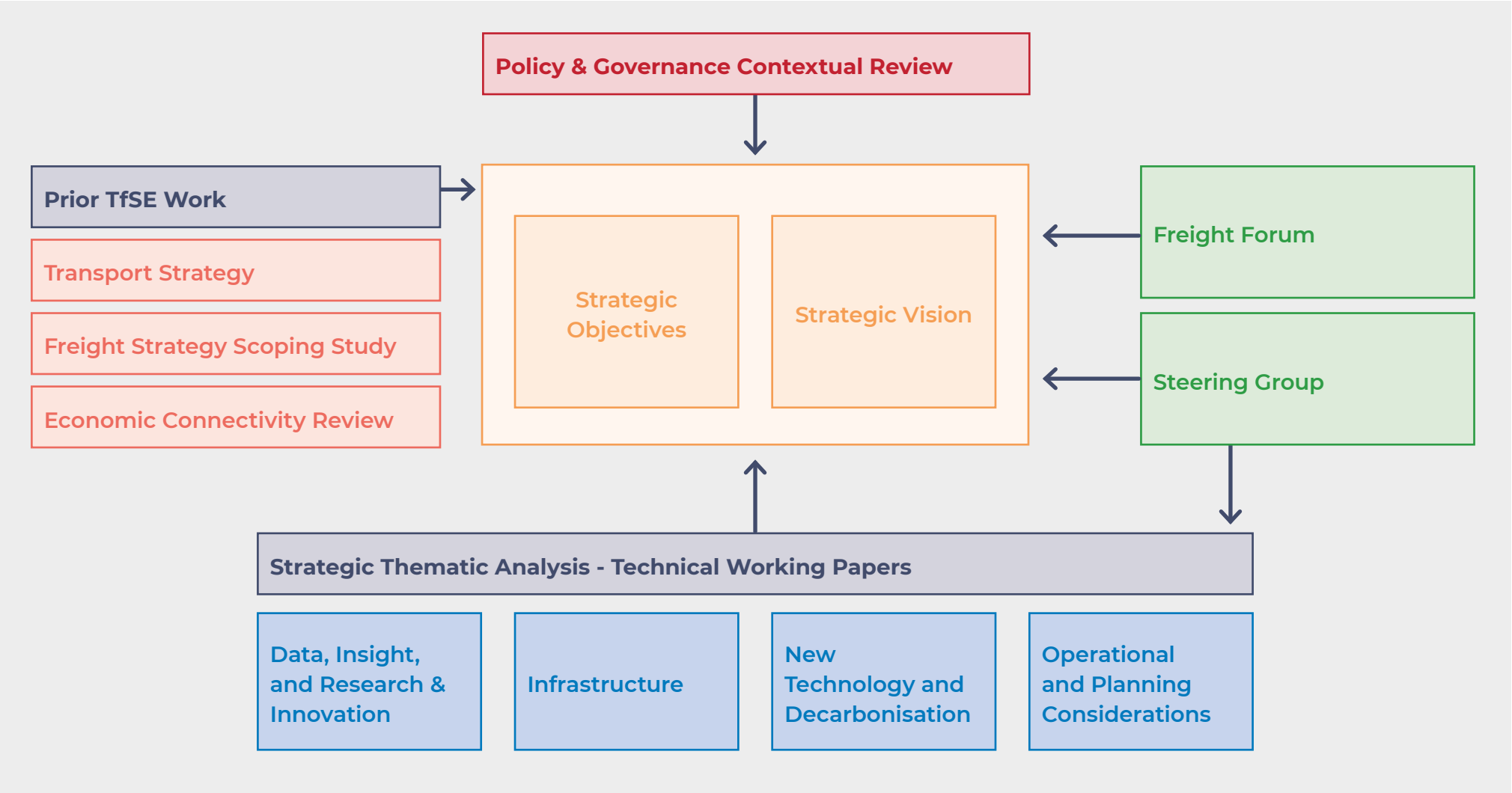
2.11 Technical reports were prepared on each of these areas and the evidence gathered is summarised in Chapter 3 of this document.

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.

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.

	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) Mayor of London'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

Table 2.2 Policy and governance context at national, regional and local level, governing different policy areas

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 increase 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 in 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 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)ⁱ. 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

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

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

Introduction

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

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 has 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.

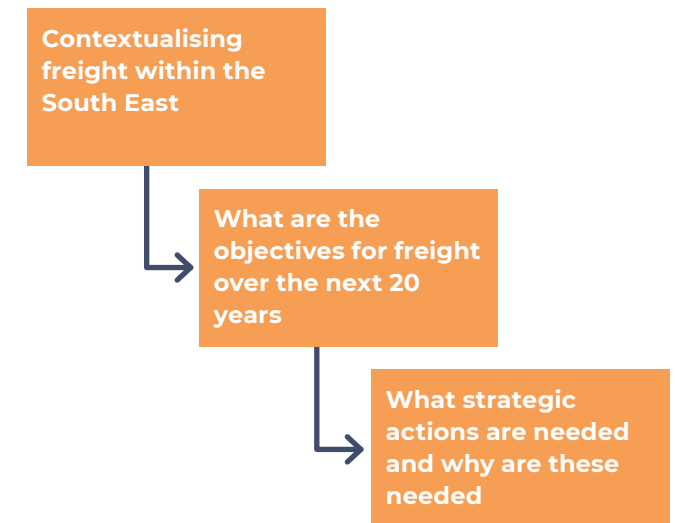


Figure 3.1 Relationship between the Context, Vision and Objectives, Evidence and Strategic Actions

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 public and private sector means efficiencies 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 shoulder-peak hours). 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

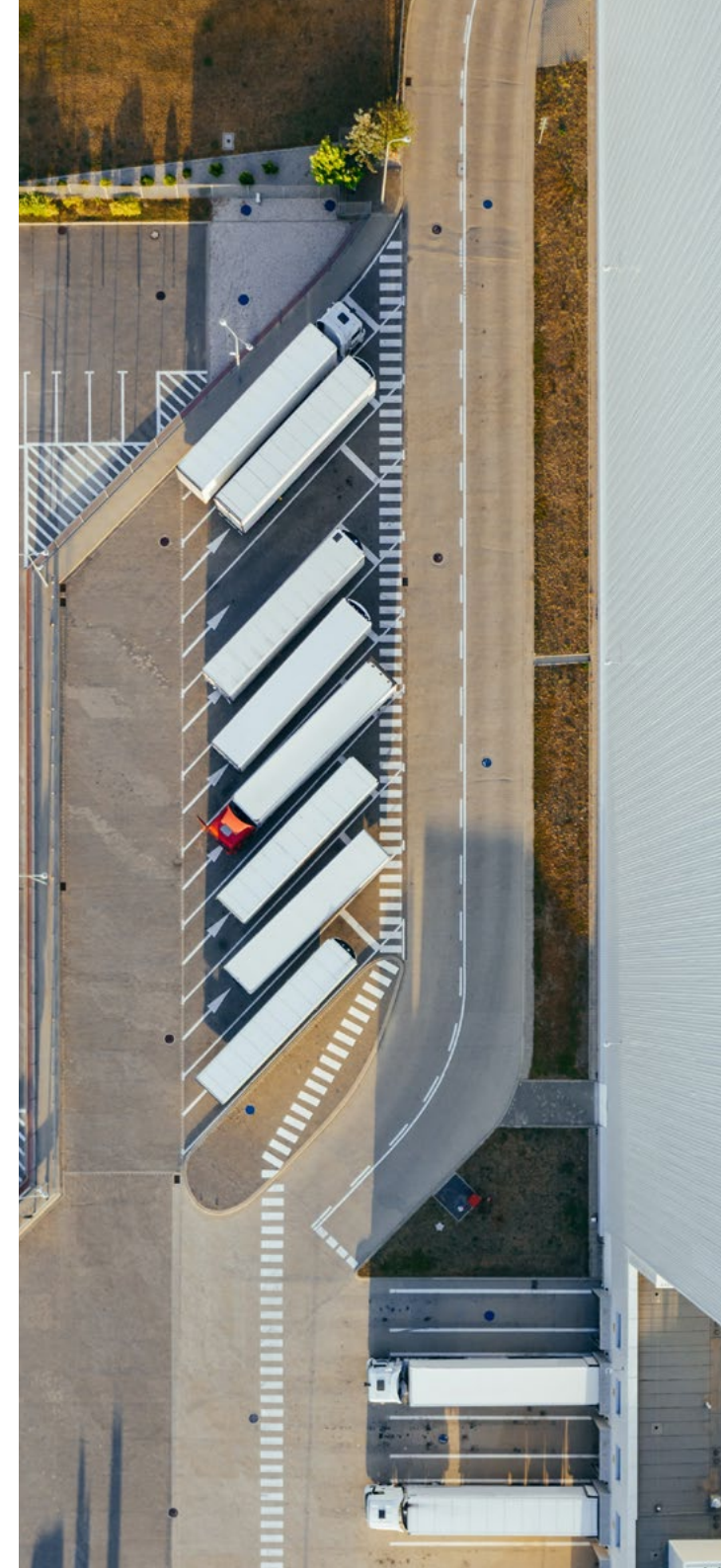
3.10 Operational and planning considerations work package concluded that in addition to the communication across sectors, greater attention needs to be focused on training and education within the sector. This applies not just to private sector organisations, but also embedding freight expertise within 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 to the detriment of smaller hauliers with smaller margins). However, the cost of recruitment and training is 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 that 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.

