TRANSPORT FOR THE South East

Transport Strategy for the South East

Draft Transport Strategy

10 December 2024

Foreword

Cllr Keith Glazier

Chair, TfSE

Leader, East Sussex County Council

We know that transport is integral to how we live, work, develop and enjoy the place we live in. It has never been more important to create a South East where transport enables and empowers local people. That's why I am proud to present this new draft Transport Strategy for the South East for consultation.

This Strategy sets out our partnership's shared vision for the South East which sets out how a better integrated and more sustainable transport network across our region can deliver a higher quality of life for everyone who lives, works, has a business, or visits the South East.

The world has changed since we adopted the first Transport Strategy in 2020. The COVID-19 pandemic legacy has shaped how we work and travel in ways we could have never foreseen. Businesses have had to adjust to new trading arrangements with international markets – especially through our major international ports and airports.

Government policy has changed significantly. A variety of national transport strategies and documents have been published on everything from railway to buses and active travel. There have also been announcements in other related policy areas such as planning, climate change, and economic development.

Transport for the South East (TfSE) itself has grown as an organisation during this time. We have developed a Strategic Investment Plan, setting out our priorities for transport infrastructure investment, as well as strategies on Future Mobility, Electric Vehicle Charging Infrastructure and Active Travel. We have developed our in-house analytical capability and launched our Centre of Excellence to build the capability of our local transport authorities.

Throughout all of this, one thing has remained constant – the need for continued, sustainable investment in the South East's transport infrastructure and services in order to improve people's lives, support businesses and tackle climate change through our 2050 Vision.

Foreword

We have co-created this strategy with our partners based around the delivery of five Missions which will best address the key challenges the region faces and have the biggest impact.

These Missions are:

- Improving **strategic connectivity** between our major urban areas and with international gateways, especially by public transport, which is crucial for economic growth.
- Improving the **resilience** of the transport network, so that it offers reliable journeys and can respond to current and future risks to its operation.
- Tackling the **inclusion and integration** challenges facing our communities, such as transport-related social exclusion and providing a joined-up transport network to enhance connectivity and improve people's lives.
- **Decarbonising** our surface transport network, which is essential if we are to meet our climate change goals.
- Achieving **sustainable growth** through planned housing and employment growth which has sustainable transport at its heart.

We are under no illusions as to the scale of the change that is needed to achieve these Missions. We need to think big and deliver at pace. This requires new thinking, the identification of new funding sources and the sharing of best practice to unlock the delivery challenges ahead.

We will work with national and local government and our key partners, to deliver our Missions as we strive towards achieving the economic, social and environmental goals embodied in our 2050 Vision.

This strategy is published in draft, and we need your input and comments to make sure it meets your needs. We have carried out extensive engagement during its development. This has included working with socially excluded groups, a public survey which received more than 1500 responses, and extensive workshops with our Transport Forum, Expert Working Groups and other key stakeholders. The outputs from this work have fed directly into the strategy and influenced its content. We would like to thank everyone who has spared their time and expertise to help us in this effort.

If we get this right, the prize is huge – emitting less carbon, creating more sustainable and healthy communities, growing businesses, and increased prosperity across the region. We are consulting with you now to ensure our approach is on-track. We look forward to hearing what you have to say.

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Photo: Emma Varley

TRANSPORT FOR THE South East

Executive Summary

Introduction

This Draft Transport Strategy for South East England, developed by Transport for the South East (TfSE), presents an ambitious Vision for the region as a global leader in sustainable prosperity and quality of life.

With its vital economy, rich heritage, and proximity to London and mainland Europe, the South East plays a key role in connecting Britain to the world. This Strategy seeks to enhance the region's strategic connectivity, resilience, integration, decarbonisation, and sustainable growth.

TfSE, as the Sub-national Transport Body for the South East, unites 16 local transport authorities and partners to deliver a cohesive, evidence-based approach to transport.

Established in 2017, TfSE's Mission is to grow the South East's economy through a safe, sustainable, and integrated transport system that enhances residents' quality of life and protects the environment. TfSE's governance and regional expertise allow it to advocate effectively for the South East, aligning transport initiatives with local and national priorities.

Since the first Transport Strategy in 2020, the context has evolved significantly. National and local policy changes, intensified decarbonisation efforts, post-Brexit trade dynamics, and shifts in travel behaviour due to the pandemic all present new challenges. Additionally, TfSE's expanded evidence base has provided critical insights into the region's transport needs, informing this Strategy's updated priorities.

Key regional challenges underscore the case for action. Rising congestion, carbon emissions, transport-related social exclusion, and housing affordability issues demand a targeted, Mission-driven approach. This refreshed Strategy outlines coherent "Missions" that provide a Route Map to achieve the region's Vision, delivering significant value to the South East's economy and quality of life.

This Strategy focuses on areas needing urgent action, where TfSE is uniquely positioned to drive change. Recognising financial constraints, TfSE's approach emphasises practical, achievable solutions, aiming to maximise the impact of available resources. Developed through rigorous evidence gathering and stakeholder engagement, this Strategy presents a framework for action to meet the region's most pressing transport challenges.

In addition to the Strategy, an Integrated Sustainability Appraisal has been conducted to assess the Strategy's impact on Sustainability Goals, including biodiversity, health, and access equity. This Draft Strategy will be open for public consultation to incorporate feedback and publish a final version in 2025.

Vision and Goals

Our Vision is for the South East to offer the highest quality of life for all and be a global leader in achieving sustainable, net zero carbon growth.

To achieve this, we will develop a resilient, reliable, and inclusive transport network that enables seamless journeys and empowers residents, businesses, and visitors to make sustainable choices.

We will deliver this Vision by driving strategic investment and forging partnerships that deliver sustainable transport, integrated services, digital connectivity, clean energy, and environmental enhancement.

Our Vision is supported by three Goals that reflect the three pillars of sustainable development.

Economic Goal
Improve productivity and attract investment to grow our economy and better compete in the global marketplace.

Social Goal
Improve health, safety, wellbeing, quality of life, and access to opportunities for everyone.

Environmental Goal
Protect and enhance the South East's unique natural and historic environment.

Our Strategy is built on **six Principles** that guide us toward our Vision and Goals. These Principles have been applied across many aspects of this Strategy and help us stay focused on delivering the best possible outcomes for the South East. These Principles are outlined on the following page.

Vision and Validate

Instead of planning based on current travel trends, this approach envisions a desired future and creates the transport system to achieve it, focusing on long-term sustainability and resilience.

Triple Access Planning

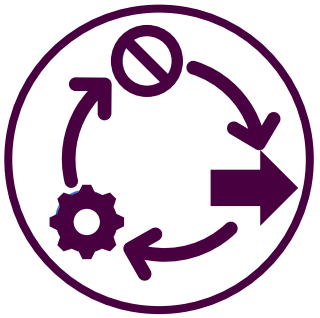
This Principle expands accessibility by considering not only physical transport but also digital and social factors, ensuring a more inclusive and connected transport system.

Movement and Place

Roads and streets are designed not only for efficient transport but also to enhance the surrounding areas, balancing the needs of movement with creating vibrant, liveable spaces.

User Hierarchy

By prioritising pedestrians, cyclists, and public transport over cars, this Principle promotes safer, more sustainable urban environments by designing infrastructure to reflect these priorities.



Avoid – Shift – Improve

A Strategy to reduce transport carbon emissions by avoiding unnecessary travel, shifting to lower-carbon transport modes, and improving the efficiency of remaining high-carbon modes.

Environmental Net Gain

New transport developments should leave the environment better off than before by enhancing biodiversity, using sustainable design, and integrating green solutions into infrastructure projects.

Missions

TfSE has prioritised five Missions to drive progress toward its Vision. Each Mission serves as a clear call to action, emphasising tangible outcomes, setting direction, and aligning with national and local priorities.

The Missions have been carefully chosen to address key areas where the South East risks lagging behind without decisive action, focusing on issues where TfSE can play a strategic, impactful role. Each Mission follows a structured Route Map that clarifies the path forward. These Route Maps contain:

- **Mission Statement**: Outlining the core aim and urgency for each Mission.
- **Desired Outputs and Outcomes**: Defining tangible targets to measure success.
- **Context:** Outlining why each Mission is important to the South East and has been selected for this Strategy.
- **Short and Long Term Priorities**: Highlighting key interventions to achieve the desired results, including schemes from the SIP.
- **Supporting Context**: Providing detailed challenges, theories of change, and cross-references to SIP indicators for monitoring and evaluation.

This approach ensures that each Mission is robust and adaptable to different scenarios, enabling TfSE and its partners to respond effectively to emerging needs while driving meaningful progress across the region's most pressing transport challenges.

The Missions are

Strategic Connectivity

Resilience

Inclusion and Integration

Decarbonisation

Sustainable Growth

Strategic Connectivity Mission

Mission Statement

This Mission aims to improve strategic connectivity within the South East by enhancing regional transport corridors, ensuring that communities have access to high-quality transport links and essential services.

Success will mean that key towns, cities, and international gateways are as accessible by public transport as they are by car, with rail freight becoming as competitive as long-distance road freight.

Outcomes

The core Goal is to increase the share of passenger and freight journeys using sustainable travel options along strategic corridors, connecting major economic centres and international gateways.

Achieving this modal shift will reduce congestion, improve air quality, enhance safety, and support economic growth, particularly in rural and coastal areas. Strengthened demand for public transport will place bus and rail services on a more sustainable financial footing, while making rail and bus travel as convenient and competitive as car journeys.

Short Term Priorities

The immediate focus is on improving the existing network to better serve both passengers and freight by:

- Enhancing incentives for long-distance public transport by optimising fares, ticketing, and on-board amenities.
- Refining timetables to support fast-growing markets like leisure travel and rescheduling maintenance to reduce disruption.
- Reinstating international rail services from Ebbsfleet and/or Ashford to relieve capacity at St Pancras.
- Expanding rail capacity to support growth at Gatwick and Southampton airports.
- Planning for long term improvements by safeguarding critical areas and aligning planning policies.

Long Term Priorities

In the longer term, efforts will focus on major upgrades and expansions to address bottlenecks and improve connectivity by:

- Upgrading the highways and railways on the Brighton–Southampton coastal corridor to strengthen economic ties between the region's two largest built-up areas.
- Reducing journey times between London and "left-behind" coastal communities
- Enhancing ferry access to islands, including the Isle of Wight.
- Strengthening freight corridors from Southampton and Channel Ports to the Midlands and North.
- Developing new rail connections to international gateways, including links to Heathrow and Gatwick.
- Reviewing the configuration of regional rail services to leverage opportunities at Old Oak Common.

Resilience Mission

Mission Statement

This Mission focuses on safeguarding and enhancing the resilience of the South East's transport network to ensure reliable and smooth journeys for all users.

Success will mean a transport system that offers dependable journeys between key locations, with the capacity to quickly manage, absorb, and recover from disruptions.

Outcomes

The primary Goal is to reduce the impact of disruptions on the strategic transport network, enhancing punctuality and reliability for both passengers and freight. Reliable journeys build user confidence, support economic productivity, and create a more efficient system by reducing the need for costly emergency repairs and compensation. In addition, minimising the disruption from planned maintenance helps maintain network dependability, which in turn attracts businesses and visitors to the South East.

A resilient network that is well-maintained reduces long-term costs for both users and the government. By focusing on resilience, resources can be reallocated to further network improvements, fostering economic growth and creating a cost-effective system for all stakeholders.

Short Term Priorities

Immediate efforts will strengthen the current network's resilience against both planned and unplanned disruptions by:

- Evaluating the economic impact of road disruptions and seeking sustainable funding to enhance maintenance.
- Establishing a long-term funding pipeline for infrastructure renewals.
- Strategically planning for future risks, ensuring the network can anticipate and adapt to potential threats.
- Advocating for consistent funding for critical maintenance and preventative projects.
- Coordinating with utility providers on roadworks planning to complete essential maintenance with minimal disruption.

Long Term Priorities

In the longer term, efforts will focus on major upgrades and expansions to address bottlenecks and improve connectivity by:

- Reducing bottlenecks in key areas like Croydon and Woking to improve service reliability on major rail corridors.
- Developing secondary corridors, such as the Uckfield – Lewes line, to offer alternative routes and ensure continuous connectivity.
- Implementing the Kent Bifurcation Strategy and improving Enhancing Kent's to maintain traffic flow during cross-channel disruptions. to alleviate pressure on the Thames crossings and improve resilience between Channel ports and the M25.
- Addressing pinch points on highways to improve flow for all users, including buses, and making key infrastructure more resilient to future risks.

Inclusion and Integration Mission

Mission Statement

This Mission aims to create an inclusive, affordable, and integrated transport network across the South East, providing safe and seamless door-to-door connectivity for everyone.

Success will mean that all residents can travel affordably, comfortably, and confidently, with high satisfaction across diverse user groups.

Outcomes

The Mission's core Goal is a transport system that is accessible, equitable, and supportive of well-being for all residents, regardless of age, ability, or socio-economic status. Key outcomes include:

- Reduced Transport-Related Social Exclusion.
- Higher Customer Satisfaction across all user groups.
- Enhanced accessibility and step-free access at stations and hubs.
- Improved safety, targeting "Target Zero" for fatalities and serious injuries.
- Increased Physical Activity, supported by expanded active travel options.
- Improved air quality.
- Reduced severance and improved public realm, fostering more cohesive communities with safer, more accessible shared spaces.
- Lower household spending on transport, making housing and travel more affordable and the region more equitable.

Infrastructure Priorities

Delivering these outcomes will require targeted infrastructure upgrades, with priorities including by:

- Designing inclusive infrastructure that caters to socially excluded groups, enhancing accessibility for those with disabilities and limited mobility through improved lighting, wayfinding, and public spaces.
- Improving connectivity in areas at risk of social exclusion, focusing on North and East Kent and coastal East Sussex to ensure that residents have reliable access to key services.
- Upgrading Interchanges and Step-Free Access at transport hubs, facilitating smooth connections and enhancing comfort with better signage, seating, and sheltered waiting areas.

Fares, Ticketing, and Service Priorities

Interventions to improve affordability and accessibility include by:

- Delivering affordable fares and concessions for low-income residents, students, the elderly, and other vulnerable groups.
- Improving fares and ticketing by simplifying journeys and lowering costs with a unified ticketing structure.
- Delivering Socially Necessary Transport Services to connect isolated communities with essential services.
- Delivering Bus Service Improvement Plans (BSIPs) and exploring models like franchising to meet community needs.
- Enhancing connectivity to Islands and Peninsulas, particularly the Solent and Medway areas.

Decarbonisation Mission

Mission Statement

This Mission commits to leading the South East towards a net zero transport future by 2050. This will be achieved by accelerating zero-emission travel, incentivising sustainable travel choices, and embracing new technologies to reduce emissions and mitigate climate change.

Outcomes

The Goal of this Mission is to achieve net zero emissions for all surface transport in the South East by 2050, meeting carbon budgets and establishing the region as a leader in sustainable transport.

Key outcomes include:

- Transition to Zero-Emission Vehicles, aiming for 100% of private vehicles to be zero-emission by 2050, with ambitious milestones for buses, rail, and freight.
- Increased sustainable travel choices, promoting active travel for short trips and enhancing bus and rail options for longer journeys, supporting a modal shift that reduces reliance on fossil fuels.
- Freight decarbonisation through increased rail freight use, optimised logistics, and cleaner fuels, easing pressure on roads and supporting sustainable economic growth.
- Leadership in decarbonisation, positioning the South East as a global leader in sustainable transport, attracting investment and generating jobs.

Short Term Priorities

We will accelerate the transition to low-carbon transport by:

- Rolling out EV charging infrastructure across the region, ensuring easy access for private and freight vehicles.
- Collaborating with manufacturers to increase the availability of electric and hydrogen vehicles.
- Supporting the recycling of EVs and batteries to minimise the environmental impact of vehicle transitions.
- Enhancing public transport and active travel infrastructure to make sustainable transport more affordable and attractive.
- Transitioning bus, freight, and ferry Fleets to Zero-Emission Vehicles by supporting local operators.
- Promoting sustainable, integrated land use and transport planning to reduce the need for car travel.

Long Term Priorities

We will solidify the transition to a zero-emission system by:

- Decarbonising rail through electrification, battery-powered, and alternative fuels trains, enabling zero-emission rail services.
- Reducing embodied carbon in Infrastructure by promoting sustainable materials and construction practices.
- Supporting government in the event they commit to roll out national road user charging, providing a financial incentive for more sustainable choices while reducing congestion.
- Ensuring power networks are decarbonised and have the capacity and resilience needed to support rail electrification, electric vehicles, and development.
- Advancing alternative fuel research to support sectors that are challenging to electrify, such as aviation and long-haul freight.

Sustainable Growth Mission

Mission Statement

This Mission aims to champion transport interventions that unlock investment, enable sustainable growth, and create healthy, vibrant, well-connected communities in the South East.

Outcomes

The Mission's core objective is to support sustainable population and economic growth by ensuring that transport infrastructure aligns with major developments, particularly in public transport and active travel.

The desired outcomes include:

- Enhanced access to public transport and active travel, with a focus on locating new developments within 1,500 metres of high-frequency public transport, promoting sustainable travel options.
- Improved accessibility to key services within a 30-minute travel time, making essential services such as healthcare, education, and shopping more accessible to all residents.
- Strategically aligned growth, ensuring that housing and employment growth occurs in areas with high-quality transport options, fostering vibrant communities with sustainable transport choices.
- Increased proportion of new dwellings close to transit, reducing car dependence and creating convenient access to public and active transport routes for new residents.

Integrated Land Use Priorities

Achieving sustainable growth requires integrated land use and transport planning, alongside effective funding mechanisms by:

- Focusing development in areas with robust transport Infrastructure, including new towns and urban extensions.
- Aligning housing and transport planning by coordinating efforts across authorities.

Transport Intervention Priorities

The Mission also prioritises essential transport projects to support sustainable growth by:

- Expanding public transport concessionary schemes to make sustainable travel more affordable.
- Developing Mass Transit Systems in high-density areas to improve access to jobs and services.
- Enhancing suburban rail services along the Sussex Coast and in the Solent area to offer a competitive alternative to road travel.
- Delivering Local Cycling and Walking Infrastructure Plans and embedding active travel in all new developments.

Enablers

Achieving these Goals requires sustainable funding sources and regulatory support, including:

- Leveraging value capture and other funding mechanisms to forward-fund transport projects that support growth.
- Introducing demand management measures to manage traffic, improve air quality, and generate revenue for services.
- Strengthening local planning capacity to ensure local authorities can deliver timely, sustainable planning policies.

Delivery

TfSE is committed to turning its ambitious Vision for the South East into action, building on the foundation provided by its Strategic Investment Plan and Delivery Action Plan.

TfSE is committed to keeping its Strategy relevant and effective. Following this refreshed Strategy, the SIP will be updated to align with the new Missions. TfSE also plans to refresh the Transport Strategy every five years, ensuring its approach remains adaptable to evolving challenges and opportunities.

TfSE recognises the successful delivery of this Strategy relies on collaboration across various stakeholders. TfSE will therefore drive policy prioritisation, stakeholder engagement, scheme development, and advocacy. Local Transport Authorities will also play a crucial role, especially in delivering highway and public transport projects, while national infrastructure managers (Network Rail and National Highways) will lead major interventions on the railway and strategic road network. Private sector entities, including bus and rail operators, are also essential partners in delivering services and innovations.

Delivering meaningful change requires overcoming significant challenges, including financial constraints, fragmented resources, and increasing demand for public services. TfSE and its partners must embrace innovative solutions such as "beneficiary pays" models, greater devolution, and rail reform to secure sustainable funding. Collaboration across all levels of government, transport operators, and the private sector is essential to achieve the region's Goals.

TfSE will supports its partners with tools such as scheme development funding, an advanced analytical framework, and the Centre of Excellence, which enhances regional planning capacity and capability. Regular updates to the Delivery Action Plan and the biennial State of the Region Report will ensure its strategies remain adaptable and focused on delivering tangible benefits.

Through this approach, TfSE is working to create a resilient, inclusive, and sustainable transport network, unlocking economic growth, enhancing accessibility, and tackling climate change for the benefit of the South East and its communities.

TRANSPORT FOR THE South East

Part 1
Context

Introduction

This is the Draft Transport Strategy for South East England, prepared by Transport for the South East (TfSE), the region's Sub-national Transport Body.

This first Chapter of the Strategy outlines the context in which this Strategy has been developed.

The South East of England is Britain’s gateway to the world. Its dynamic economy, scenic landscapes, rich cultural heritage, and proximity to London and mainland Europe make it one of the most prosperous and desirable regions for living, working, and visiting in Britain.

This Strategy outlines a Vision for the South East to be recognised globally for achieving sustainable prosperity and the highest quality of life. It builds on the previous Strategy that was published in 2020 and is underpinned by over seven years’ extensive technical work.

Its missions-driven approach sets a Route Map for achieving this Vision through improving strategic connectivity, strengthening resilience, enhancing integration, decarbonising the transport system, and unlocking sustainable growth.

Our Role

TfSE brings together 16 local transport authorities, as well as representatives from district and borough councils, national agencies, and protected landscapes, harnessing a wide range of local and regional expertise.

Established in 2017, TfSE's Mission is to grow the South East's economy by delivering a safe, sustainable, and integrated transport system.

This system aims to boost productivity and competitiveness, enhance the quality of life for residents, and protect the region's natural and built environment. TfSE aspires to transform the quality of door-to-door journeys for residents, businesses, and visitors across the South East.

As a strategic body, TfSE plays a crucial role in adding value by ensuring that funding and strategic decisions about transport in the South East are informed by local knowledge and priorities.

Its comprehensive governance structure – combining political leadership, technical expertise, and stakeholder engagement – ensures that TfSE is well-placed to deliver for the region. This structure enables it to speak with one voice on behalf of the region, making a compelling case for investment in the region.

TfSE members and partners

Bracknell Forest Council
Brighton & Hove City Council
East Sussex County Council
Hampshire County Council
Reading Borough Council
Royal Borough of Windsor & Maidenhead
Slough Borough Council
Southampton City Council
NetworkRail
Transport for London
Isle of Wight Council
Kent County Council
Medway Council
Portsmouth City Council
Surrey County Council
West Berkshire Council
West Sussex County Council
Wokingham Borough Council
national highways
South Downs National Park Authority

Our Region

7.8m
Residents (2022)

3.8m
Jobs (2022)

£230bn
GVA per annum

2 National Parks

7 National Landscapes

18%
UK freight tonnage served by South East ports, excluding London (2023)

13m
Ferry passengers (2023)

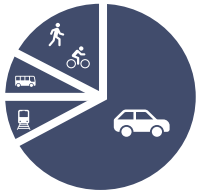
18m
Channel tunnel passengers (2023)

Key to map

1. Reading
2. Wokingham
3. Windsor and Maidenhead
4. Bracknell Forest
5. Southampton
6. Portsmouth

Key port
International rail stations
Key airport

Mode share of trips



70% Car
21% Foot or cycle
5% Bus or taxi
4% Rail

381
Rail stations

327
Miles of motorway

40m
Gatwick Airport passengers (2023)

Changing context of the South East

Since its adoption in 2020, TfSE's first Transport Strategy has provided an ambitious Vision for the region's future. However, since its publication, the context within which the Strategy operates has changed. These changes broadly fall into three groups.

1 The first group relates to changes in national and local policies

There have been major shifts in national and local policies that affect transport. New policies such as the Transport Decarbonisation Plan, the Bus Back Better Strategy, and the Williams Plan for Rail have introduced new priorities and objectives that need to be integrated into the Strategy. More recently, the new government has outlined six Missions for the country, underpinned by five Strategic Priorities for the Secretary of State for Transport, which place significant emphasis on rail reform, sustainable economic growth, and transforming local transport. Significant reforms to the planning system and devolution are also expected.

The urgency of decarbonising the transport sector has intensified, with both national and local governments placing increased emphasis on reducing carbon emissions. While UK Greenhouse Gas emissions have halved since 1990, transport emissions have only declined 15%. This Strategy therefore seeks to support

The ongoing legacy of new trading arrangements between the UK and EU, particularly its effects on freight movements through the region's ports and airports, has introduced new challenges that were not fully anticipated in the 2020 Strategy. For example, in 2023 trade through the Port of Dover was around 20% lower compared to 2019 (UK wide, the comparable figure showed a 10% reduction). This Draft Strategy addresses these economic shifts and ensures the region can adapt to new trade patterns.

At the local level, **many authorities have adopted new Local Transport Plans and Local Plans**, some of which introduce new Goals and infrastructure needs that should be reflected in this Strategy. The Strategy supports stronger alignment with these local policies, enhancing collaboration across the South East.

2 The second group relates to changes in travel behaviour, resulting from the pandemic

The COVID-19 pandemic has had profound and lasting impacts on travel behaviour and transport demand. Remote working, changes in commuting patterns, and shifts in the use of public transport versus private vehicles all demand a reassessment of the Strategy's assumptions and priorities. Despite some recovery, some train operators in the South East are carrying 30% fewer passengers today than they did before the pandemic. These post-pandemic realities must be fully considered to ensure the Strategy is future-proof.

The financial health of the bus and rail industries has deteriorated since 2020. In 2022/23, the UK rail industry collected 30% less revenue than in 2018/19, despite rising costs and inflation. Less money through fares, made worse by the pandemic and rising costs of running services, have led to cuts in services, leaving many communities with fewer public transport options.

Financial and capacity constraints in government funding have been made worse as inflation has put further pressure on public finances. With construction inflation reportedly exceeding 10% in 2022, it has become much harder for governments at all levels to invest in their priorities.

3 The final group lies in the progress made since the publication of the first Strategy

TfSE has significantly strengthened its evidence base. TfSE has conducted extensive research, analysis, and engagement with key stakeholders across the region to develop area studies, thematic studies and a Strategic Investment Plan (SIP). This Strategy draws on insights from this technical programme of work that were not developed at the time of the original Strategy's publication, enabling us to take a more informed and targeted approach to addressing the region's transport challenges. The Strategy is also informed by the work of specialist working groups and studies, including an insightful commission into socially excluded groups, which highlighted important priorities that have been captured in the transport Strategy.

The region has made progress in some areas, but in others, it has gone backwards. While we acknowledge that there has been significant progress in certain areas – for example, efforts to improve air quality by promoting clean air zones and rolling out cleaner vehicles have yielded positive results – new or intensified challenges have emerged. For example, the region's reliance on private cars has remained high. This continued reliance on cars makes it more challenging to reduce carbon emissions and congestion.

Case for action

The case for a refreshed Transport Strategy is clear.

While some aspects of our transport system have seen improvement since 2020, such as air quality in specific areas, many critical challenges have worsened, and new uncertainties have arisen. A proactive and flexible Strategy must tackle these challenges head-on.

To secure future funding and government support for transport services and infrastructure, **we need to present a clear narrative for intervention**. We must also connect the region's current challenges, such as congestion and high carbon emissions, with the solutions we propose and the outcomes we aim to achieve. By addressing these problems, we can unlock the region's substantial potential in housing, employment, and economic growth.

In this Strategy, we present coherent "Missions" that provide route-maps for delivering the Vision. They also show how TfSE's Vision and Goals are aligned with national objectives and ensure the South East delivers for the whole country – as a critical economic engine for the UK, a key player in international trade, and an area of substantial housing and job growth.

Ultimately, our case for change is grounded authoritative evidence – which is presented in our "Need for Intervention report" – along with the belief that solving today's transport challenges will unlock tomorrow's opportunities. By investing to deliver a modern and sustainable transport network, we can reduce emissions, ease congestion, and create a region that is economically resilient, environmentally sustainable, and a magnet for investment and innovation.

An overview of what TfSE considers to be the region's key transport challenges are presented in the following page.

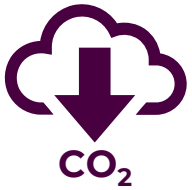
Productivity

UK productivity has flatlined – Productivity per hour worked grew just 5% between 2010-20 – half the rate seen in Germany and the USA.

International trade

Trade volumes through Dover are down around 20% since the UK left the EU, and **Eurostar no longer serves** Ebbsfleet and Ashford.

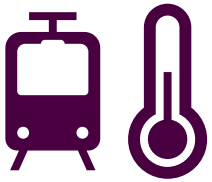
Decarbonisation



Transport accounts for 40% of carbon emissions in the South East (2022) – by far the largest contributor across all industries.

Climate resilience

There were more than **4 times** as many delays to rail services in the South due to extreme heat in 2018 than in the 2000s.



Housing affordability

The **house price to earnings ratio is over 10:1** in the South East – higher than any other region outside London, and higher than California.

Equitable prosperity

The **Gross Value Added per capita** of less well-connected areas **is less than half** that of other areas and over **80% of Hastings' residents** are at risk of **Transport Related Social Exclusion.**

East-West connectivity

The average speed of passenger rail services on most East-West corridors is under **40mph** – compared to **60mph** on most London corridors.

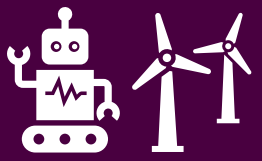
Highway congestion

The M25 carries over 220,000 vehicles a day – making it the busiest and one of the most congested roads in Europe.

Funding and delivery

Construction inflation exceeded 10% in 2022, and local authorities have severe **financial constraints** making it hard to deliver capital projects.

Technology



We do not have the luxury of time to rely on less mature technologies to solve these problems – some behaviour change is needed.