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

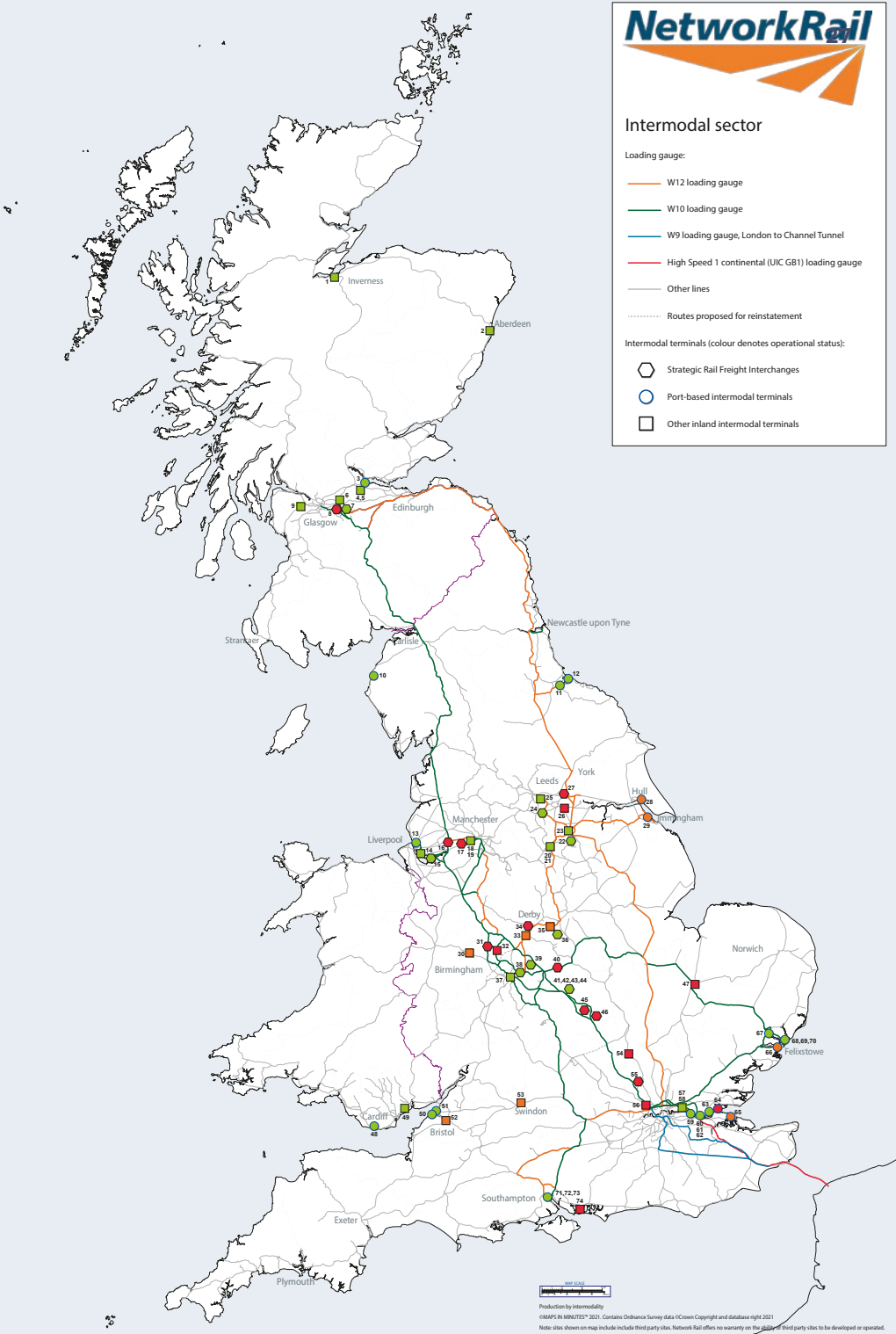
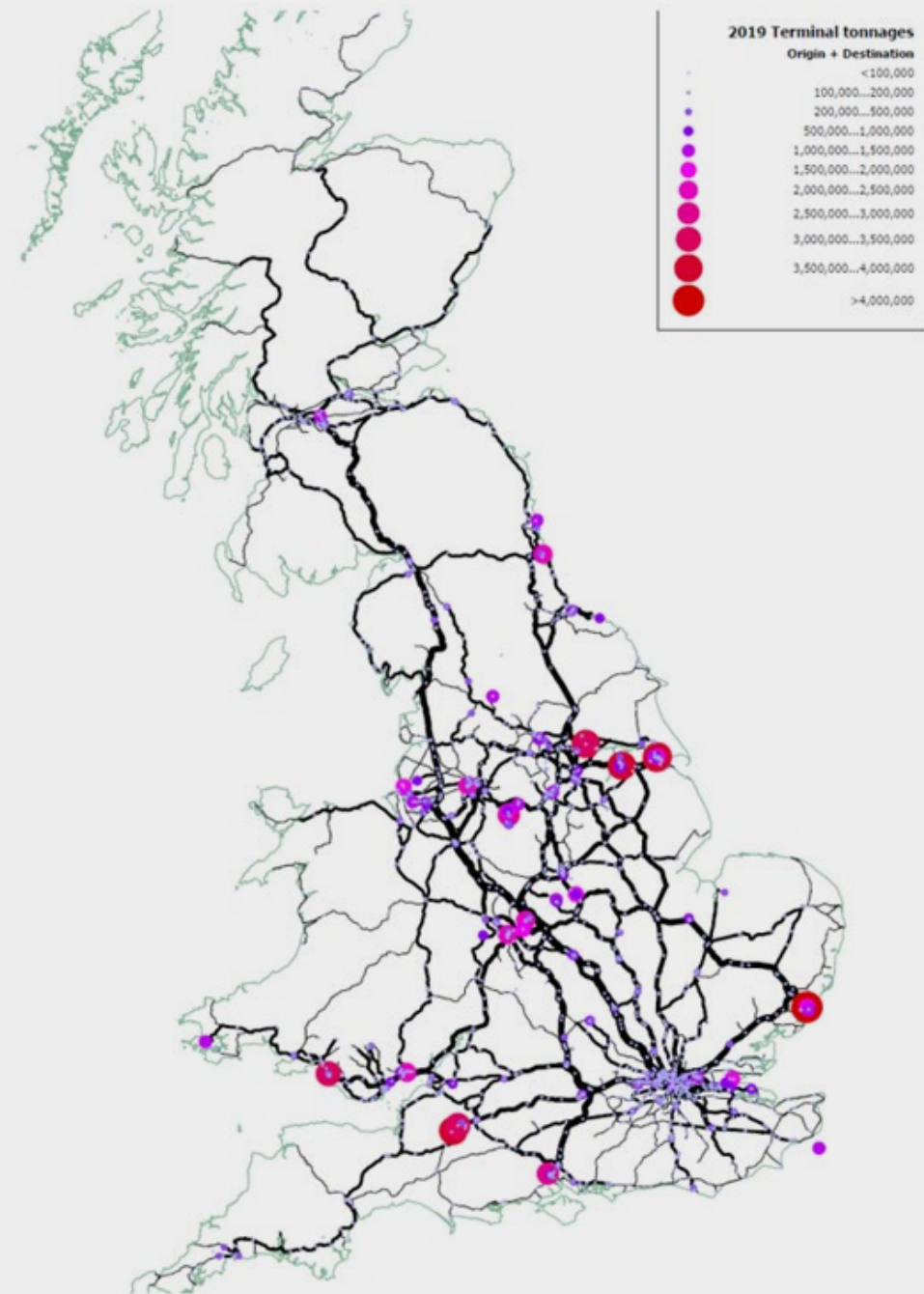


Figure 3 3: Terminal tonnage transported by rail freight, origin plus destination (2019) (Network Rail, 2020)



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 & Kentⁱⁱⁱ 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.

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.

3.22 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.

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

Rail

3.24 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.

3.25 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 Strategic Rail Freight Interchanges.

3.26 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; and
- Low standards of gauge clearance.

3.27 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.