Focus of this Strategy

This Strategy focuses on areas where urgent action is most needed and where TfSE can make a difference.

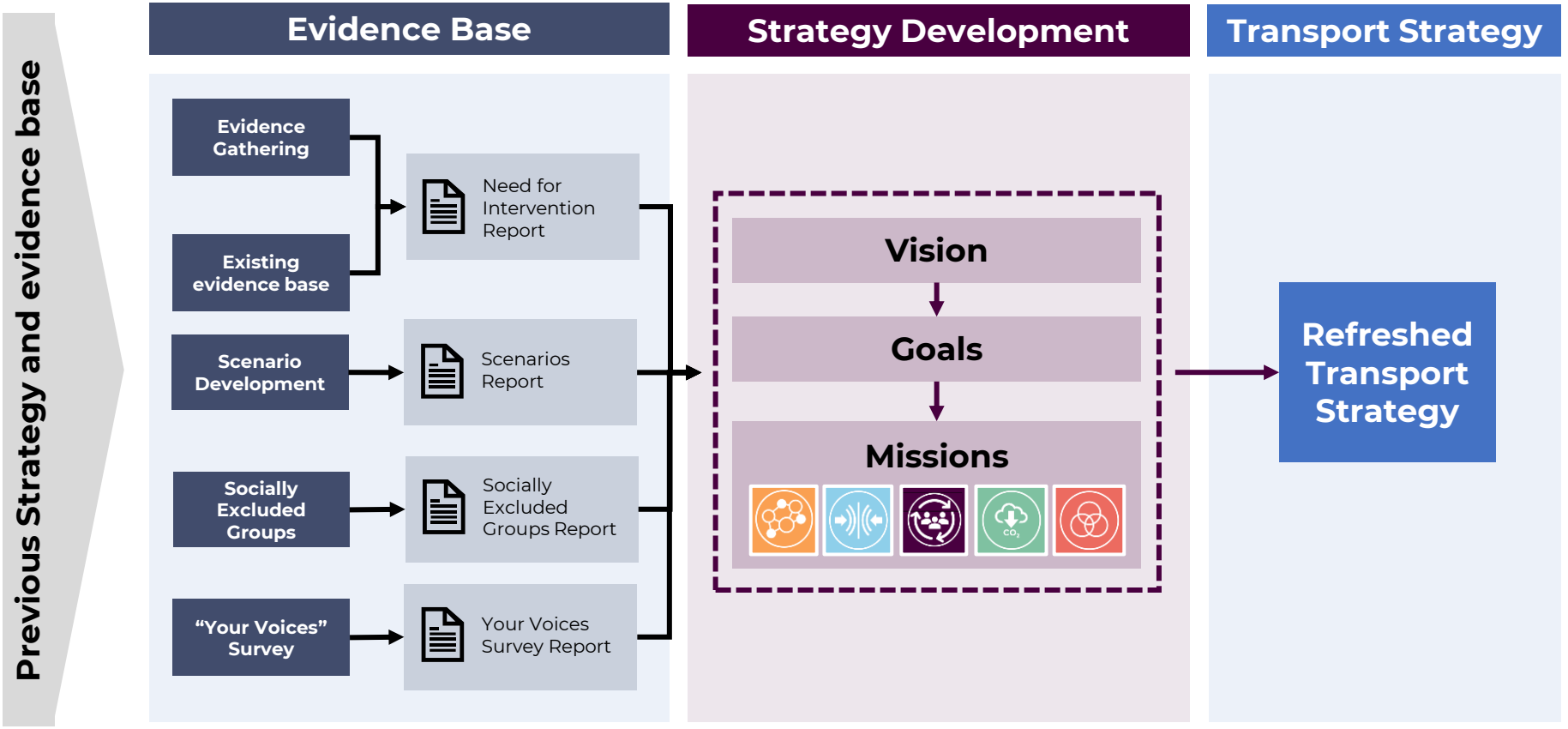
While the 2020 Strategy laid the groundwork, this updated Strategy focuses on specific priorities that have emerged from the region's changing context and where TfSE is well placed to help the region achieve its Vision and Goals.

We have structured this Strategy around a set of Missions, which are carefully designed to target the areas where we believe the most urgent action is required. Whether it's improving public transport, addressing the environmental impact of road traffic, or supporting the decarbonisation of our transport network, these Missions focus on delivering real, measurable change where it matters most.

Furthermore, this Strategy places a stronger emphasis on delivery. While we recognise that the financial and operational capacity of the public sector is constrained, and additional government funding is uncertain, we are committed to driving bold action to achieve our Vision. This Strategy is not intended to set out all the specific details of specific schemes that will be delivered. What it does do is provide a framework against which schemes and policies will be delivered. We are determined to find practical, achievable solutions that will make a tangible difference, even in a challenging financial environment.

How this Strategy was prepared

This Transport Strategy was developed through a structured process of evidence gathering, scenario planning, and stakeholder engagement, including input from socially excluded groups. The evidence base informed a clear Vision, Goals, and defined Missions, resulting in a draft Strategy that addresses the region's key challenges.



The Evidence Base Reports will be published alongside this Strategy and can be accessed at www.transportforthesoutheast.org.uk.

Integrated Sustainability Appraisal

An Integrated Sustainability Appraisal was prepared alongside the 2020 Transport Strategy and has also been undertaken for this Transport Strategy.

The appraisal examines the potential impacts this Transport Strategy could have on a range of sustainability objectives, including economic, social, and environmental aspects. These include, but are not limited to biodiversity, the historic environment, habitats, carbon, health, and equality of access to opportunities.

This document is published alongside the transport Strategy and is also subject to public consultation.

Integrated Sustainability Appraisal was also undertaken for each of the five Area Studies and covers the schemes that contributed to the SIP. A summary of the appraisal was published alongside the SIP and is accessible here.

It should be noted that all the interventions outlined in this Strategy will undergo thorough sustainability assessment and appraisal as and when these schemes come forward.

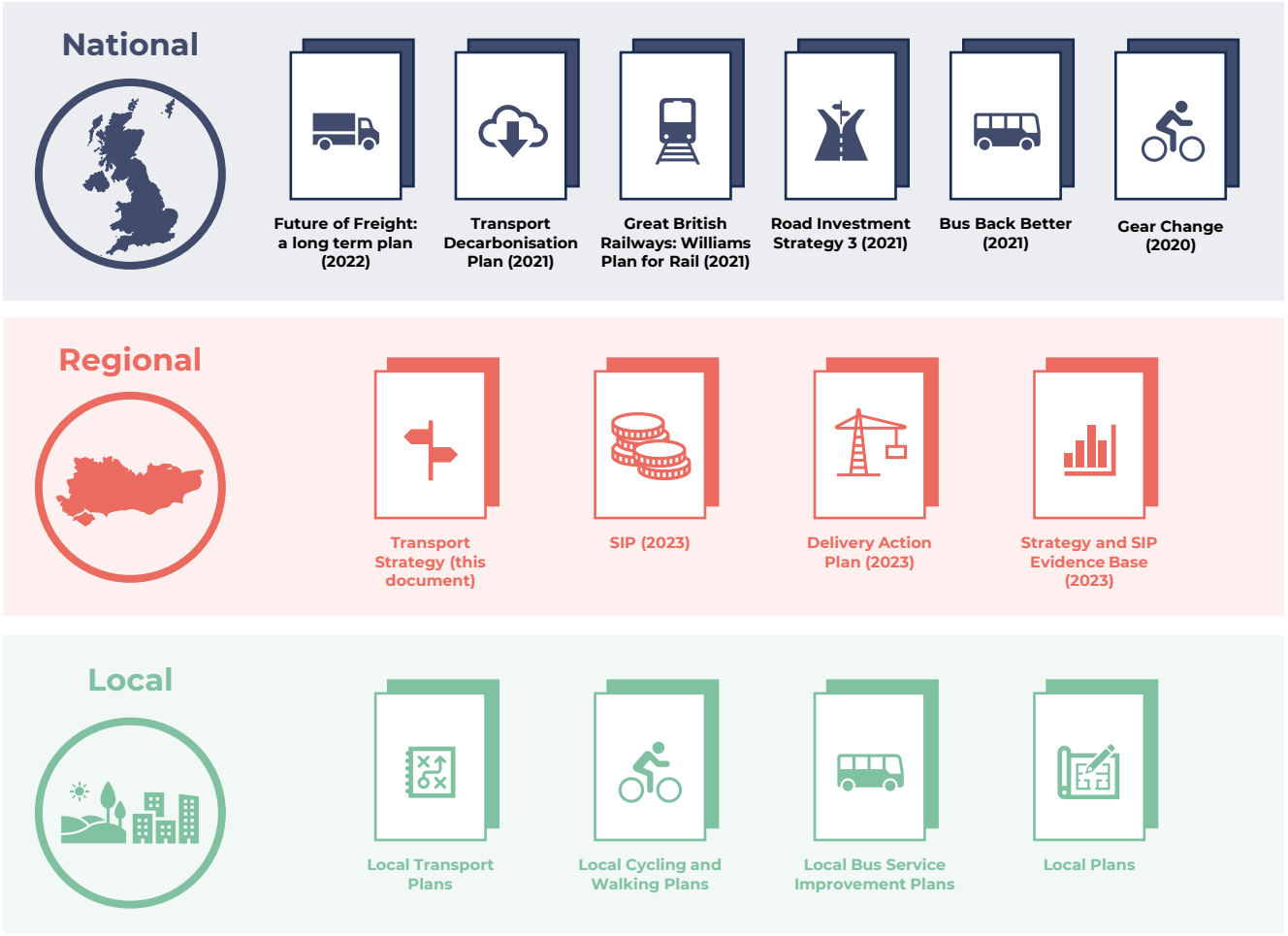
Photo: Kallerna (creative commons)

Relationship to other strategies and plans

This Strategy has been designed to complement and build on national, regional, and local policies and strategies.

A diagram showing the relationship between TfSE and policies and strategies that will affect how each Mission is delivered.

At the same time, this Strategy seeks to influence the direction of these national, regional and local strategies as many of them will be critical in ensuring the Vision set out in this Strategy will be achieved.



Next steps

This is a Draft version of our Transport Strategy, which will be subject to a 12 week public consultation, beginning in December 2024.

We will incorporate feedback and comments from this consultation with a view to publishing a Final Version later in 2025.

Photo: TfSE

TRANSPORT FOR THE South East

Part 2
Vision

Introduction

This Chapter outlines our ambitious Vision for 2050 and the Goals that underpin it, setting the foundation for a thriving South East that balances economic growth, social wellbeing, and environmental stewardship.

Our **Vision** is to create a region that not only leads the way in sustainable, net zero carbon growth but also offers its residents, businesses, and visitors the highest quality of life. This Vision is supported by three **Goals**, addressing the pillars of sustainable development: fostering a competitive economy, improving social outcomes, and safeguarding the region's natural and historic environment. Together, these Goals ensure that growth in the South East is inclusive, resilient, and sustainable.

To guide us in delivering this Vision and achieving these Goals, we have adopted six core **Cross-Cutting Principles** that reflect our commitment to forward-looking, evidence-based, and inclusive planning. These Principles are rooted in best practice and have been tailored to the needs of the South East to ensure every initiative we pursue contributes meaningfully to a prosperous and sustainable future.

2050 Vision and Goals

Our Vision is for the South East to offer the highest quality of life for all, and be a global leader in achieving sustainable, net zero carbon growth.

To achieve this, we will develop a resilient, reliable, and inclusive transport network that enables seamless journeys and empowers residents, businesses, and visitors to make sustainable choices.

We will deliver this Vision by driving strategic investment and forging partnerships that deliver sustainable transport, integrated services, digital connectivity, clean energy, and environmental enhancement.

Our Vision is supported by three Goals that reflect the three pillars of sustainable development.

Economic Goal
Improve productivity and attract investment to grow our economy and better compete in the global marketplace.

Social Goal
Improve health, safety, wellbeing, quality of life, and access to opportunities for everyone.

Environmental Goal
Protect and enhance the South East's unique natural and historic environment.

Cross-cutting Principles

Our Strategy is built on six core Principles that guide us toward our Vision and Goals. These Principles have been applied across many aspects of this Strategy, and help us stay focused on delivering the best possible outcomes for the South East.

1. By adopting a **Vision and Validate** mindset, we have taken a forward-looking approach to our Strategy, setting a clear Vision for the future and validating all initiatives against our Goals. This ensures that our actions drive meaningful progress toward our ambitions.

2. Through **Triple Access Planning**, we have expanded our understanding of accessibility by considering not only physical transport but also digital and social factors, making the transport network more inclusive and connected.

3. By applying the **User Hierarchy** set out in the Manual for Streets**,** in most environments we have prioritised the most vulnerable road users – i.e. pedestrians and cyclists – as well as more sustainable modes of transport – i.e. public transport – over private cars, and, in doing so, we promote safer, more sustainable outcomes.

4. The **Avoid-Shift-Improve** framework has guided our decarbonisation Strategy by encouraging us to focus on reducing emissions by avoiding unnecessary trips, shifting to lower-carbon transport options, and enhancing the efficiency of remaining modes of transport.

5. In our first Strategy we introduced the **Movement and Place** framework, which states that roads and streets should serve more than just transport needs. Our approach balances efficient movement with creating vibrant, liveable spaces that enhance the quality of life.

6. Last but not least, and guided by our Integrated Sustainability Appraisal, we have embedded **Environmental Net Gain** into our thinking. We aim for every new transport project to leave the environment better off, enhancing biodiversity, using sustainable design, and integrating green solutions throughout.

Vision and Validate

Instead of planning based on current travel trends, this approach envisions a desired future and creates the transport system to achieve it, focusing on long-term sustainability and resilience.

Triple Access Planning

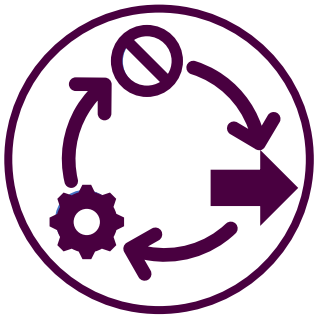
This Principle expands accessibility by considering not only physical transport but also digital and social factors, ensuring a more inclusive and connected transport system.

Movement and Place

Roads and streets are designed not only for efficient transport but also to enhance the surrounding areas, balancing the needs of movement with creating vibrant, liveable spaces.

User Hierarchy

By prioritising pedestrians, cyclists, and public transport over cars, this Principle promotes safer, more sustainable urban environments by designing infrastructure to reflect these priorities.



Avoid – Shift – Improve

A Strategy to reduce transport carbon emissions by avoiding unnecessary travel, shifting to lower-carbon transport modes, and improving the efficiency of remaining high-carbon modes.

Environmental Net Gain

New transport developments should leave the environment better off than before by enhancing biodiversity, using sustainable design, and integrating green solutions into infrastructure projects.

TRANSPORT FOR THE South East

Part 3
Missions

Introduction

This chapter outlines the five key Missions that TfSE will prioritise to achieve its Vision. Each Mission presents a clear call to action, focusing on delivering tangible outcomes while providing direction and a sense of urgency.

They were chosen because they represent the key challenges identified in the Need for Intervention Report where we believe concerted action is needed to get the region “back on track” and realise its full potential. They also focus on topics where we believe a regional authority such as TfSE is well placed to make a material contribution in delivering them at a strategic level.

They are carefully aligned with both national and local priorities, ensuring a cohesive approach that resonates across all levels of government. Additionally, they are designed to inspire and encourage collaboration among partners, fostering a shared commitment to delivering meaningful progress.

Further details about the context of each Mission and the proposed interventions included in each Mission are outlined in **Appendix A**.

The Missions are

Strategic Connectivity

Resilience

Inclusion and Integration

Decarbonisation

Sustainable Growth

Route Maps

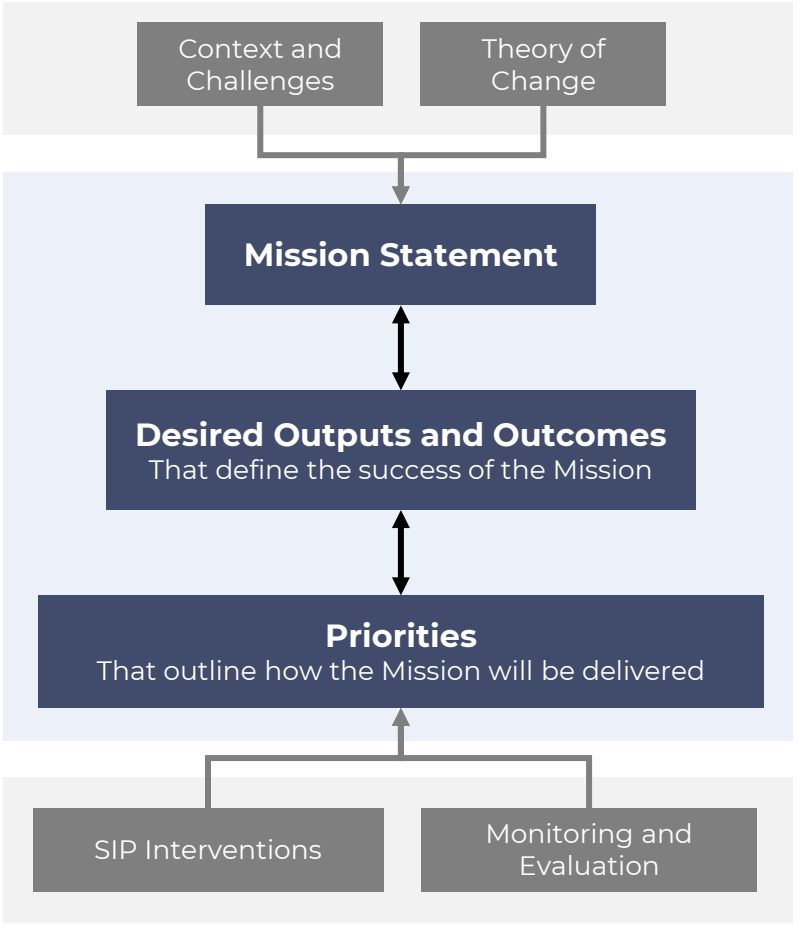
The five Missions have been developed and presented using a Route Map approach. The key components of these are presented in the Strategy as follows:

- **Mission statement**: Which sets out a clear call to action, focusing on delivering tangible outcomes while providing direction and a sense of urgency.
- **Context**: Which provides further detail and evidence articulating the challenge and need for intervention.
- **Desired outputs and outcomes**: Which define a set of tangible outputs required to achieve key outcomes.
- **Shorter-term and longer-term priorities:** Which identify the key interventions (schemes and policies) required to deliver desired outputs and outcomes, referencing schemes in the SIP. These are also presented on a map.

Supporting this, **Appendix A** presents further detail:

- **Theory of change**: Which on a page summarise how the context and challenges have informed the intervention priorities, outputs, outcomes and impacts.
- **Interventions**: A cross-reference for how the schemes and policies in the SIP align to achieving our five Missions.
- **Indicators**: A cross-reference for how indicators identified in the SIP and State of Region Report have informed the monitoring and evaluation of achieving the Missions.

Route Map components



Appendix B presents TfSE's assessment of the impact of each Mission's Route Map against a set of Scenarios.

Strategic Connectivity

We will boost connectivity in the South East by enhancing strategic regional corridors and ensure all communities can access high-quality transport links and key services.

Photo: Network Rail

We will know we have succeeded when:

- The connectivity of all the South East's strategic corridors – in terms of journey times and reliability – is comparable to those corridors that serve London.
- Our key towns, cities, and international gateways are as accessible by public transport as they are by car, and rail freight is as competitive as long-distance road freight.

Strategic Connectivity Context

Connectivity refers to the speed, frequency, and ease by which people and goods move between places. TfSE's focus is on strategic and regional connectivity, as local connectivity is led by our local authority partners.

TfSE has undertaken extensive research – including an Economic Connectivity Review and Strategic Corridor Evidence Base – to identify and understand the strategic corridors that make the greatest contribution to the South East's economy. This research has shown that **many parts of the South East boast excellent rail connectivity to London**, particularly towns and cities served by High Speed 1 and mainline railways. However, while radial connectivity to London is generally good, **most orbital and East-West corridors are poorly served**. Often, it is faster to travel from one part of the South Coast to another via London than directly along the South Coast's highway or railway corridors.

These connectivity gaps prevent communities along the South Coast from benefiting from agglomeration – the pooling and sharing of resources and talent that drives prosperity. This issue is particularly acute within the region's largest urban centres. For example, it takes longer to travel from Southampton to Portsmouth by train than from Southampton to Bournemouth.

Furthermore, **communities that are comparatively less well-connected are less attractive to investors, visitors, and potential residents**. This is particularly the case for **coastal, island, and peninsula communities**, which need to work harder to achieve the same socioeconomic outcomes as better connected places.

The region's international gateways also have connectivity gaps. Heathrow Airport has high public transport mode share for London journeys but very low beyond the capital. Some key ports, including Dover, are vulnerable to delays due to the current configuration of the highway network in Kent.

Similarly, **some freight corridors** (e.g. Southampton – Midlands/North, Kent Coast – Midlands/North) **have capacity constraints** that will need to be addressed to support growth and modal shift from highways to rail.

Addressing these connectivity challenges will require significant capital investment, and it is recognised this will take time to deliver and may need to come from a wide range of sources – including direct beneficiaries.

Strategic Connectivity Outcomes

The key outcome of this Mission is to **increase the modal share of both passenger and freight journeys using sustainable travel options on strategic corridors** between the South East's major economic centres and international gateways. This will enable the South East's population and economy to grow while minimising the adverse impacts of transport on society and the environment.

Achieving this modal shift will help **reduce congestion**, **improve air quality, reduce severance, improve safety,** and contribute to the overall **satisfaction of transport users**. In turn, it should **strengthen public transport demand and revenues**, placing the bus and rail industries on a more sustainable financial footing.

This Mission also aims to **extend access to employment opportunities as well as commercial and public services** to wider population catchments, particularly in rural and coastal areas, ensuring economic growth and inclusivity across functional economic zones.

To achieve these outcomes, sustainable travel options – particularly railways at a pan-regional level – need to deliver journeys that are comparable in speed, convenience, affordability, and comfort to car journeys. Additionally, the economics of rail freight need to become more attractive to industry compared to highway freight.

Short Term Priorities

TfSE's SIP outlines the schemes that we have prioritised for the South East. In this Strategy we highlight those schemes that have the potential to make the greatest contribution to achieving the Strategic Connectivity Mission. Our immediate focus will be on improving the existing network to better serve passengers and freight and supporting public transport's recovery from the pandemic.

Key initiatives include:

1. **Enhancing incentives for long-distance public transport** use by better optimising fares, offering more flexible ticketing options, and enhancing the on-board experience (e.g. luggage space, catering, personal safety, information).

2. **Refining timetables to better serve faster-growing markets**, such as leisure travel. This could involve re-evaluating the timing of planned road and rail works to take advantage of quieter periods during the working week.

3. **Delivering or initiating well-developed schemes that enhance road and rail connectivity**. Notable examples include improving junctions on strategic highways corridors, as well as the Bakerloo Line extension in London, which should release capacity for long-distance rail services servicing the TfSE area.

4. **Reinstating international rail services** from Ebbsfleet and/or Ashford, recognising the challenges posed by changes in the UK-EU relationship but also noting capacity constraints at St Pancras, which could make Ebbsfleet a more attractive option for current and future operators.

5. **Providing adequate rail capacity and connectivity to support growth at Gatwick and Southampton airports**, both of which generally have the necessary infrastructure to accommodate service enhancements.

6. **Planning for longer-term initiatives** by safeguarding critical areas and aligning planning policies across all levels of government.

Long Term Priorities

In the medium to longer term, the focus shifts to more substantial upgrades and network expansions to address major bottlenecks and connectivity issues. Again, details of each intervention are documented in the SIP. Key initiatives include:

1. **Upgrading the region's key coastal corridor to match the standards of other strategic corridors**, particularly between Brighton and Southampton. This includes faster regional rail services and improvements to the A27 and A259 corridors, bringing them closer to the standard of the A34 and speed of the current Cross Country rail route. These upgrades should be implemented in stages, possibly involving tunnelled solutions, while also enhancing the natural and built environment along the route.

2. **Improving journey times between London/M25 and coastal communities** like Hastings and North Kent, which face significantly longer travel times to London compared to nearby areas like Brighton and Ashford. This puts them at a structural disadvantage in terms of accessibility and opportunities.

3. **Improving access to islands and peninsulas**, notably through boosting Isle of Wight ferry services

4. **Strengthening strategic freight corridors**, such as the Southampton–Midlands/North and Channel Ports–Midlands/North routes, as well as the highways serving these areas. Expanding the use of HS1 and the Channel Tunnel for rail freight may be an option, depending on how technology, logistics, and cross-channel trade evolve.

5. **Developing new rail connections to international gateways**, including direct rail access to Heathrow Airport from the South and West, and a new chord near Redhill to enable direct Gatwick-Kent services.

6. **Reviewing regional rail connectivity when Old Oak Common and HS2 open**, potentially making it faster and more convenient to connect the Midlands and North to the South East via Old Oak Common or Heathrow Airport. This may offer opportunities to rethink the regional passenger rail service map.

Key Priorities

Region-wide Service Priorities

- Improve incentives to use sustainable travel choices.
- Refine timetables to support faster growing rail markets – including regional services.

Highway | Railway | Train service | Ferry | Airport | Port

Opportunities to enhance cross-regional connectivity through Heathrow and London

Strategic connectivity goes beyond the boundaries of the TfSE area, playing a crucial role in linking the South East to the rest of the UK and the world. Often, it's the connections at these boundary points that offer the greatest potential.

This is particularly evident at Heathrow and Old Oak Common. By the mid-2030s, Old Oak Common is set to become one of the most connected hubs in the country, with high-speed, high-frequency rail links reaching the North via HS2, the West via the Great Western Mainline (and potentially the Chiltern Main Line), London via the Elizabeth Line (with potential London Overground extensions), and direct links to the UK's busiest airport—Heathrow.

The proposed Heathrow Southern Rail scheme, which would connect the South West Main Line to Heathrow, presents a range of exciting possibilities for enhancing strategic rail connectivity.

These include:

- Direct Heathrow connections to Woking, Basingstoke, Guildford, and potentially towards Southampton, Portsmouth, Gatwick, and Brighton.
- Long-distance rail connections from Paddington and Old Oak Common to the Solent area and the West.
- A reimagined regional rail network, allowing many in the South East to use Old Oak Common as a high-speed gateway to the Midlands and the North.
- Opportunities for modal shift, potentially reducing reliance on the M25 for journeys between Surrey, West London, the Inner Thames Valley, and potentially the Chilterns and North West London.

Realising these opportunities would require alignment across multiple agencies, but the benefits would significantly strengthen the case for investing in improved infrastructure between London and the South East, as well as the longer-term development of Heathrow Airport.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Resilience

We will safeguard the South East's connectivity and enhance the reliability and resilience of our transport systems for future generations.

Photo: Elliott Brown

We will know we have succeeded when:

- The transport network delivers comfortable, reliable journeys between key towns, cities, and international gateways.
- The transport network has the capacity and agility to manage, absorb, and recover from major disruptions quickly, and when the risk of major failures occurring is reduced.

The resilience of the South East's transport network is vital to the region's economic, social, and environmental well-being.

The closure of key infrastructure – such as a road, railway, or bridge – can have far-reaching consequences, disrupting access to jobs, education, and services, while severely impacting freight and trade. For example, the failure of a coastal route or bridge due to extreme weather or erosion could isolate communities, increase congestion on alternative routes, and escalate economic losses. Such disruptions also erode public confidence in the system and may shift users away from sustainable travel options.

The South East's transport network faces mounting risks from climate change, severe weather, congestion, and high levels of use. Critical corridors, like the London-Brighton route, rely heavily on single highways and railways, making them particularly vulnerable to disruption. Ports like Dover and the Channel Tunnel compound this pressure, as congestion and trade frictions often spill onto regional road networks, affecting local communities and key routes.

A significant portion of the network, built in the 19th and 20th centuries, requires urgent maintenance and renewal. However, funding constraints have led to growing backlogs, leaving the network increasingly exposed. For instance, weather-related delays on the railways have doubled in the past decade, according to Network Rail. Addressing these vulnerabilities demands integrating resilience into infrastructure planning, ensuring it can adapt to future risks like rising sea levels, extreme weather, technological advancements, and socio-economic changes.

Building resilience will also require a collaborative approach. Strong partnerships with local authorities, national agencies, and utility providers are essential to managing immediate operational challenges and developing long-term strategies for water, power, and digital infrastructure. TfSE can play a key role in advocating for resilient infrastructure investment and supporting partners in planning for diverse future risks.

Resilience Outcomes

The key outcome of this Mission is to reduce the effects of disruption on the strategic transport network. By tackling these disruptions, we can deliver good punctuality and reliability across the network.

Reliable journeys are critical to user confidence, and reducing delays will enhance the overall performance of both passengers and freight customers. Ensuring more predictable and reliable journey times will also support economic productivity, as businesses and individuals rely on consistent travel and delivery schedules.

Another key outcome is to reduce disruption to all users of the transport network from planned engineering works and maintenance. While such works are necessary to ensure the continued safety, reliability, and improvement of the network, they often lead to service delays, cancellations, and inconveniences for all transport network users.