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

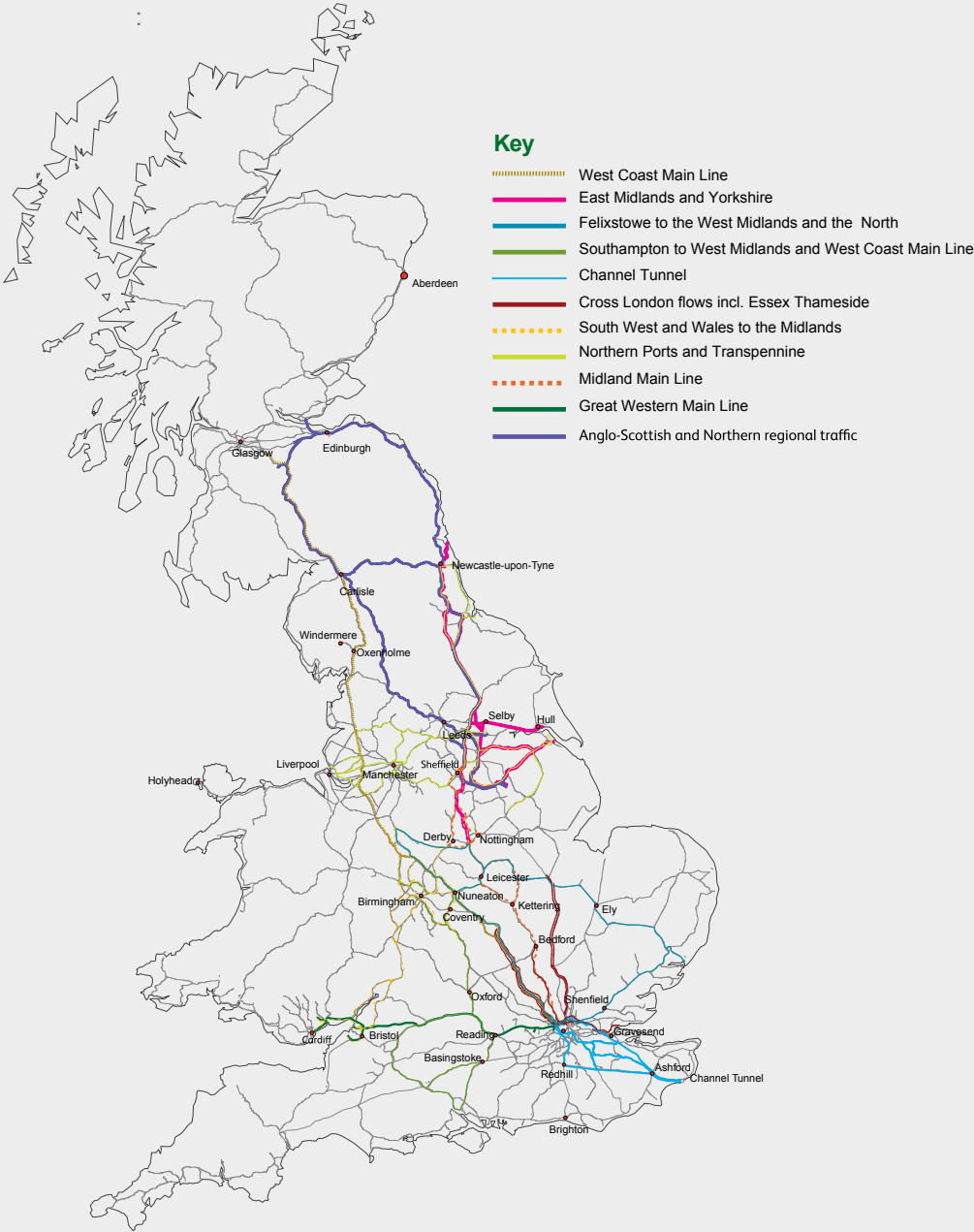
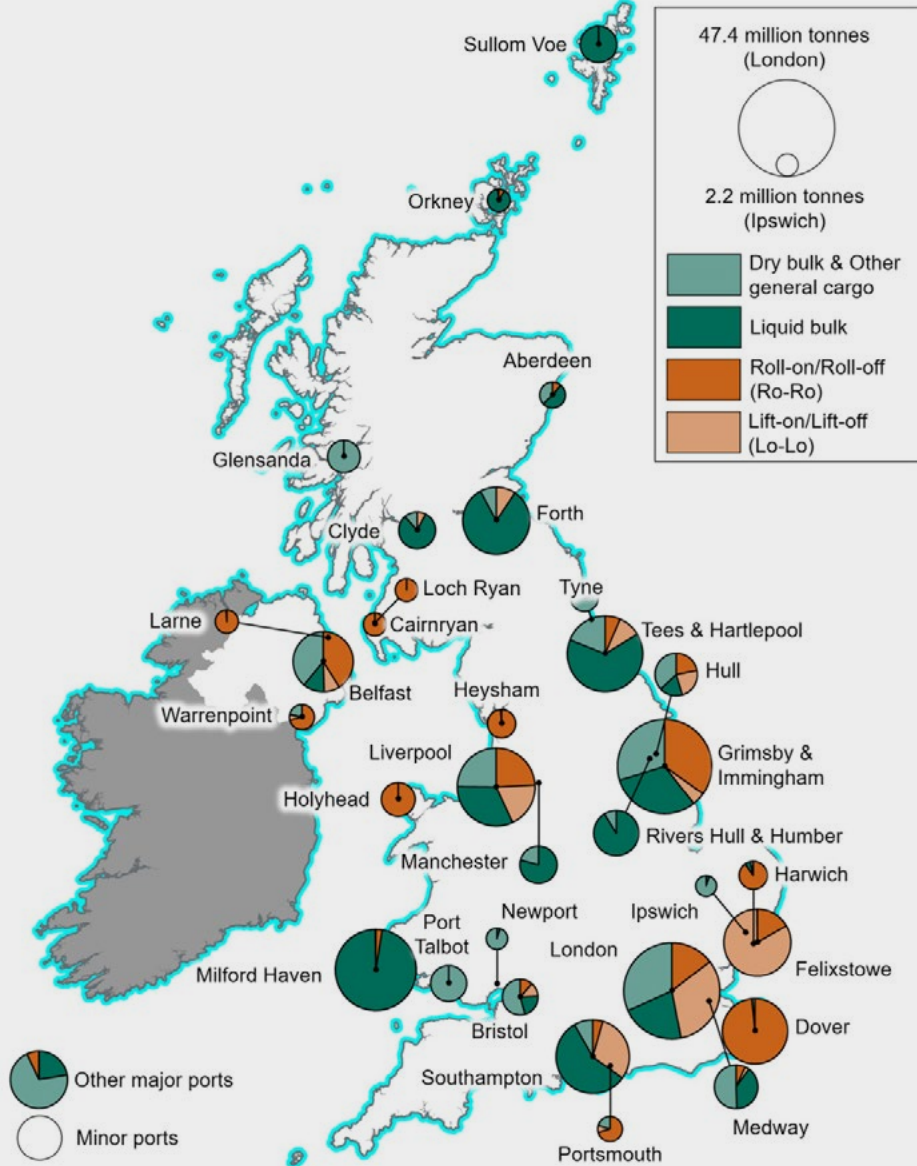


Figure 3 5: Breakdown of cargo type at major ports
(2014/2015) (Department for Transport, 2021)

UK major ports*: tonnage by cargo type, 2020 ([PORT0304](#))



* All ports marked on the map handled over 2 million tonnes of freight in 2020.
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- 3.28 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.
- 3.29 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.
- 3.30 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.
- 3.31 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.
- 3.32 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.
- 3.33 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}).
- 3.34 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.
- 3.35 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.

- 3.36 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.
- 3.37 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.
- 3.38 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.
- 3.39 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.
- 3.40 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).
- 3.41 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.
- 3.42 In terms of future priority schemes, there is an aspiration for:
- Full W12 gauge clearance along classic routes between the Channel Tunnel and 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}.
- 3.43 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.

3.44 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.

3.45 The South East of the UK benefits from existing electrification, through the network of “third rail” infrastructure (750v DC) 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.

3.46 Third rail capacity for freight requires further investigation, with a significant investment in infrastructure likely required to meet increased electric current demand (since freight trains require more power compared to passenger trains).

3.47 The potential of regenerative braking for battery powered locomotives also requires further investigation.

3.48 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.