Ultimately, reducing disruption from planned and unplanned events, and improving punctuality and reliability directly **contributes to greater customer satisfaction.** When users experience fewer delays, smoother journeys, and consistent service levels, they are more likely to trust and depend on public transport. This not only benefits residents but also supports the South East's economic growth by attracting businesses and visitors to the region.

A well-maintained network that is resilient to a variety of future risks also helps **reduce the cost of transport to users and, in the long term, government**. Costs arising from compensation claims due to damage to vehicles and infrastructure should be easier to control with a more resilient network. A more efficient, cost-effective system benefits all stakeholders by freeing up resources to invest in further enhancements and expansions.

Photo: FLICKR Paul

Short Term Priorities

The immediate priority is to strengthen the resilience of the existing transport network, ensuring it can better withstand both planned and unplanned disruptions. This includes addressing current maintenance backlogs, improving traffic management, and making the network more reliable. Key initiatives include:

1. **Assessing the economic impact of road disruptions and exploring funding solutions to optimise maintenance and upgrades.** Reducing delays and improving reliability will ensure smoother journeys, benefiting both all transport users.

2. **Securing long term funding for a pipeline of infrastructure renewals to reduce the likelihood of technical failures,** ensuring that the transport network remains resilient and reliable over the long term. This will also reduce the cost of emergency repairs and vehicle damage and include adjacent systems to transport such as draining and power.

3. **Understanding and developing initiatives to plan for future risks.** Taking a strategic approach to resilience will ensure that the transport network can anticipate and adapt to the risks to its resilience in the future.

4. **Making the case for, and securing, more and consistent funding for maintenance and enhancements, such as infrastructure adaptation, coastal erosion, and delivering nature-based solutions.** To secure funding for urgent repairs and preventative maintenance, ensuring that the network remains safe and operational, reducing the risk of infrastructure failures and minimising disruptions from unplanned events.

5. **Encouraging more joined-up actions with utilities operators and satellite navigation providers on roadworks planning and general traffic management.** We can learn from best practice approaches from across the region, such as lane rental schemes, and work with navigation companies to ensure vehicles are directed on appropriate routes, both during roadworks and normal operations. This will ensure essential maintenance works are completed efficiently and with minimal disruption to users. It will also ensure the right vehicles are directed to the right roads, minimising impact on roadside communities.

In the medium and long term, the focus shifts to making more substantial upgrades that will increase the overall resilience of the network and build strategic resilience capacity. This involves expanding capacity at critical points and implementing strategic projects that reduce the impact of disruption. Key initiatives include:

1. **Addressing major bottlenecks on the region's busiest corridors**, including in the Croydon and Woking areas, to improve the reliability of services on the region's busiest railways.

2. **Developing secondary and alternative corridors as diversionary routes** to ensure users always have options, such as Uckfield – Lewes, Canterbury Chord, and improvements to secondary highway routes along the London – Brighton corridor such as the.

3. **Delivering the Kent Bifurcation Strategy – including improving Operation Brock and Operation Stack** – to relieve pressure on existing Thames crossings and strengthen strategic connectivity and resilience between the Channel ports and M25.

4. **Tackling pinch points on highways for the benefit of all road users, including bus services**. This can be achieved through upgrading junctions and providing additional lanes for bus services and other sustainable travel options. It will ensure critical points more resilient to future risks, such as climate change, while exploring placemaking opportunities

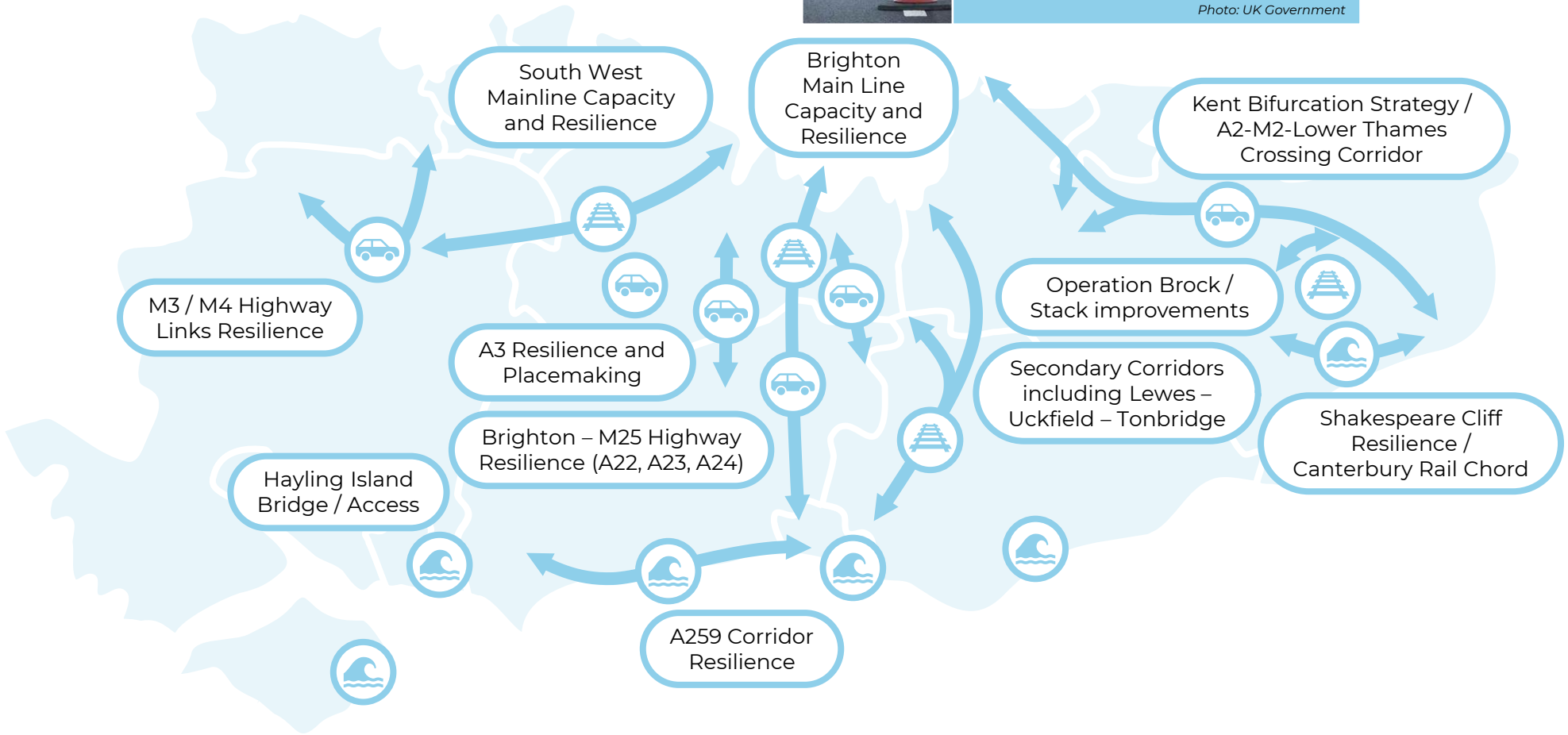
Photo: Anthony Baines

Resilience Priorities

Region-wide Maintenance Priorities

- Reduce the maintenance backlog and improve roadworks management.
- Secure long-term funding to identify, understand, and address resilience risks.

Photo: UK Government



Delivering the Kent Bifurcation Strategy

Kent's strategic position between London and continental Europe has always made it vital to the resilience of the UK. This position has seen Kent secure investment in major schemes, recognising the benefits to local growth and communities, and the national economy.

As the shortest crossing point across the English Channel, Dover is home to the world's busiest Roll-On Roll-Off port, placing it at the forefront of recent challenges such as Brexit and the COVID-19 pandemic. Even in more stable times, the county's transport networks face regular strain from adverse weather events, industrial action, and major events – all of which have the potential to disrupt ferry crossings and lead to traffic management issues. Nearby, the UK's only fixed link to continental Europe, the Channel Tunnel, with its terminal at Cheriton (Folkestone) can also be affected by these issues.

To strengthen resilience, authorities in Kent and Medway have established the Kent Bifurcation Strategy. This long-term Vision aims to reduce the burden on the M20 between Dover, the Channel Tunnel, and the M25, by utilising an upgraded M2/A2 corridor linked to a new Thames crossing . This is supported by improved connections between the M2/A2 and M20 corridors, and improvements in protocols to manage high traffic volumes during disruptions, such as Dover Traffic Assessment Project, Operation Brock, and Operation Stack. In the long term, the aim is to reduce the need for these protocols and/or develop an off-highway solution.

Key enhancements are needed to fully realise Kent's potential as a resilient transport hub. These include:

- Upgrades to the M2/A2 corridor, with targeted junction improvements to enhance safety and ease congestion, including improved connecting links to the M20 corridor to enable traffic to switch between the two strategic routes.
- Dynamic traffic management capabilities to better distribute traffic between the M2/A2 and M20.
- A new Strategic Road Network crossing of the River Thames to provide a step change in capacity and a resilient alternative to the over-capacity Dartford Crossing.
- Increased lorry holding capacity to handle incidents and adapt to evolving EU customs controls, including the European Travel Information and Authorisation System (ETIAS) and Entry-Exit Scheme.
- Enhanced rail freight options on the HS1 and domestic rail network to utilise the substantial safeguarded capacity of the Channel Tunnel, diverting freight from the road network.

TfSE's SIP includes these initiatives (and more) to build a resilient Kent, ensuring seamless UK-European connectivity into the future.

Photo: seasidecaptures

Inclusion and Integration

We will create an inclusive and integrated transport network in the South East that offers affordable, safe, seamless, door-to-door connectivity for all users.

Photo: Tony Woof

We will know we have succeeded when:

- Everyone can affordably travel where they need to go when they need to go.
- Customer satisfaction with all aspects of the transport network is high across all sections of society.

Inclusion and Integration Context

Creating an inclusive and integrated transport network should be a fundamental part of planning and decision-making. However, TfSE's engagement with socially excluded groups has revealed that many communities across the region still face barriers to access, putting them at risk of exclusion.

Although some progress has been made, parts of the South East's transport system remain physically and socially inaccessible and lack integration between services. This results in varied customer experiences, particularly around fares, information, and ticketing systems – issues that impact all users but are felt more acutely by some groups. Young people, for example, have highlighted difficulties in accessing direct bus services between smaller towns and rural areas, making it challenging for them to access opportunities. These issues are particularly problematic where services cross local and sub-national government boundaries.

Disabled people face additional challenges. Those with mobility needs encounter physical barriers in stations and on vehicles, while people with visibility or cognitive impairments often struggle with inadequate navigation and information systems. There is also a recognised need for better staff training to support diverse needs, and for safety measures that address personal safety concerns, particularly in the evening.

Affordability is another key issue, as the cost of transport can disproportionately affect those on lower incomes or with additional travel needs, such as frequent medical appointments.

While concessionary travel schemes provide some support, many are inconsistently applied across the region. Given the constraints on public finances and the commercial pressures facing operators, this Strategy advocates for planners and operators to explore ways to increase public transport patronage along existing corridors, creating favourable conditions for more affordable fares.

Communities with poor connectivity and accessibility are particularly at risk of what is known as "**Transport Related Social Exclusion**" – a concept studied in detail by Transport for the North, whose work has highlighted several areas in South East England that are at greater risk of TSRE than most of the North of England.

Additionally, **the rapid advancement of transport technologies,** such as vehicle electrification and digitisation, **could exacerbate inequalities if their benefits are not distributed equitably**. It is therefore essential that decision-makers consider equity and inclusion impacts when implementing interventions to achieve other Missions, ensuring that the transition to a modern transport network benefits all parts of society.

Inclusion and Integration Outcomes

The key outcome of this Mission is to create a transport system that is affordable, accessible, equitable, and supportive of the well-being of all residents, regardless of their age, ability, or socio-economic status. Specific outcomes include:

- **Reduced Transport Related Social Exclusion** – which particularly affects coastal and rural areas – through improving the accessibility of transport services and the improving the connectivity they deliver, particularly to parts of the South East at risk of exclusion.
- **Increased customer satisfaction** across all user groups, ensuring that everyone can access and use the transport network confidently and comfortably.
- **Increased proportion of accessible and step-free stations and hubs**, making the entire network more inclusive for users with mobility needs, parents with pushchairs, and the elderly.
- **Improved safety across the transport network**, aiming for a "Target Zero" for killed and seriously injured incidents, as well as improvements in personal safety. This will be achieved through better infrastructure design, enhanced safety measures, and targeted initiatives that prioritise the safety of all users, especially vulnerable road users.
- **Higher percentage of the population engaged in physical activity**, supported by better active travel options (walking and cycling) and enhancements to the public realm. This will contribute to healthier lifestyles and reduce reliance on private vehicles for short trips.
- **Improved air quality** by encouraging a shift from private car use to more sustainable modes of transport, such as walking, cycling, and public transport, thereby reducing emissions and pollutants.
- **Reduction in severance and improvement of the public realm**, creating more cohesive communities where residents can move safely and comfortably through shared spaces. This includes addressing barriers like busy roads and railway lines that can divide communities and hinder access to services.
- **Reduced real-term percentage of household income spent on housing and transport costs**, ensuring that residents have affordable access to housing and mobility options, making the region more equitable.

Infrastructure Priorities

The outcomes will be achieved through a combination of physical infrastructure upgrades, enhanced safety measures, and the reduction of barriers that limit access to transport and services. Physical infrastructure interventions include:

1. **Designing transport infrastructure and services to better serve socially excluded groups,** taking into account the specific needs of people with disabilities, neurodiverse individuals, and those with limited mobility. This includes improved wayfinding, better lighting, and more accessible public spaces.

2. **Enhancing connectivity to areas at risk of Transport Related Social inclusion,** including North and East Kent and the East Sussex coastline. Many of these interventions are cited in the Strategic Connectivity Mission.

3. **Upgrading interchange facilities and implementing step-free access at stations and public transport hubs** to provide seamless connections between different modes of transport. Enhancements such as better signage, increased seating, and protected waiting areas will make switching between services more comfortable and convenient for all users.

Fares, Ticketing, and Service Priorities

Fares and ticketing interventions include:

1. **Offering affordable fares and concession schemes** to make public transport more accessible to low-income individuals, students, the elderly, and other vulnerable groups. This will help reduce transport-related financial burdens and increase the use of public transport.

2. **Implementing integrated fares and ticketing systems** that allow passengers to travel across local government boundaries by multiple modes of transport using a single ticket or fare structure. This will simplify journeys, reduce costs for passengers, and make the transport system easier to use.

3. **Providing socially necessary public transport services**, such as demand-responsive transport, rural bus services, and other options that connect isolated communities to the broader network. These services will ensure that all residents, regardless of where they live, have access to essential services and opportunities.

Service interventions include:

4. **Delivering Bus Service Improvement Plans and exploring emerging models (e.g. franchising)** to improve the quality and reliability of bus services. This may involve local authorities taking a greater role in planning and managing services to ensure they meet the needs of all communities and align with their Strategic Transport Goals. Some authorities may wish to explore establishing authority owned companies to operate services in areas that private operators are unable to serve.