Airports

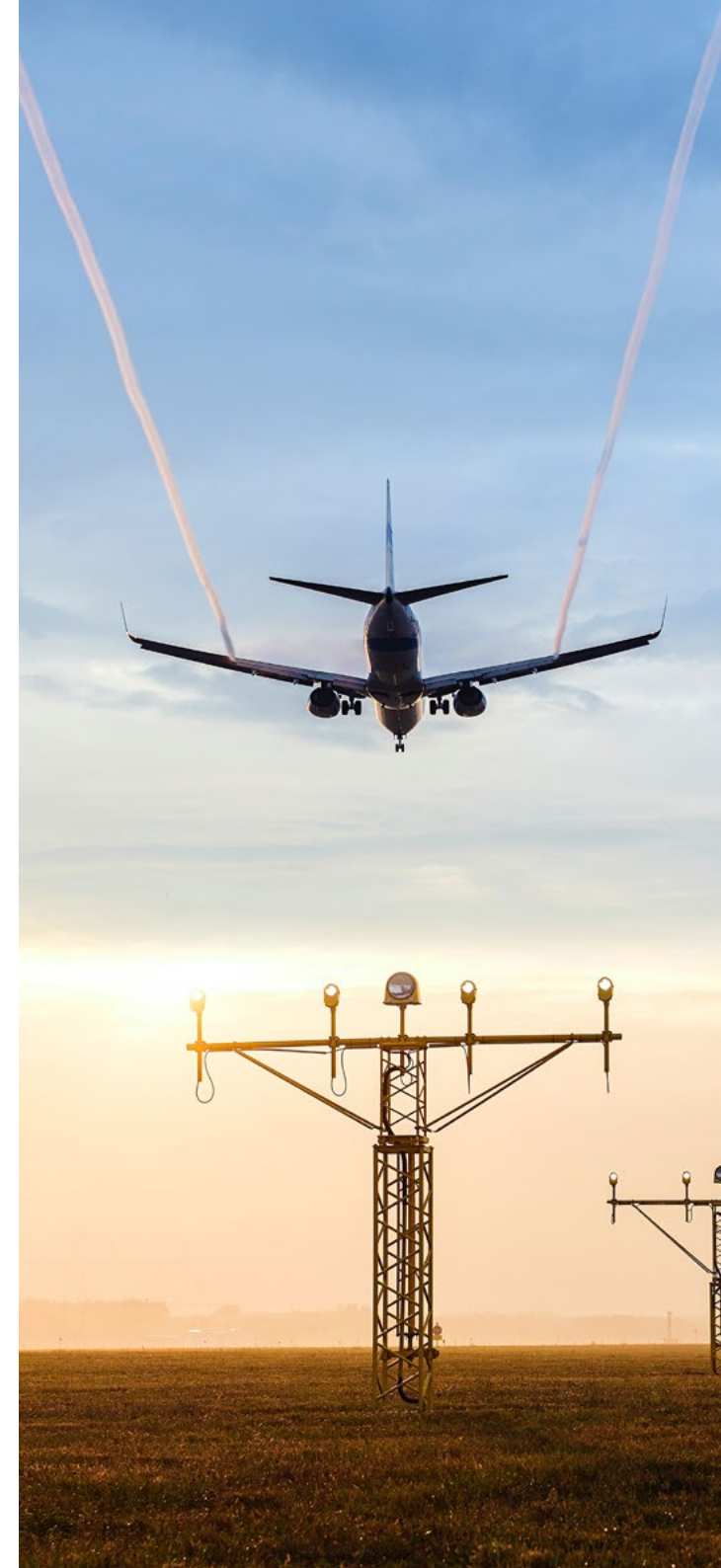
3.49 Airports are key gateways, critical for international trade, that rely on connections by road and rail to aid with the movement, including exporting and importing, of goods. Air cargo typically consist of high volume or high value courier and parcel freight operating Just in Time (JIT) express deliveries, 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.

3.50 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, and handles more air cargo than all 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.

3.51 This is set against a backdrop of airport expansions planned across the region, subject to the recovery of demand post-Brexit and post-pandemic.



3.52 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.

3.53 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.

3.54 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.

3.55 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 or not^{xii}.

3.56 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.

3.57 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

- 3.58 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.
- 3.59 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.
- 3.60 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.

- 3.61 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.

3.62 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

3.63 The Transport for the South East Transport Strategy (2020) identifies the key corridors that enables road freight to access 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.

3.64 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.

3.65 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.

3.66 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 transshipment 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.

3.67 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.

3.68 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.

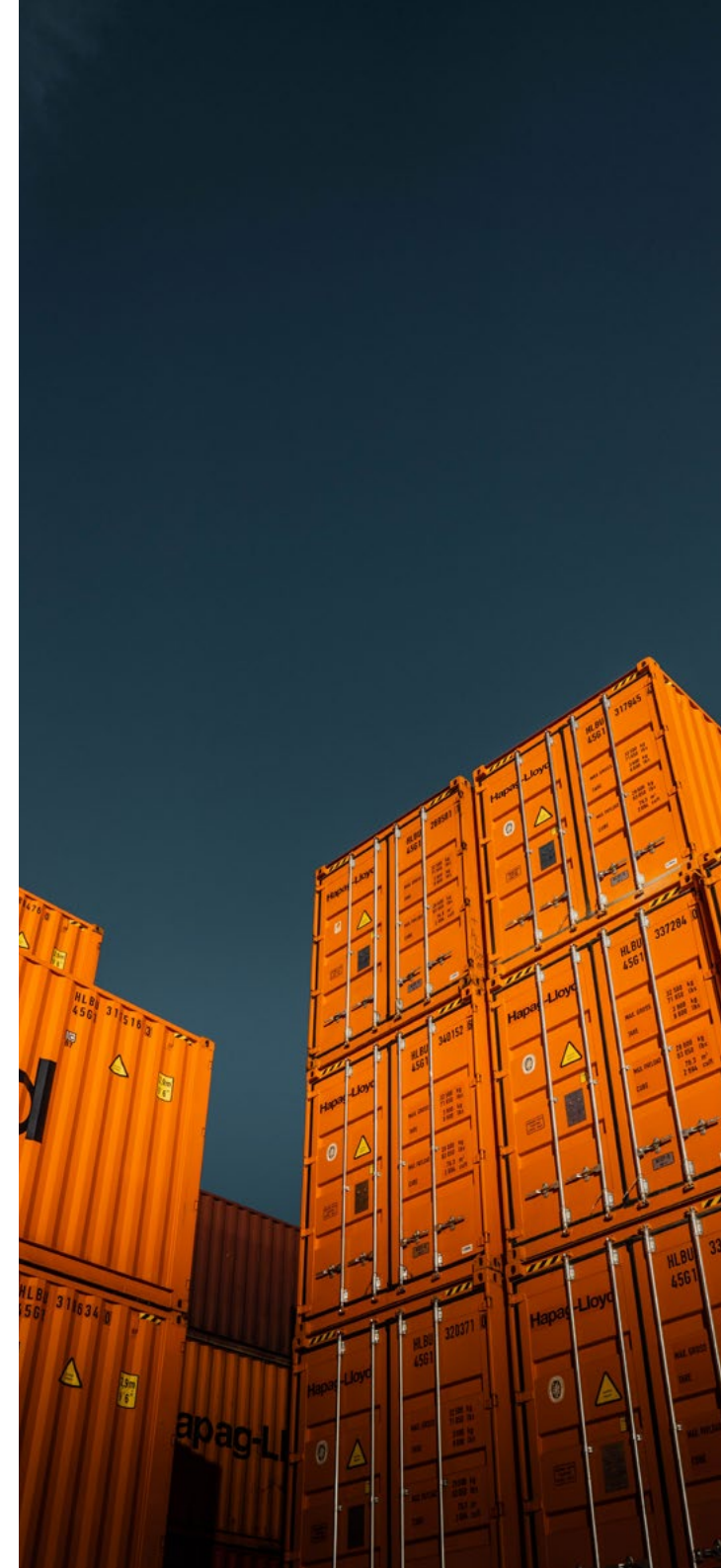
3.69 The Transport for the South East Logistics & Gateway Review (2019) ^{xiv} notes stakeholder views that the greatest scope for the delivery of goods by coastal shipping is between Chichester, Brighton, and Folkestone. This document provides stakeholder opinion, but further study would be required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

Inland Water Ways

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

3.71 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.

3.72 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, 1.7million tonnes were transported 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.





Strategic Road Network

3.73 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.

3.74 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.

3.75 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.

3.76 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.

3.77 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).

3.78 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.

3.79 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.

3.80 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.

3.81 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). A lack of capacity will however remain 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.

3.82 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.

3.83 The strategic action to meet this objective is:

- Enhance Infrastructure and Connectivity

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

3.84 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

3.85 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 Table 4.1.

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

- 3.86 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.
- 3.87 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.

- 3.88 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.

- 3.89 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.
- 3.90 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 NO_x emissions from transport (despite being only 21% of traffic) (2019).
- 3.91 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.

3.92 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).

3.93 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. It is important however to consider how alternative fuels are produced, and to ensure that the fuel supply chain is decarbonised.

3.94 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).

3.95 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 sustainable as it is derived from energy crops, but it would not be a viable widespread solution to supply power to the UK's HGV fleet, as it has limited capacity for growth.

3.96 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.

3.97 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.

3.98 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.

3.99 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)

3.100 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.

3.101 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 transshipment speeds but requires investment in handling equipment and storage yards for Load on – Load off ('Lo-Lo') traffic.

3.102 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.

3.103 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.

3.104 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.

3.105 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.

3.106 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.

3.107 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.

3.108 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.

3.109 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.

3.110 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).

3.111 The strategic theme relating to this objective is:

- Better local freight and logistics planning

4. The Strategy

Introduction

How we will achieve our strategic vision

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
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 Objectives	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.

Strategic Action Area A: Improve Perceptions of the Industry		
Key Actions		
KA A1 – Promoting the Positive Role of the Industry		
Key short- term actions for Transport for the South East by 2025	Asks of delivery partners	
<p>Measure A1.1 Provide industry showcase content on website</p> <p>Measure A1.2 Annual Transport for the South East Freight Conference</p>	<p>Central Government</p> <p>Measure A1.2 Annual Transport for the South East Freight Conference</p> <p>Local Government</p> <p>Measure A1.2 Annual Transport for the South East Freight Conference</p> <p>Businesses</p> <p>Measure A1.1 Provide industry showcase content on website</p> <p>Measure A1.2 Annual Transport for the South East Freight Conference</p>	
		<p>Operators</p> <p>Measure A1.1 Provide industry showcase content on website</p> <p>Measure A1.2 Annual Transport for the South East Freight Conference</p> <p>Gateways</p> <p>Measure A1.1 Provide industry showcase content on website</p> <p>Measure A1.2 Annual Transport for the South East Freight Conference</p> <p>Academia</p> <p>Measure A1.2 Annual Transport for the South East Freight Conference</p>
Delivery of strategic objectives		
✓✓	SO2	<p>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:</p> <p><i>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.</i></p>
✓	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.

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.

4.20 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.

4.21 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.

Strategic Action Area B: Reduce Trip Demand		
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		
Key short- term actions for Transport for the South East by 2025	Asks of delivery partners	
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	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	
	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

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: <i>This Strategic Action and its components are designed to rationalise trip generation and better utilise freight fleet assets.</i>
✓	SO3	To improve connectivity to the international gateways in the Transport for the South East area (and for serving the UK): <i>better managing freight trip generation improves network performance and reduces congestion affecting gateways.</i>
✓	SO4	To improve the safety of the freight sector through reductions in the number of accidents involving goods vehicles, particularly with vulnerable road users: <i>reducing trips reduces associated road risks.</i>
✓	SO5	To better integrate freight into place-making activity: <i>by reducing the impacts of freight movement and logistics activity on local amenity.</i>
✓✓	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: <i>reducing trips generated reduces the environmental impacts of freight movement and logistics activity.</i>
✓	SO7	To reduce the impact of freight on communities through reductions in noise levels, air quality impacts and informal overnight lorry parking: <i>reducing trip generation reduces the social and environmental impacts of freight movement and logistics activity.</i>

C. Re-mode to Cleaner Alternatives

4.22 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.

4.23 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.

4.24 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.

4.25 Transport for the South East, through hosting some of the UK's largest port infrastructure, 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.

4.26 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.

4.27 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.

4.28 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.

4.29 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.

4.30 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.
- 4.31 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.

4.32 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)



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 by 2025	Asks of delivery partners	
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: <i>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.</i>
✓	SO5	To better integrate freight into place-making activity: <i>by reducing the impacts of freight movement and logistics activity on local amenity.</i>
✓✓	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: <i>by reducing the environmental impacts of freight movement and logistics activity.</i>
✓	SO7	To reduce the impact of freight on communities through reductions in noise levels, air quality impacts and informal overnight lorry parking: <i>by reducing the social and environmental impacts of freight movement and logistics activity.</i>

D. Retime Activity to Outside of Peaks

4.33 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.

4.34 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.

4.35 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.

4.36 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.

4.37 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.

4.38 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.

4.39 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)



Strategic Action Area D: Retime Activity to Outside of Peaks		
Key Actions		
KA D1 - Encourage use of full 24hr activity window, where appropriate		
Key short- term actions for Transport for the South East by 2025	Asks of delivery partners	
Measure D1.1 Guidance for local authorities and businesses on best practice in delivery & servicing activity at sensitive times	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	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
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: <i>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.</i>
	SO4	To improve the safety of the freight sector through reductions in the number of accidents involving goods vehicles, particularly with vulnerable road users: <i>by spreading activity across a broader timeframe, removing peaks in potential conflict with others.</i>
	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: <i>by reducing the environmental impacts of freight movement and logistics activity through reallocation of activity across the 24hr operational window, avoiding congestion peaks.</i>
	SO7	To reduce the impact of freight on communities through reductions in noise levels, air quality impacts and informal overnight lorry parking: <i>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.</i>

E. Increase Public Sector Understanding of the Industry

4.40 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.

4.41 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.

4.42 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.

4.43 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 freight 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.

4.44 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.

4.45 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.

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

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)

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

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

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

Businesses**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

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

4.46 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.

4.47 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.

4.48 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.

4.49 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.

4.50 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.

4.51 The remit of these subgroups could include:

- Ensuring freight needs are accounted for in rail planning and investment “with a focus towards making the case to 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.

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

	Local Government	Gateways
	<p>Measure F1.1 Map and promote alternative fuel refuelling locations for freight vehicles</p>	<p>Measure F1.1 Map and promote alternative fuel refuelling locations for freight vehicles</p>
	<p>Measure F2.1 Engage Department for Transport with annual list of priority freight-specific infrastructure interventions</p>	<p>Measure F3.1 Develop highways sub-group of the Transport for the South East Freight Forum</p>
	<p>Measure F3.1 Develop highways sub-group of the Transport for the South East Freight Forum</p>	<p>Measure F4.1 Develop rail sub-group of the Transport for the South East Freight Forum</p>
	<p>Measure F4.1 Develop rail sub-group of the Transport for the South East Freight Forum</p>	<p>Measure F5.1 Develop ports sub-group of the Transport for the South East Freight Forum</p>
	<p>Measure F5.1 Develop ports sub-group of the Transport for the South East Freight Forum</p>	<p>Measure F6.1 Develop airports sub-group of the Transport for the South East Freight Forum</p>
	<p>Measure F6.1 Develop airports sub-group of the Transport for the South East Freight Forum</p>	<p>Measure F7.1 Develop truck parking sub-group of the Transport for the South East Freight Forum</p>
	<p>Measure F7.1 Develop truck parking sub-group of the Transport for the South East Freight Forum</p>	

	<p>Businesses</p> <p>Measure F1.1 Map and promote alternative fuel refuelling locations for freight vehicles</p> <p>Measure F3.1 Develop highways sub-group of the Transport for the South East Freight Forum</p> <p>Measure F4.1 Develop rail sub-group of the Transport for the South East Freight Forum</p> <p>Measure F5.1 Develop ports sub-group of the Transport for the South East Freight Forum</p> <p>Measure F6.1 Develop airports sub-group of the Transport for the South East Freight Forum</p> <p>Measure F7.1 Develop truck parking sub-group of the Transport for the South East Freight Forum</p>
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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: <i>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.</i>
✓✓	SO3	To improve connectivity to the international gateways in the Transport for the South East area (and for serving the UK): <i>Transport for the South East- high quality infrastructure ensuring access to and from the area’s ports and airports.</i>
✓	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: <i>by reducing the environmental impacts of freight movement and logistics activity.</i>

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 reducing the carbon footprint of the industry.

Measures and related actions

- 4.56
- 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.
- 4.57
- 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.

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 final part of its journey. This discourages vans. 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.

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 by 2025

Asks of delivery partners

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: <i>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.</i>
✓	SO3	To improve connectivity to the international gateways in the Transport for the South East area (and for serving the UK): <i>Transport for the South East - highlighting the need for balance between efficiency and environmental impact.</i>
✓	SO5	To better integrate freight into place-making activity: <i>by reducing the impacts of freight movement and logistics activity on local amenity, including decarbonisation to reduce emissions in local areas.</i>
✓✓	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: <i>by reducing the environmental impacts of freight movement and logistics activity, with particular focus on decarbonisation.</i>
✓	SO7	To reduce the impact of freight on communities through reductions in noise levels, air quality impacts and informal overnight lorry parking: <i>by reducing the social and environmental impacts of freight movement and logistics activity, primarily focusing on reducing carbon emissions.</i>

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.

Strategic Action Area H: Sharing Industry Best Practice		
Key Actions		
KA H1 - monitor, along with business partners, trends in freight transport resulting from changes to purchasing, procurement and supply chain		
Key short- term actions for Transport for the South East by 2025	Asks of delivery partners	
Measure H1.1 Develop a best practice sub-group of the Transport for the South East Freight Forum	<div> Local Government Measure H1.1 Develop a best practice sub-group of the Transport for the South East Freight Forum </div> <div> Businesses Measure H1.1 Develop a best practice sub-group of the Transport for the South East Freight Forum </div>	
		<div> Operators Measure H1.1 Develop a best practice sub-group of the Transport for the South East Freight Forum </div> <div> Gateways Measure H1.1 Develop a best practice sub-group of the Transport for the South East Freight Forum </div> <div> Academia Measure H1.1 Develop a best practice sub-group of the Transport for the South East Freight Forum </div>
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: <i>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.</i>
✓	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: <i>by showcasing trends in the industry and factors affecting it, as well as sharing best practice.</i>
✓	SO4	To improve the safety of the freight sector through reductions in the number of accidents involving goods vehicles, particularly with vulnerable road users: <i>by sharing best practice among members of the sub-group, focusing on reducing environmental and societal impacts, as well as efficiency improvements.</i>
✓	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: <i>by reducing the environmental impacts of freight movement and logistics activity.</i>

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.