5. **Enhancing connectivity to islands and peninsulas across the region, including the Solent and Medway areas** through adding and improving ferry services and integrating these better with other transport modes, making it easier for residents and visitors to access the island and mainland. This will support social and economic inclusion for coastal and peninsula communities.

Key Priorities

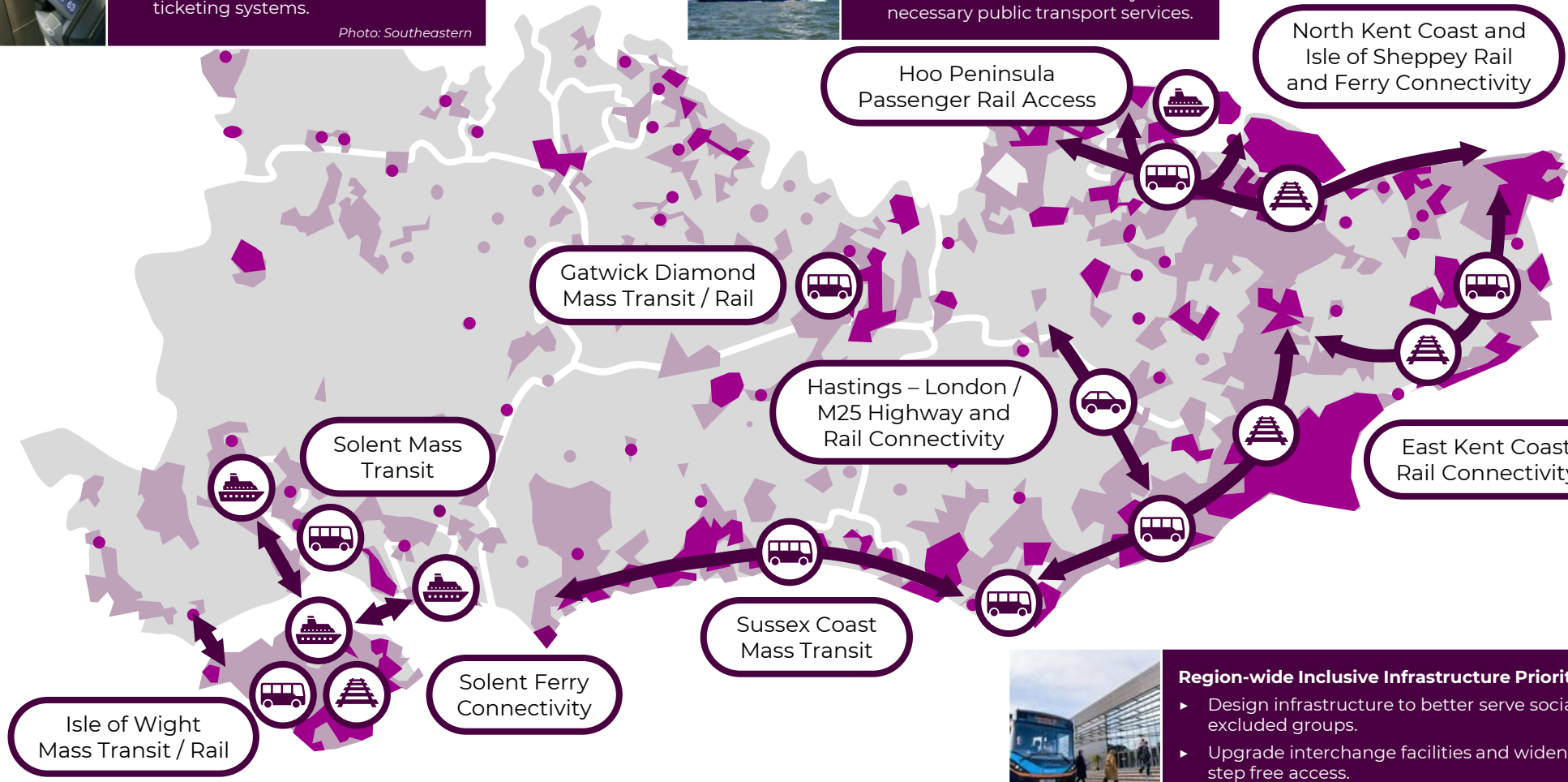
Region-wide Fares/Ticketing Priorities

- Offer affordable fares and concessions.
- Implement integrated fares and ticketing systems.

Photo: Southeastern

Region-wide Service Priorities

- Deliver BSIPs and leverage new bus service delivery models.
- Provide and enhance socially necessary public transport services.



Region-wide Inclusive Infrastructure Priorities

- Design infrastructure to better serve socially excluded groups.
- Upgrade interchange facilities and widen step free access.

Medium risk of TRSE | Higher risk of TRSE | Railway | Highway | Mass transit | Ferry

Inclusion and Integration on the Isle of Wight

The Isle of Wight faces unique transport challenges due to its geographical isolation, with ferry services acting as a critical lifeline to the mainland. In recent years, partnerships between the Isle of Wight Council, ferry operators, and community organisations have led to initiatives aimed at making these connections more accessible, integrated, and affordable.

Local residents benefit from discounted ferry fares, making regular travel for work, education, and healthcare more affordable. Ferry operators have also invested in accessible facilities, including step-free access and trained staff, ensuring that travellers with mobility challenges can travel with greater ease.

Efforts to improve transport integration have included aligning bus schedules with ferry timetables and introducing integrated ticketing, allowing passengers to purchase a single ticket covering both ferry and local bus travel. These measures support seamless journeys across the island and encourage the use of public transport. There has also been investment in improving interchange facilities, including the Ryde Transport Hub, which was funded by the South East Hampshire Rapid Transit project.

Further initiatives go beyond traditional transport interventions and focus on supporting residents' broader needs. Medical travel subsidies help islanders access essential healthcare on the mainland, and flexible freight services ensure local businesses can move goods efficiently.

These efforts have increased access to employment, education, and healthcare, while also boosting local tourism. Thanks to these efforts, bus use is markedly higher on the island compared to many more densely populated areas in the South East. The Isle of Wight's approach therefore serves as a model of inclusive transport, illustrating how tailored and integrated solutions can enhance quality of life for isolated communities.

Photo: Neil Pulling

Decarbonisation

We will lead the South East to a net zero future by 2050 by accelerating the shift to zero-emission travel, incentivising sustainable travel choices, and embracing new technologies to reduce emissions and combat climate change.

Photo: Fastway

We will know we have succeeded when:

- All surface transport trips made across the South East are net zero emission by 2050 (at the latest).
- We have not exceeded our carbon budgets for surface transport by 2050.
- The South East is seen as a world leader in decarbonising transport.

Decarbonisation Context

The government, TfSE, and all local authorities in the South East are committed to achieving net zero transport emissions by 2050.

The ambition is not merely about reaching a final destination but involves adhering to a carbon "budget" and a carefully managed trajectory. These steps are vital to ensure that our total emissions are limited throughout the journey to net zero, in line with the global commitments to keep climate change within manageable limits. To reflect this ambition TfSE's policy statement on decarbonisation was updated and published in 2023, and has developed a Climate Action Plan and electric vehicle forecast studies for the region.

As a leader in global decarbonisation, the UK has made significant progress in reducing emissions, particularly in the energy sector. The rapid decarbonisation of the UK's energy networks has been a critical success story, with a shift towards renewable sources like wind and solar power. However, despite this momentum, **the UK's transport system is still significantly behind many of its peers**. For example, only 38% of Britain's railways are electrified, in stark contrast to countries like Sweden, where over 75% of the rail network runs on electricity. Furthermore, the UK currently trails many European countries in the provision of electric vehicle charges – including Scandinavian countries, the Low Countries, and France. This disparity highlights the scale of the challenge ahead for decarbonising our transport systems.

Moreover, there are additional pressures where growth risks undermining decarbonisation efforts, particularly in aviation. For example, both Heathrow and Gatwick airports have ambitious plans to increase passenger numbers to a combined 200 million passengers per annum, which represents a 60% increase from current levels. Without significant changes, such growth could reverse the progress made in reducing emissions across other sectors.

It is therefore clear that the South East's transport system is not decarbonising quickly enough, while the threat of climate change is becoming increasingly urgent. We also must stay within the envelope set for total carbon emissions up to this point to ensure we stick to the carbon budgets agreed at multiple international conferences.

We recognise that we probably cannot rely solely on the market and technology to meet our targets, but clearly new technology will play a big role. We also recognise the need for ancillary industries – especially energy and, to a lesser extent, construction – to decarbonise in tandem with transport to achieve our Goal.

Decarbonisation Outcomes

The key outcome of this Mission is to achieve net zero carbon emissions by transitioning to zero-emission vehicles and energy, increasing the use of sustainable travel modes, and reducing the overall reliance on fossil fuel journeys across the South East.

By 2050, we aim for 100% of private vehicles to be zero-emission, with intermediate targets of 35% by 2030 and 80% by 2040. Similarly, all buses will need to be zero-emission by 2035, and rail services decarbonised by 2050. Some local authorities in the South East want to move faster than the milestones set at a national level.

Part of this shift will include **promoting active travel for short journeys** and **increasing the mode share of both bus and rail for longer journeys.** This is especially important in the shorter term as it will help limit our emissions while most cars are still powered by fossil fuels.

Freight transport must also play its part in achieving decarbonisation. Through increased rail freight use, optimised logistics, and adapting clean technology and fuels, we will contribute to overall emission reductions in this critical sector. This will also help to ease pressure on the region's roads while supporting sustainable economic growth.

Finally, the decarbonisation journey offers an opportunity to **establish the South East as a leader in this field**, attracting overseas investment and creating new jobs in the region.

Short Term Priorities

The immediate priority is to accelerate the transition towards a low-carbon transport network. Through improving provision for public transport and low carbon technologies, and encouraging a shift to low carbon forms of transport by:

1. **Rolling out EV charging infrastructure** on strategic networks and in local areas to support the rapid adoption of electric vehicles. This will ensure that private vehicles and freight operations have easy access to charging, reducing range anxiety.

2. **Collaborating with manufacturers to increase the roll-out of low emission vehicles**, accelerating the availability of electric and hydrogen vehicles

3. **Supporting the renewal and recycling of low emission vehicles and batteries** by developing processes for recycling electric vehicle batteries and repurposing components to minimise the impact of low emission vehicle adoption.

4. **Improving bus services** by working with local authorities and bus operators to make bus services more affordable, reliable, and customer-focused to encourage a shift from car use to public transport.

5. **Supporting local bus, freight, and ferry operators** to transition to zero-emission vehicle fleets by providing financial and technical assistance to help replace diesel-powered buses with electric or hydrogen alternatives.

6. **Developing local and regional active travel infrastructure** by expanding cycling and walking routes, making it safer and easier for people to choose active travel modes for short trips. This includes supporting schemes identified in the Regional Active Travel Strategy and Local Cycling and Walking Infrastructure Plans.

7. **Supporting sustainable neighbourhood planning** with 15-minute neighbourhood Principles to ensure that residents can meet most of their daily needs within a short walk or cycle from home. This will reduce the need for longer car journeys and making communities more self-sufficient.

Long Term Priorities

In the longer term, the focus shifts towards transformative infrastructure projects and policy reforms that will accelerate momentum towards a zero-emission transport system. Key actions include:

1. **Decarbonising the railways** through battery trains and rail electrification, ensuring that all rail services are powered by zero-emission energy sources.
2. **Developing new rail schemes** to support mode shift for passengers and freight, ensuring that rail becomes the preferred choice for long-distance travel and freight movement.
3. **Implementing mass transit schemes**, including Bus Rapid Transit, potentially Light Rail, and high-frequency urban rail services to improve public transport accessibility and reduce the need for private vehicle use in densely populated areas.
4. **Supporting the greening of the grid to ensure low emission vehicles are powered by clean energy sources**, aligning the transition to zero-emission vehicles with the decarbonisation of the electricity grid. This will ensure that the shift to electric vehicles leads to real reductions in emissions.
5. **Supporting partners in reducing the embodied carbon of new infrastructure** by encouraging the use of sustainable materials and construction methods. This will lower the lifecycle carbon footprint of infrastructure projects, ensuring decarbonisation extends to the construction and maintenance of transport development.
6. **Supporting the government in the development and delivery of any national road user charging proposals**, providing a financial incentive for more sustainable choices while reducing congestion.
7. **Ensure the region's power networks have sufficient capacity and resilience** to support the roll-out of electric vehicles, expansion of the rail network, and development – noting that power is one of the key constraints preventing significant expansion of passenger rail services.
8. **Advancing research and delivery of alternative fuels** by supporting innovation in hydrogen, biofuels, and other alternative energy sources for transport. This will be critical for decarbonising sectors that are harder to electrify, such as aviation and freight.

Decarbonisation Priorities

Thames Valley Branch Lines Decarbonisation

Newbury – Taunton Electrification

South Coast – Midlands Rail Freight Electrification

North Downs Line Decarbonisation

East Sussex Rail Decarbonisation

Region-wide Low Emission Vehicles (LEVs) Priorities

- Roll out charging infrastructure .
- Increase roll-out of LEVs (cars, buses, and freight vehicles).
- Support renewal and recycling of LEVs and batteries.

Region-wide Modal Shift / Demand Management Priorities

- Improve attractiveness of sustainable travel options.
- Promote virtual access to reduce travel demand.
- Support the development of a national road user charging framework.

Region-wide Ferry Decarbonisation

- Support the transition of ferry operations from fossil fuels to low carbon fuels, including inland waterways.

Region-wide Power Priorities

- Ensure the region's power networks are decarbonised and have the capacity and resilience to support the rail network, roll-out of electric vehicles, and development.

Photo: Mervyn Rands, Creative Commons

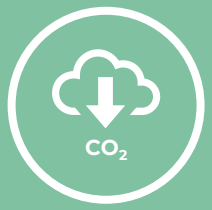
Region-wide Beyond Transport

- Support decarbonised energy.
- Support initiatives to tackle embodied carbon.

Photo: Rampion Offshore Wind

Rail decarbonisation interventions are shown in this map – other rail and public transport interventions that promote modal shift are highlighted in Strategic Connectivity and Sustainable Growth missions

A three-pronged approach to decarbonisation



Our decarbonisation Strategy is built around the Avoid-Shift-Improve framework, guiding us to reduce emissions through a balanced, pragmatic approach.

- **Avoid**: This element aims to reduce the need for unsustainable travel. While it's not about restricting long-distance journeys altogether, we recognise the environmental benefits of limiting certain trips until they can be fully decarbonised. With the growth of virtual tools, avoiding unnecessary journeys has never been more feasible.