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.

Strategic Action Area I: Increase Provision of Logistics Land and Property		
Key Actions		
KA I1 – Improve awareness of existing logistics land and property KA I2 – Explore and promote potential future demand and availability		
Key short- term actions for Transport for the South East by 2025	Asks of delivery partners	
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	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	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
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: <i>by better understanding likely future demand for logistics land and property, to reduce stem mileages travelled out of area to service local markets.</i>	
 SO3	To improve connectivity to the international gateways in the Transport for the South East area (and for serving the UK): <i>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.</i>	

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, but 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.






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.

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.

Strategic Action Area J: Better Local Freight and Logistics Planning		
Key Actions		
KA J1 – Encourage development of local authority freight plans and implementation of component measures		
Key short- term actions for Transport for the South East by 2025	Asks of delivery partners	
Measure J1.1 Support development of urban freight management plans Measure J1.2 Dynamic kerb space management trial	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	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
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): <i>Transport for the South East - by improving local planning to optimise access to and from ports and airports.</i>
	SO4	To improve the safety of the freight sector through reductions in the number of accidents involving goods vehicles, particularly with vulnerable road users: <i>by improving local planning to accommodate and better manage freight traffic.</i>
	SO5	To better integrate freight into place-making activity: <i>by reducing the impacts of freight movement and logistics activity on local amenity.</i>
	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: <i>by reducing the environmental impacts of freight movement and logistics activity.</i>
	SO7	To reduce the impact of freight on communities through reductions in noise levels, air quality impacts and informal overnight lorry parking: <i>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.</i>

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 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.

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.

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 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)



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 by 2025	Asks of delivery partners	
<p>Measure K1.1 Develop freight technology and innovation sub-group of the Transport for the South East Freight Forum</p> <p>Measure K1.2 Support technology demonstration trials within the Transport for the South East area</p>	<p>Central Government</p> <p>Measure K1.2 Support technology demonstration trials within the Transport for the South East area</p> <p>Local Government</p> <p>Measure K1.1 Develop freight technology and innovation sub-group of the Transport for the South East Freight Forum</p> <p>Measure K1.2 Support technology demonstration trials within the Transport for the South East area</p> <p>Businesses</p> <p>Measure K1.1 Develop freight technology and innovation sub-group of the Transport for the South East Freight Forum</p> <p>Measure K1.2 Support technology demonstration trials within the Transport for the South East area</p>	
		<p>Operators</p> <p>Measure K1.1 Develop freight technology and innovation sub-group of the Transport for the South East Freight Forum</p> <p>Measure K1.2 Support technology demonstration trials within the Transport for the South East area</p> <p>Gateways</p> <p>Measure K1.1 Develop freight technology and innovation sub-group of the Transport for the South East Freight Forum</p> <p>Measure K1.2 Support technology demonstration trials within the Transport for the South East area</p>

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: <i>by investigating and promoting innovation in both technology and operational practices.</i>
✓	SO5	To better integrate freight into place-making activity: <i>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.</i>
✓	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: <i>using technology trials to assess options to reduce freight, logistics and gateways emissions and to focus on methods to decarbonise activity, across modes.</i>
✓	SO7	To reduce the impact of freight on communities through reductions in noise levels, air quality impacts and informal overnight lorry parking: <i>by better understanding future technology and options to help make freight activity, cleaner, quieter, and less intrusive to local communities.</i>

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 average 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.

- 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.

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.

Strategic Action Area L: Improve Operational Efficiency and Safety		
Key Actions		
KA J1 – Encourage development of local authority freight plans and implementation of component measures		
Key short- term actions for Transport for the South East by 2025	Asks of delivery partners	
<p>KA L1 Promote best practice to industry to optimise vehicle fill and minimise empty running</p> <p>KA L2 Encourage a review of industry structure to support vehicle fleet optimisation</p>	<p>Central Government</p> <p>Measure L1.1 Engage Department for Transport to develop a comprehensive Best Practice Hub for operational efficiency information</p> <p>Measure L1.2 Guidance on open access, shared resource freight consolidation</p> <p>Local Government</p> <p>Measure L1.1 Engage Department for Transport to develop a comprehensive Best Practice Hub for operational efficiency information</p> <p>Measure L1.2 Guidance on open access, shared resource freight consolidation</p> <p>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</p>	
		<p>Operators</p> <p>Measure L1.1 Engage Department for Transport to develop a comprehensive Best Practice Hub for operational efficiency information</p> <p>Measure L1.2 Guidance on open access, shared resource freight consolidation</p> <p>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</p> <p>Gateways</p> <p>Measure L1.1 Engage Department for Transport to develop a comprehensive Best Practice Hub for operational efficiency information</p>

		<p>Businesses</p> <p>Measure L1.1 Engage Department for Transport to develop a comprehensive Best Practice Hub for operational efficiency information</p> <p>Measure L1.2 Guidance on open access, shared resource freight consolidation</p> <p>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</p>	<p>Academia</p> <p>Measure L1.1 Engage Department for Transport to develop a comprehensive Best Practice Hub for operational efficiency information</p> <p>Measure L1.2 Guidance on open access, shared resource freight consolidation</p>
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: <i>this Strategic Action focuses explicitly on improving operational efficiency within industry activity, across modes.</i>	
✓	SO3	To improve connectivity to the international gateways in the Transport for the South East area (and for serving the UK): <i>Transport for the South East - by improving efficiency, network utilisation and streamlined activity at ports and airports.</i>	
✓✓	SO4	To improve the safety of the freight sector through reductions in the number of accidents involving goods vehicles, particularly with vulnerable road users: <i>by improving operational performance and safety practices, risks to society reduce. Fewer trips mean reduced likelihood of conflict with other road users.</i>	

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 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.

Strategic Action Area M: Enhance Industry Workforce Capability		
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		
Key short- term actions for Transport for the South East by 2025	Asks of delivery partners	
Measure M1.1 Establish a South East Logistics Centre of Excellence	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	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
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: <i>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.</i>
	SO4	To improve the safety of the freight sector through reductions in the number of accidents involving goods vehicles, particularly with vulnerable road users: <i>by upskilling staff and increasing performance standards – environmental, safety and efficiency, across modes.</i>

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.

Strategic Action Area N: Increase Clarity of Roles and Influence of Public Sector Organisations		
Key Actions		
KA N1 – Establish partnership working across the public sector		
KA N2 – Define the role of Transport for the South East and others		
Key short- term actions for Transport for the South East by 2025	Asks of delivery partners	
<p>Measure N1.1 Research and promote best practice in public sector leadership in adopting innovation</p> <p>Measure N2.1 Reference tool for industry explaining public sector organisations' roles and responsibilities</p>	<p>Central Government</p> <p>Measure N1.1 Research and promote best practice in public sector leadership in adopting innovation</p> <p>Measure N2.1 Reference tool for industry explaining public sector organisations' roles and responsibilities</p> <p>Local Government</p> <p>Measure N1.1 Research and promote best practice in public sector leadership in adopting innovation</p> <p>Measure N2.1 Reference tool for industry explaining public sector organisations' roles and responsibilities</p>	<p>Businesses</p> <p>Measure N2.1 Reference tool for industry explaining public sector organisations' roles and responsibilities</p> <p>Operators</p> <p>Measure N2.1 Reference tool for industry explaining public sector organisations' roles and responsibilities</p> <p>Gateways</p> <p>Measure N2.1 Reference tool for industry explaining public sector organisations' roles and responsibilities</p>
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: <i>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.</i>
	SO5	To better integrate freight into place-making activity: <i>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.</i>
	SO7	To reduce the impact of freight on communities through reductions in noise levels, air quality impacts and informal overnight lorry parking: <i>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.</i>

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.

5.2 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

5.3 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.

5.4 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

5.5 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).

5.6 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 for the South East’s, would be considered in decision-making as if all ‘shadow’ Sub-national Transport Bodies had statutory status.

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

5.8 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.

5.9 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

5.10 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

5.11 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

5.12 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).

5.13 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.

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

5.15 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

5.16 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.

5.17 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.

5.18 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; and
- knowledge sharing, dissemination of best practice, and provision of data.

Unitary Authorities

- 5.19 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

- 5.20 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.
- 5.21 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).

- 5.22 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.