- **Shift**: This focuses on moving travel demand to more sustainable modes. Our research shows that a small fraction of journeys – just 7% – make up half of a person's annual transport emissions. Shifting these trips to electrified or low-carbon alternatives could have a big impact. For example, when HS1 opened, Eurostar captured 80% of the London-Paris travel market, replacing one of Europe's busiest air routes. Local Plans provide further examples of this approach by ensuring developments have public transport and active travel connectivity.

- **Improve**: While not all modes of transport can be fully decarbonised today, advances in technology continue to make a difference. Already, sectors like aviation, maritime, and freight face greater decarbonisation challenges, yet modern aircraft are now four times more energy-efficient than early jet models. Research and development, along with future technologies such as carbon capture and offsetting, are essential for achieving true decarbonisation across all transport modes. Improvements can also be cascaded through existing fossil fuel powered fleets by prioritising higher efficiency engines.

Across the South East, we are already seeing this framework in action. Projects like the electrification of buses and rail in the Thames Valley, the Sussex hydrogen initiative on the south coast, and the decarbonisation of Isle of Wight ferries illustrate how the region is embracing all aspects of Avoid-Shift-Improve. Together, these efforts set a strong foundation for the South East to become a leader in sustainable transport.

Photo: Network Rail

Sustainable Growth

We will champion transport interventions that unlock investment opportunities, enable sustainable growth, and create healthy, vibrant, and well-connected communities.

Photo: Andrew Bloomfield

We will know we have succeeded when:

- Population growth and economic development in the South East is underpinned by sustainable transport and infrastructure.
- The South East has created well-connected communities with easy access to key services and employment opportunities.

Sustainable Growth Context

The Sustainable Growth Mission aims to deliver prosperity without harming the welfare of future generations. It supports the government's first Mission, to "kick start economic growth".

One of the key challenges this Mission seeks to address is the affordability of housing in the South East. Significant investment in housing stock will be needed to address this. Additionally, many of the South East's leading industries have ambitions to grow, but are constrained by the availability of well-connected sites.

The new government has committed to reinstating housing targets, aiming to build 1.5 million homes in England over the next five years, with a significant contribution expected from the South East. In the current planning system, only through close collaborative working are major developments realised.

Transport can unlock growth in jobs and housing by providing access to development sites while minimising environmental and social impacts on existing residents and businesses. Well-planned developments can enhance the region's transport systems by increasing public transport patronage and revenues.

Sustainable growth can unlock third-party investment in transport options, such as new railway stations and active travel facilities.

Transport can also enhance places. By moving heavy traffic away from urban centres, and by making the urban realm more attractive to pedestrians and cyclists, transport can boost the quality of the environment to attract investment back to commercial centres while improving health and welfare outcomes.

Photo: John Collins

Sustainable Growth Outcomes

The key outcome of this Mission is that any major development is supported by improvements to transport infrastructure and services, especially for sustainable transport.

It is also important that transport is seen as an enabler to sustainable growth, and not a blocker. To achieve this, we aim to significantly increase the proportion of residents and jobs close to high-quality public transport and active travel networks, promoting sustainable travel choices.

Specifically, this Mission seeks to promote better integrated land use and transport planning, by:

- **Ensuring major developments** (e.g. 3,000 dwellings or an expansion of more than 20%, or a major generator/attractor of demand e.g. hospital, stadia) **have high quality public transport services (2-4 services per hour) and high-quality active travel infrastructure.**
- **Increasing the percentage of the population and jobs within a 1,500-metre radius of a public transport access point offering a metro-level service** frequency of at least four services per hour.
- **Ensuring a higher percentage of the population can reach all key services within a 30-minute travel time**, whether by public transport, walking, cycling, or driving. This includes access to healthcare, education, shopping, and leisure facilities.
- Promoting the development of well-connected new and growing places by **aligning housing and employment growth with high-quality public transport and active travel corridors**, as well as good highway access. This will support the creation of vibrant, sustainable communities where residents and businesses can thrive.
- **Increasing the percentage of new dwellings within 10 minutes of metro-level public transport services** and high-quality active travel routes to ensure new developments are located in places that offer residents a wide range of sustainable travel options.

Integrated Land Use Priorities

TfSE has long advocated for better integrated transport and land use planning. Achieving sustainable growth and creating well-connected communities requires a holistic set of interventions that focus on integrating land use and transport planning, delivering high-quality transit services, and enablers including sustainable funding mechanisms and demand management measures.

Key integrated land-use planning interventions include:

1. **Delivering new and well-connected communities by focusing development in areas with existing or planned transport infrastructure.**

   This includes major new towns and extensions at locations such as Ebbsfleet, Basingstoke, and Mid Sussex, as well as the development of appropriately located mixed-use communities that are relatively dense and aligned with public transport corridors.

   Priority should also be given to the regeneration of greyfield and brownfield sites (where these have reasonable transport access) to make efficient use of land and minimise the environmental impact of new development.

2. **Integrating land use and transport planning at a local and regional level to ensure developments are located where they can be best served by public transport and active travel networks.**

   Collaborating across planning authorities and standing ready (in the longer term) for possible governance changes, such as the formation of combined authorities, that will enable more effective coordination of housing, transport, and economic planning.

Transport intervention Priorities

Key transport interventions include:

1. **Expanding public transport concessionary fares schemes to make sustainable travel options more accessible and affordable**.

   Initiatives like the bus fare cap will encourage greater use of public transport, particularly for shorter journeys, helping reduce congestion.

2. **Developing mass transit systems in major population centres, such as Solent, Sussex Coast, North Kent, Gatwick Diamond, and Thames Valley – alongside delivering Bus Service Improvement Plans across the region.**

   TfSE has undertaken benchmarking studies that show many places in the South East have the scale and density to support sustainable, high-quality, mass transit systems. In the shorter term, these will likely take the form of Bus Rapid Transit systems providing a frequency of 4-6 services per hour – although in the longer term, higher capacity options such as trams could be viable. These systems will improve access to jobs and services, reduce congestion, and support sustainable travel in high-density areas.

3. **Delivering a high-quality, high-frequency suburban passenger rail service in the Solent area and along the Sussex Coast.**

   This will provide a reliable alternative to road travel and improve connectivity between suburban areas and major employment centres, supporting economic growth while reducing congestion and emissions. Upgrading the suburban rail network will enhance accessibility, increase passenger capacity, and offer a competitive and sustainable option for regional travel.

4. **Embedding high-quality active travel infrastructure and into the design of growing communities** – ensuring all new developments have access to safe, secure, direct, and accessible walking and cycling facilities and corridors. This includes delivering Local Cycling and Walking Infrastructure Plans (LCWIPs) as well as TfSE's Regional Active Travel Strategy and Plan (RATSAP) across the region.

Key enablers include:

1. **Establishing local and national funding mechanisms to forward-fund transport projects that unlock planned growth.**

   This includes enhanced value capture mechanisms, where the uplift in property values from new infrastructure investments is used to fund transport improvements, as well as national schemes such as road user charging to provide sustainable revenue streams for long-term investment.

2. **Implementing local demand management and environmental measures, such as workplace parking levies, congestion charges, clean air zones, and local tolls on new major highways.**

   These measures will help manage traffic demand, improve air quality, and generate revenue that can be reinvested in public transport and active travel infrastructure.

3. **Boosting regional and local planning capacity and capability to ensure local authorities have the means to deliver sustainable development.**

   Alongside delivering better planning outcomes, this will also ensure local authorities deliver timely planning policies and decisions for the benefits of promoters, residents, and stakeholders.

Key Priorities

Region-wide Active Travel Priorities

- Embed high-quality walking and cycling infrastructure into the design of growing communities.
- Deliver Local and Regional Cycling and Walking Plans.

Thames Valley Mass Transit

South West Mainline Capacity and Resilience

North West Kent and South East London rail connectivity

Hoo Peninsula Passenger Rail Access

North Kent / Medway Mass Transit

Brighton Main Line Capacity and Resilience

North Kent Coast Rail Connectivity

East Kent Coast Rail Connectivity

Basingstoke Mass Transit

Gatwick Diamond Mass Transit / Rail

Solent Rail Metroisation

Sussex Coast Rail Metroisation

Solent Mass Transit

Sussex Coast Mass Transit

Isle of Wight Mass Transit / Rail

Region-wide Planning Priorities

- Promote integrated land-use and sustainable transport planning policies.
- Build planning capacity and leverage local funding measures.

Photo: South East Faversham

Highway Railway Mass Transit Growth area

Best practice in sustainable development

Many places in the South East have demonstrated how well-planned development, supported by strategic transport investments, can drive sustainable outcomes. While not all projects achieve their full potential, several notable examples showcase best practices in urban and transport planning. For example, the Movement and Place Framework exemplifies best practice in integrating public health, transport, and public realm improvements. By recognising transport's role in placemaking, this framework promotes safer, people-centred environments. Similarly, by prioritising vulnerable road users and sustainable transport modes, especially in dense urban areas, the User Hierarchy supports sustainable travel choices and safer streets.

Examples of sustainable development projects that align with these Principles include:

- **Crawley and Horsham**: Leveraging growth to expand the successful Fastway Bus Rapid Transit system and establish a new Thameslink-served rail station.
- **Ashford**: Concentrating development around one of the region's best-connected hubs, while safeguarding the surrounding landscapes and natural resources.
- **Southampton and Portsmouth**: Densifying brownfield sites near transport hubs has enabled doubled rail service frequencies for local services between Southampton and Portsmouth, while improved Bus Rapid Transit services have supported regeneration around Gosport and Portsmouth, enhancing connectivity across the Solent.
- **Reading Green Park**: Combining medium density business and residential growth with a new rail station and high-quality active travel corridors to reduce reliance on the car.
- **Andover**: Providing new residents with free bus tickets to enable them to explore the local public transport system and avoid relying too much on the car.

Although the planning landscape is evolving with a focus on housing affordability, these projects demonstrate that the South East has effective tools to drive sustainable growth. Such developments not only support sustainable travel but also create opportunities to unlock funding, ensuring that both housing and transport needs are met in a balanced, sustainable way.


Photo: Alan Garwood

Global Policy Interventions

The following pan-regional interventions have been identified in this Strategy, which cut across multiple Missions. Delivering these interventions will require action at all levels of government and industry – from national to local.

Region-wide Service Priorities

- Improve incentives to use sustainable travel choices.
- Refine timetables to support faster growing rail markets – including regional services.

Region-wide Modal Shift / Demand Management Priorities

- Improve attractiveness of sustainable travel options.
- Promote virtual access to reduce travel demand.
- Support the development of a national road user charging framework.

Region-wide Maintenance Priorities

- Reduce the maintenance backlog and improve roadworks management.
- Secure long-term funding to identify, understand, and address resilience risks.

Region-wide Ferry Decarbonisation Priorities

- Support the transition of ferry operations from fossil fuels to low carbon fuels, including inland waterways.

Region-wide Inclusive Infrastructure Priorities

- Design infrastructure to better serve socially excluded groups.
- Upgrade interchange facilities and widen step free access.

Region-wide Power Priorities

- Ensure the region's power networks are decarbonised and have the capacity and resilience to support the rail network, roll-out of electric vehicles, and development.

Region-wide Fares/Ticketing Priorities

- Offer affordable fares and concessions.
- Implement integrated fares and ticketing systems .

Region-wide Beyond Transport Priorities

- Support decarbonised energy.
- Support initiatives to tackle embodied carbon.

Region-wide Service Priorities

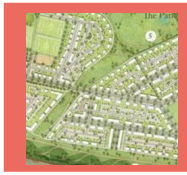
- Deliver BSIPs and leverage new bus service delivery models.
- Provide and enhance socially necessary public transport services.

Region-wide Active Travel Priorities

- Embed high-quality walking and cycling infrastructure into the design of growing communities.
- Deliver Local and Regional Cycling and Walking Plans.

Region-wide Low Emission Vehicles (LEVs)

- Roll out charging infrastructure .
- Increase roll-out of LEVs.
- Support renewal and recycling of LEVs and batteries.



Region-wide Planning Priorities

- Promote integrated land-use and sustainable transport planning policies.
- Build planning capacity and leverage local funding measures.

TRANSPORT FOR THE South East

Part 4
Delivery

Introduction

This chapter outlines how TfSE and its partners will transform the strategic Vision into tangible results, ensuring the South East achieves its Vision and Goals.

This work builds on TfSE's significant achievements to date, including the Strategic Investment Plan and Delivery Action Plan. These foundational documents have provided a clear framework for identifying and prioritising interventions and policies to achieve the Vision and Goals. The SIP sets out the necessary investments across the transport network, while the Delivery Action Plan provides a practical Route Map for bringing these interventions forward, ensuring alignment with local and national priorities.

In a context of financial constraints, fragmented resources, and increasing demand for public services, TfSE recognises the critical importance of collaboration. By working closely with central government, local authorities, transport operators, and industry groups, TfSE aims to unlock the full potential of the SIP and its associated interventions.

This chapter highlights TfSE's structured delivery framework, which includes strategic planning tools, funding mechanisms, and capacity-building initiatives. It also emphasises the importance of monitoring progress and adapting strategies to align with changing circumstances. TfSE's focus on evidence-based decision-making and strong partnerships ensures the region is well-equipped to overcome challenges and seize opportunities.

Ultimately, this chapter serves as a framework for turning Strategy into action, detailing the roles and responsibilities of all stakeholders, as well as the tools and processes that will drive success. By leveraging these resources, TfSE is committed to building a transport network that delivers long-term economic, social, and environmental benefits for the South East.

Challenges and Opportunities

TfSE recognises that the resources and tools for delivering meaningful change are more constrained now than in 2020. While central government will remain a key player, success will also depend on active support and collaboration from regional and local authorities, as well as the private sector.

Severe financial pressures and rising demand for local public services have placed significant strain on authorities across the South East. Over the past decade, reductions in central government funding, declining revenues, along with increased costs and risks have further restricted the capacity to develop and implement large transport projects. Additionally, fragmented distribution of resources across different networks has led to siloed planning, making coordinated efforts more challenging. To address this, TfSE advocates for longer-term funding settlements to enable more effective planning.

To deliver the South East's Transport Strategy and SIP, TfSE and its constituent authorities must explore innovative funding solutions. This includes exploring options such as greater devolution, rail industry reform, and "beneficiary pays" models that create sustainable revenue streams. While promising, these approaches will require significant political effort and may encounter opposition, underscoring the need for a united and strategic approach.

The slower pace of devolution in the South East compared to other regions poses a risk of missed opportunities. The forthcoming Devolution Bill, which is expected to expand the role of combined authorities, presents a potential turning point. TfSE stands ready to support its constituent authorities in navigating these changes and capitalising on new opportunities as they emerge.

In the meantime, TfSE can play a crucial role in enhancing transport planning capacity across the region. **This includes supporting the development of a Centre of Excellence**, providing partners with access to its analytical framework, and offering resources to support early-stage scheme development. By fostering collaboration and building local capabilities, TfSE aims to empower the South East to deliver its ambitions.