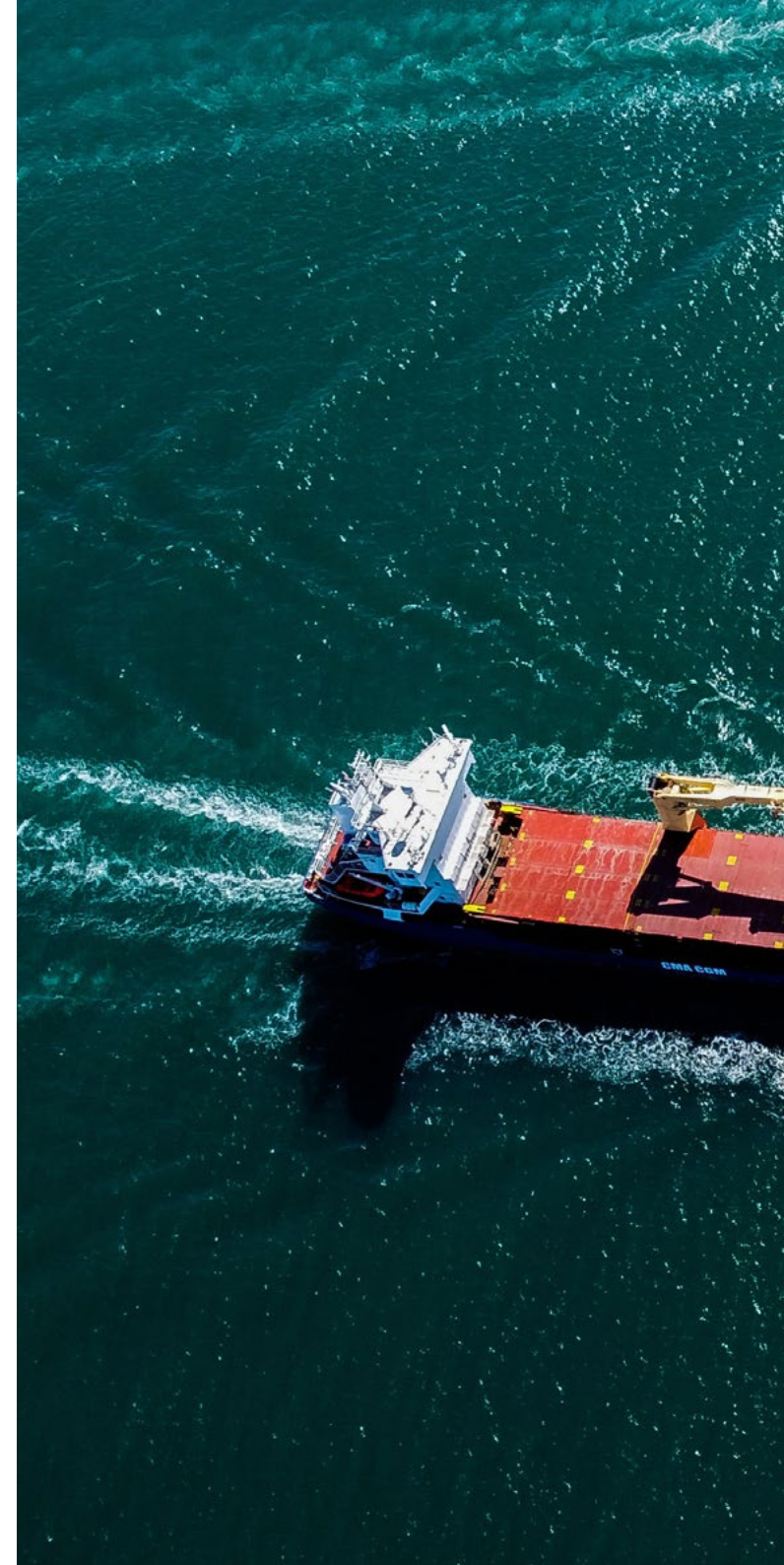
Local Enterprise Partnerships and Industry Bodies

5.23 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.

5.24 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.

5.25 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

5.26 Logistics operators, warehouse/consolidation centre operators, and gateway operators are at the core of the strategy.

5.27 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

5.28 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.

5.29 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

- 5.30 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.
- 5.31 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

5.32 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.

5.33 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.

5.34 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

5.35 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.

5.36 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

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

- 5.38 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.
- 5.39 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

- 5.40 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

5.41 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

5.42 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.

5.43 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.

5.44 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

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

5.46 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.

5.47 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.

5.48 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.

5.49 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.

5.50 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.

5.51 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

5.52 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.

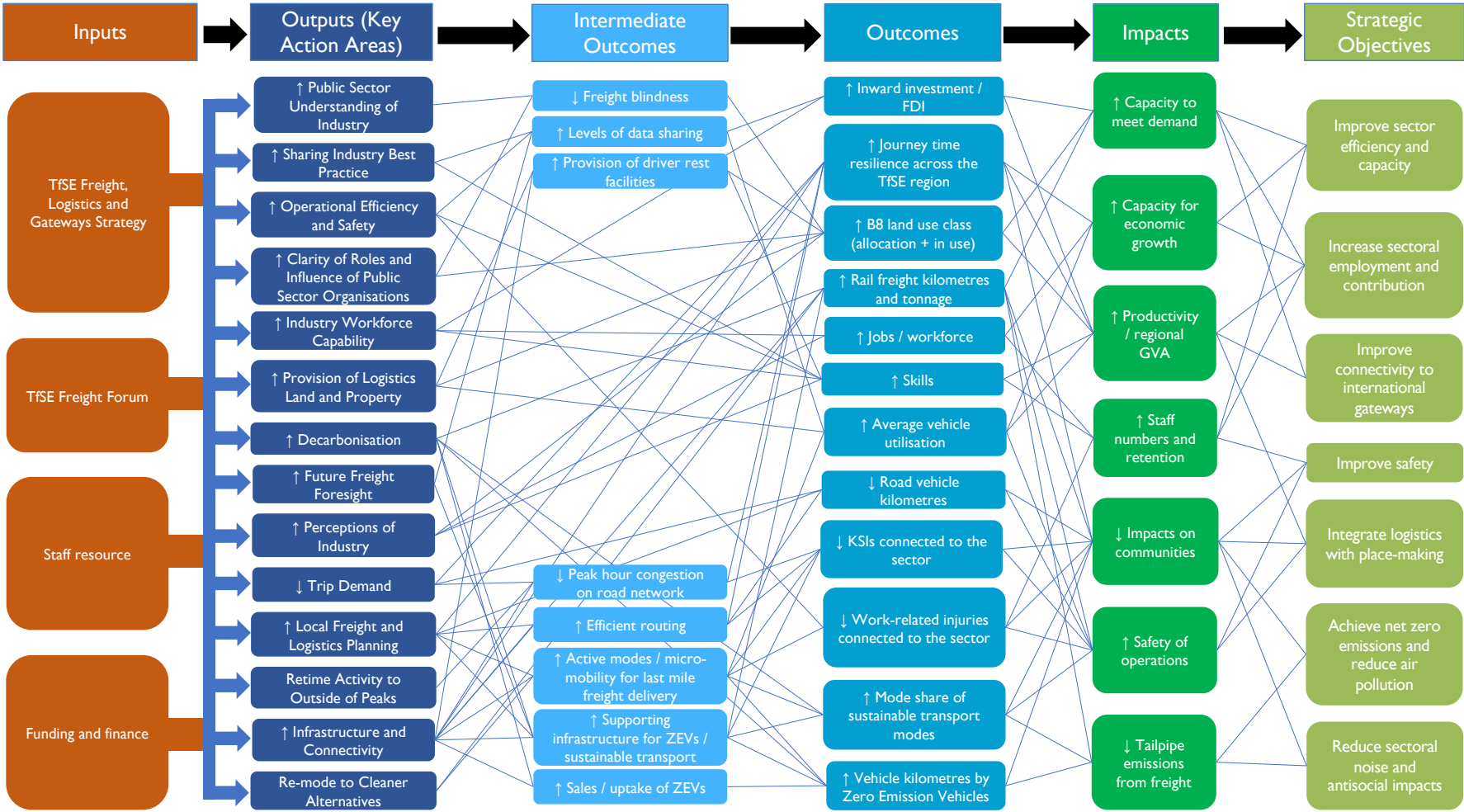
5.53 This Delivery Plan describes the monitoring and evaluation arrangements required at a programme-level to identify the outcomes and impacts secured by the action plan. It should not, therefore, be relied upon for monitoring and evaluation of individual schemes.

5.54 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.

5.55 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.

5.56 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



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	<ul style="list-style-type: none"> Department for Business, Energy and Industrial Strategy Department for International Trade National datasets 		✓
		↑ Journey time resilience across the Transport for the South East region	<ul style="list-style-type: none"> National Highways Department for Transport National datasets 	✓	
		↑ B8 land use class (allocation + in use)	<ul style="list-style-type: none"> Local Planning Authorities Office for National Statistics 		✓
		↑ Rail freight kilometres and tonnage	<ul style="list-style-type: none"> Department for Transport National datasets 		✓
		↑ Jobs / workforce	<ul style="list-style-type: none"> Department for Work & Pensions Office for National Statistics 		✓
		↑ Average vehicle utilisation	<ul style="list-style-type: none"> Department for Transport National Datasets 		✓
		↑ Skills	<ul style="list-style-type: none"> Department for Work & Pensions National datasets 		✓

Objective	Impacts	Outcome indicators	Data sources / data owner	Collection frequency	
				Quarterly	Annually
Increase sectoral employment and contribution	↑ Capacity to meet demand ↑ Capacity for economic growth ↑ Staff numbers and retention	↑ Inward investment / FDI	<ul style="list-style-type: none"> Department for Business, Energy and Industrial Strategy Department for International Trade National datasets 		✓
		↑ Journey time resilience across the Transport for the South East region	<ul style="list-style-type: none"> National Highways Department for Transport National datasets 	✓	
		↑ B8 land use class (allocation + in use)	<ul style="list-style-type: none"> Local Planning Authorities Office for National Statistics 		✓
		↑ Rail freight kilometres and tonnage	<ul style="list-style-type: none"> Department for Transport National datasets 		✓
		↑ Jobs / workforce	<ul style="list-style-type: none"> Department for Work & Pensions Office for National Statistics 		✓
		↑ Average vehicle utilisation	<ul style="list-style-type: none"> Department for Transport National Datasets 		✓
		↑ Skills	<ul style="list-style-type: none"> Department for Work & Pensions National datasets 		✓

Objective	Impacts	Outcome indicators	Data sources / data owner	Collection frequency	
				Quarterly	Annually
Improve connectivity to international gateways	↑ Capacity to meet demand ↑ Productivity / regional GVA	↑ Inward investment / FDI	<ul style="list-style-type: none"> Department for Business, Energy and Industrial Strategy Department for International Trade National datasets 		✓
		↑ B8 land use class (allocation + in use)	<ul style="list-style-type: none"> Local Planning Authorities Office for National Statistics 		✓
		↑ Rail freight kilometres and tonnage	<ul style="list-style-type: none"> Department for Transport National datasets 		✓
		↑ Average vehicle utilisation	<ul style="list-style-type: none"> Department for Transport National Datasets 		✓
		↑ Skills	<ul style="list-style-type: none"> Department for Work & Pensions National datasets 		✓

Objective	Impacts	Outcome indicators	Data sources / data owner	Collection frequency	
				Quarterly	Annually
Improve safety	↑ Staff numbers and retention ↓ Impacts on communities ↑ Safety of operations	↑ Jobs / workforce	<ul style="list-style-type: none"> Department for Work & Pensions Office for National Statistics 		✓
		↑ Skills	<ul style="list-style-type: none"> Department for Work & Pensions National datasets 		✓
		↓ Work-related injuries connected to the sector	<ul style="list-style-type: none"> Health & Safety Executive National datasets 		✓
		↑ Journey time resilience across the Transport for the South East region	<ul style="list-style-type: none"> National Highways Department for Transport National datasets 	✓	
		↑ Rail freight kilometres and tonnage	<ul style="list-style-type: none"> Department for Transport National datasets 		✓
		↓ Road vehicle kilometres	<ul style="list-style-type: none"> Department for Transport 		✓
		↓ KSIs connected to the sector	<ul style="list-style-type: none"> Department for Transport Office for National Statistics 		✓
		↑ Mode share of sustainable transport modes	<ul style="list-style-type: none"> Department for Transport 		✓
		↑ Vehicle kilometres by Zero Emission Vehicles	<ul style="list-style-type: none"> Department for Transport Department for Business, Energy and Industrial Strategy 		✓
		↑ Average vehicle utilisation	<ul style="list-style-type: none"> Department for Transport National Datasets 		✓

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	<ul style="list-style-type: none"> Department for Transport National Datasets 		✓
		↑ Skills	<ul style="list-style-type: none"> Department for Work & Pensions National datasets 		✓
		↑ Inward investment / FDI	<ul style="list-style-type: none"> Department for Business, Energy and Industrial Strategy Department for International Trade National datasets 		✓
		↑ Journey time resilience across the Transport for the South East region	<ul style="list-style-type: none"> National Highways Department for Transport National datasets 	✓	
		↑ B8 land use class (allocation + in use)	<ul style="list-style-type: none"> Local Planning Authorities Office for National Statistics 		✓
		↑ Rail freight kilometres and tonnage	<ul style="list-style-type: none"> Department for Transport National datasets 		✓
		↓ Road vehicle kilometres	<ul style="list-style-type: none"> Department for Transport 		✓
		↓ KSIs connected to the sector	<ul style="list-style-type: none"> Department for Transport Office for National Statistics 		✓
		↓ Work-related injuries connected to the sector	<ul style="list-style-type: none"> Health & Safety Executive National datasets 		✓
		↑ Mode share of sustainable transport modes	<ul style="list-style-type: none"> Department for Transport 		✓
		↑ Vehicle kilometres by Zero Emission Vehicles	<ul style="list-style-type: none"> Department for Transport Department for Business, Energy and Industrial Strategy 		✓

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	<ul style="list-style-type: none">National HighwaysDepartment for TransportNational datasets	✓	
		↑ Rail freight kilometres and tonnage	<ul style="list-style-type: none">Department for TransportNational datasets		✓
		↓ Road vehicle kilometres	<ul style="list-style-type: none">Department for Transport		✓
		↓ KSIs connected to the sector	<ul style="list-style-type: none">Department for TransportOffice for National Statistics		✓
		↓ Work-related injuries connected to the sector	<ul style="list-style-type: none">Health & Safety ExecutiveNational datasets		✓
		↑ Mode share of sustainable transport modes	<ul style="list-style-type: none">Department for Transport		✓
		↑ Vehicle kilometres by Zero Emission Vehicles	<ul style="list-style-type: none">Department for TransportDepartment for Business, Energy and Industrial Strategy		✓

Objective	Impacts	Outcome indicators	Data sources / data owner	Collection frequency	
				Quarterly	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	<ul style="list-style-type: none"> National Highways Department for Transport National datasets 	✓	
		↑ Rail freight kilometres and tonnage	<ul style="list-style-type: none"> Department for Transport National datasets 		✓
		↓ Road vehicle kilometres	<ul style="list-style-type: none"> Department for Transport 		✓
		↓ KSIs connected to the sector	<ul style="list-style-type: none"> Department for Transport Office for National Statistics 		✓
		↓ Work-related injuries connected to the sector	<ul style="list-style-type: none"> Health & Safety Executive National datasets 		✓
		↑ Mode share of sustainable transport modes	<ul style="list-style-type: none"> Department for Transport 		✓
		↑ Vehicle kilometres by Zero Emission Vehicles	<ul style="list-style-type: none"> 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.

6.6 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.

6.7 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.

6.8 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.

6.9 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

6.10 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.

6.11 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.

6.12 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.

6.13 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.

6.14 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

Appendix 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

Appendix B. Action Plan

Introduction

The actions and measures which will deliver the strategy

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

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.

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.

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

Defining costs

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

Three indicative cost bandings have been used:

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

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

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.

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.

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.

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.

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
AI.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/services 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.
AI.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 management thereafter.	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 dissemination 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 attend and participate.	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
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 as usual operational conditions.	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.

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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 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.	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 and business as usual operational conditions.	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.

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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.

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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. Examples of best practice initiatives would be included.	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
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 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.	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 the South East area.	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/ dissemination.	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.
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

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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 successful modal shift of flows from road to rail. It will also provide contact details for follow-up discussions about rail freight use.	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, parcel distribution into city centres.	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

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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.

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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	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.

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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.

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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.

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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 impacts on local amenity.	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 chain challenges is essential for strategy and action plan delivery.	Not required.

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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 the challenges likely to be faced by industry in the future.	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.

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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 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.	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 informed public sector decision-making.	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/ smarter 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 industry engagement.	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
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 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.	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 industry impacts, while creating a safe and efficient operating environment.	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
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 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.	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.

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
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 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.	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 the importance of partnership working afforded by the Freight Forum structure.	Not required.
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.

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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.

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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.

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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.

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11.1 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.
12.1 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 pandemic. 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 future demand for logistics land and property across the South East.	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.

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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.
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.

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
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	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 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.	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 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 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 work of the Freight Forum and also demonstrate its forward-looking, horizon-gazing vision.	Not required.
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 trial 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 impact of restricted operator licensing. This is important to provide a sound industry structure upon which to build other efficiency measures.	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
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

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Establish freight data MoUs with operators in TfSE area

Measure E3.1

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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

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Map and promote alternative fuel refuelling locations for freight vehicles

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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

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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

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
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Measure E1.2
MoUs between private sector operators and public sector

Measure E2.1
Engage with DfT for freight data standards and hub

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Measure F6.1
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Measure F7.1
Develop truck parking sub-group of the TfSE Freight Forum

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Measure L1.2
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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

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

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Measure K1.2
Support technology demonstration trials within the TfSE area

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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

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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