TfSE's Approach to Delivery

Delivering this Strategy requires a coordinated, strategic approach to planning, prioritisation, and progress monitoring. To achieve this, TfSE has established a clear framework for translating the Strategy into actionable interventions and policies.

SIP and Policy Position Statements

The 2020 Transport Strategy provided the foundation for the SIP, which identifies the interventions and policies needed to achieve the Vision and Goals. Supporting this, TfSE has prepared Policy Position Statements that outline the global actions required to implement the SIP effectively.

Delivery Action Plan

This is a detailed Route Map for achieving the SIP, especially for schemes prioritised for progress within the next three years. It clarifies leadership responsibilities, resource requirements, and TfSE's role in supporting delivery. Updated annually through partner collaboration, this plan remains dynamic and aligned with regional priorities.

Prioritisation Framework

Recognising the complexity of delivering schemes through various funding streams, the Prioritisation Framework provides a structured methodology to rank SIP schemes against criteria such as strategic fit, deliverability, and impact. This ensures resources are directed where they will have the greatest benefit.

Support for Delivery Partners

TfSE works closely with partners to provide funding, resources, and technical tools for scheme development. Key initiatives include:

- **Scheme Development** Funding: Supporting the early stages of scheme development.
- **Analytical Framework**: Offering data-driven insights for evidence-based decisions.
- **Centre of Excellence**: Building capacity and technical expertise across the region.

Monitoring, Reporting, and Refreshing

Progress is systematically tracked through annual updates to the Delivery Action Plan and reported in **TfSE's Annual Report**. The **State of the Region Report**, published biennially, provides a comprehensive overview of how the South East is performing on key economic, social, and environmental metrics. These insights ensure alignment with strategic aspirations and inform future updates to the Transport Strategy, SIP, and Delivery Action Plan.

Roles and Responsibilities

The delivery of this Strategy will require the collective effort of TfSE and its partners. TfSE's delivery approach is based on a clear understanding of the roles and responsibilities of each. The table below shows how different delivery activities contribute to the broader strategic outputs necessary for achieving the Strategy's Missions.

Government including Department for Transport (DfT)	Government, particularly the DfT, plays a critical role in enabling the delivery of TfSE's Strategy by providing funding, shaping supportive policy, and enacting regulatory changes. These elements are essential for implementing interventions and achieving the Goals outlined in the SIP. The DfT's support ensures alignment between national transport objectives and the priorities for the South East, enabling the delivery of transformative projects.
Local Transport Authorities (LTAs)	LTAs are key to implementing TfSE's Strategy on the ground, as they manage local highways, public transport services, and active travel networks. They play a vital role in developing and delivering transport projects, such as highways improvements, bus interchanges, and active travel schemes. By aligning spatial and transport planning, LTAs ensure that local development is coordinated with regional transport priorities. TfSE supports LTAs by offering technical assistance, funding for early-stage scheme development, and access to its Centre of Excellence.
Local Planning Authorities (LPAs)	LPAs are instrumental in aligning spatial planning with TfSE's Strategy. They develop Local Plans that integrate housing, employment, and transport priorities, ensuring that growth is supported by sustainable transport infrastructure. By embedding TfSE's Vision into local policies, they help create well-connected communities that promote sustainable travel choices.

Roles and Responsibilities

National Highways	National Highways leads the delivery of improvements to the Strategic Road Network (SRN), which is critical to supporting regional connectivity and resilience. TfSE collaborates with National Highways to help shape the development of the Roads Investment Strategy, aligning investment with the strategic priorities of the South East. This partnership ensures that major highways interventions address regional challenges such as congestion and freight movement.
Network Rail and Great British Railways	Network Rail currently manages rail infrastructure in the region, while GBR is set to take on strategic functions in the medium term. TfSE will collaborate closely with central government to align national rail priorities with regional needs, focusing on enhancing rail connectivity and reliability. TfSE works with these bodies to ensure that the rail network supports the South East's economic and environmental Goals, including decarbonisation and improved access to international gateways.
Active Travel England and Sustrans	Active Travel England and Sustrans are essential partners in promoting sustainable travel through active travel infrastructure. They have worked with TfSE on the Development of our Regional Active Travel Strategy and Action Plan that will help achieve the strategy's Decarbonisation and Inclusion and Integration Missions. By integrating active travel into transport planning, they support the creation of healthier, more connected communities.
Transport operators and port and airport owners	Operators of public transport, ports, and airports contribute directly to the delivery of TfSE's Strategy by providing essential services and infrastructure. These stakeholders are vital in enhancing strategic connectivity, transitioning to zero-emission fleets, and improving access to international gateways. TfSE liaises with operators through our Transport Forum and seeks to address the operational challenges they face through our ongoing thematic work programme.
Industry bodies and interest groups	Industry representatives and advocacy groups play a critical role in delivering TfSE's Strategy by providing insights, expertise, and support for key initiatives. Their involvement helps to ensure that transport interventions align with broader economic, social, and environmental objectives. By engaging with these groups, TfSE fosters collaboration and builds the case for investment in transformative projects that benefit the South East.

TfSE's Role

The tables to the right and on the following slide outline the key actions TfSE must take out until 2030 to achieve our Missions, and tackle known, cross-cutting delivery challenges.

These actions will evolve and become more focused as we progress delivery of the Strategy.

TfSE is committed to keeping its Strategy relevant and effective. Following this refreshed Strategy, the SIP will be updated to align with the new Missions. TfSE also plans to refresh the Transport Strategy every five years, ensuring its approach remains adaptable to evolving challenges and opportunities.

Strategic Connectivity

To support this Mission, TfSE will:

- Continue to support the development of the business cases for schemes in our SIP.
- Deliver on the recommendations of our studies into intermodal transfer of freight from road to rail and warehousing supply in the TfSE area.
- Work with government and local partners to develop a coherent pipeline of infrastructure investment, so that infrastructure planning across transport and utilities is delivered in a joined-up manner.
- Work with National Highways and Great British Railways to help set priorities for road and rail network.
- Work with local authorities and Active Travel England to secure funding for investment that improves first / last mile connectivity to transport hubs and services by walking and cycling.
- Proactively work with government and our international gateways to identify, support, and deliver improvements to connectivity.

Resilience

To support this Mission, TfSE will:

- Work with our partners to identify the specific role that TfSE can best play in enhancing the resilience of the transport network.
- Develop an evidence base on key resilience risks affecting the strategic transport network across the South East, and quantify the impacts of these risks
- Make the case to government for enhanced and consistent funding to improve the operational resilience and maintenance of strategic and local transport networks.
- With Network Rail, National Highways, government, and local authorities, identify opportunities for targeted investment in improving the operational resilience of the Strategic Road Network, and Major Road Network and rail links.
- Work with Network Rail, National Highways, government, local authorities, and our environmental stakeholders to understand the potential for nature-based solutions (e.g. sustainable urban drainage) to improve the resilience of networks to extreme weather.

Inclusion and Integration

To support this Mission, TfSE will:

- Work with our partners to ensure that the impacts on Transport Related Social Exclusion be embedded in scheme development at an early stage, including as part of statutory impact assessments.
- Work through the Wider South East Rail Partnership and our Bus Forum to deliver best practice in catering for the needs to socially excluded groups in operations.
- Further develop our evidence base on social exclusion, specifically on the impacts of different intervention types on reducing social exclusion, including impacts on specific groups.
- Include methodologies that prioritise engagement with socially excluded groups in transport policy making and scheme development on the Centre of Excellence.
- Share best practice on the application of consistent approaches to integrated ticketing and fares as part of our Centre of Excellence.

Decarbonisation

To support this Mission, TfSE will:

- Work with other STBs to enhance the Carbon Assessment Playbook and further embed it in the local transport scheme assessment process.
- Continue work with the freight sector to identify and deliver initiatives to accelerate freight decarbonisation.
- Support the roll out of the Electric Vehicle Charging Infrastructure Visualiser Tool to help local authorities identify suitable locations for publicly available charging points.
- Continue work to support the roll out of dedicated charging infrastructure to accelerate the electrification of commercial vehicle fleets.
- Commence a dedicated workstream on combined transport and energy investment opportunities across the South East, exploring infrastructure improvements and service models required to deliver radical decarbonisation of both sectors.
- Work with Network Rail on options to support the decarbonisation of the railway where diesel trains still operate.

Sustainable Growth

To support this Mission, TfSE will:

- Work with local planning authorities, local transport authorities, and Homes England to identify and roll out opportunities for forward funding sustainable transport investment as a means of enabling sustainable growth.
- Through the Centre of Excellence, work with highway authorities to adopt more widely the 'Healthy Streets' approach across the South East.
- Horizon scanning for new transport technologies, providing advice on their potential impacts on transport and wider society, and recommend policy interventions needed.
- Provide case studies on successful integration of land use and transport planning, focussing on enabling sustainable travel, as part of the Centre of Excellence.

Delivery Challenges

To help address challenges in delivery, TfSE will:

- Develop a funding playbook for strategic transport infrastructure investment, to identify alternative funding sources for such investment based upon a beneficiary-pays Principle.
- Work with government to advocate for increased, consistent funding to deliver the ambitions set out in this Strategy and our SIP.
- Continue to develop the TfSE Analytical Framework and Centre of Excellence in response to delivery challenges identified by our partners.

Funding and Financing

Multiple sources of funding and financing are needed to deliver this Strategy.

The table below outlines the key funding and financing options that will be called on to deliver this Strategy. This builds on detailed work undertaken by TfSE in developing its SIP.

Public finance is likely to remain the key source of funding for highway and railway infrastructure in the future. Looking further ahead, to manage demand and invest in sustainable transport alternatives, new funding models will need to be pursued in future to secure finance to implement schemes.

This could include beneficiary pays model, such as road user charging schemes, as a means of both managing demand in a 'pay as you go' model or as part of a 'mobility as a service' package, as well as providing much needed funding for investing in sustainable transport alternatives.

TfSE will continue to identify and secure additional sources of funding to help deliver this Strategy.

Funding

Money provided by users, investors, and/or government, which does not need to be reimbursed.

Sources

- Private sector
- Local government
- Regional government
- UK government

Dependencies/enablers

- Developer contributions
- Levies (e.g. business)
- Charges (e.g. cordons)

Financing

Money provided by banks or other financiers with an expectation of a return on their investment.

Sources

- Banks
- Lenders
- Investors
- Public Loans Work Board

Dependencies/enablers

- Revenue (fares, tolls)
- Underwriting

Programme for Delivery

The 2023 SIP outlines how the interventions within it could be delivered. This will be refreshed to reflect this Strategy.

An updated high-level programme illustrating the potential timelines for the interventions included in this Strategy is provided in **Appendix C**. This will be further developed as part of the SIP refresh.

Monitoring and Evaluation

TfSE has established processes to oversee the development, delivery and benefits realisation arising from its Strategy and SIP.

This includes monitoring a set of indicators, which are outlined in TfSE's SIP and State of the Region Report. The table on the following page shows how these indicators map to the five Missions outlined in this Strategy.

Indicators

Strategic Connectivity	Resilience	Integration and Inclusion	Decarbonisation	Sustainable Growth
From the SIP				
▸ Improved journey time reliability on the Strategic Road Network, Major Road Network and local roads. ▸ Improved operating performance on the railway network, measured by Public Performance Measure (PPM) and other available passenger and freight performance measures, where available. ▸ No transport schemes or interventions result in net degradation of the natural capital of the South East.	▸ Reduced delays on the highways network due to poor weather. ▸ Reduced number of days of severe disruption on the railway network due to poor weather. ▸ Metrics relating to reduced delay on road network suffering from road traffic collisions.	▸ Increase in the number of bus services offering 'Smart Ticketing' payment systems. ▸ Number of passengers using 'Smart Ticketing'. ▸ Number of passengers using shared transport. ▸ Reduction in NOx, SOx and particulate pollution levels in urban areas. ▸ A reduction in the indicators driving the indices of multiple deprivation in the South East, particularly in the most deprived areas in the South East region. ▸ Increase in the number of cross-modal interchanges and / or ticketing options in the South East. ▸ Reduction in the number of people killed and seriously injured by road and rail transport.	▸ Reduction in carbon emissions by transport. ▸ A net reduction in the number of miles undertaken per person each weekday. ▸ A reduction in the mode share of the private car (measured by passenger kilometres). ▸ Reduction in non-renewable energy consumed by transport.	▸ The percentage of new allocated sites in Local Plans supported by high frequency bus, mass transit or rail. ▸ Clear and quantified sustainable transport access and capacity for Local Plan allocated sites. ▸ Increase mode share of trips undertaken by foot and cycle. ▸ Increase number of bikeshare schemes in operation in the area. ▸ Increase in the length of segregated cycleways in the South East. ▸ Increase in the length of the National Cycle Network in the South East.
From the State of the Region Report				
▸ Rail and rail network reliability. ▸ Average speeds for road and rail between key East-West locations. ▸ One-hour public transport catchments to international gateways.	▸ Road and rail network reliability. ▸ Percentage change in delays on the Southern Rail network caused by weather events. ▸ Average delay on key freight links. ▸ Road collisions per billion vehicle miles.	▸ Accessibility scores in the TfSE geography. ▸ Transport Related Social Exclusion scores. ▸ Percentage of household income spent on transport. ▸ Inflation of public transport fares.	▸ Transport carbon emissions total/per capita. ▸ Percentage split of vehicles by fuel type. ▸ Electric or hybrid cars licensed. ▸ Number of EV charging points in the South East. ▸ Charging devices per 100,000 of population.	▸ Adult activity levels. ▸ Percentage of households with three or more cars. ▸ Rail and bus trips per person per year. ▸ Average distance of travel. ▸ Percentage of household income spent on transport.
▸ Mode share of trips per person per Year in the South East.		▸ South East and UK GVA growth from 2020.		▸ Biodiversity net gain.

TRANSPORT FOR THE South East

Appendix A

Mission Details

Strategic Connectivity Framework

Challenges	Interventions	Outputs	Outcomes	Impacts
▸ Most orbital and East-West corridors are poorly served, preventing communities from benefiting from agglomeration. ▸ Road congestion is too high on many strategic corridors. ▸ Economic growth and productivity has flatlined. ▸ Brexit is disproportionately impacting the TfSE area. ▸ People are not incentivised to travel sustainably. ▸ Railway industry finances are unsustainable. ▸ Rising costs are a barrier to delivering capital projects. ▸ Transport has an adverse impact on our health and our environment. ▸ The benefits of transport are not distributed equally, and many areas are at risk of Transport Related Social Exclusion.	▸ Region-wide Service Priorities. ▸ Hastings – London / M25 Highway and Rail Connectivity. ▸ South Coast Highway and Rail Connectivity. ▸ South Coast Ports – Midlands and North Freight Connectivity. ▸ Channel Ports – Midlands and North Rail Freight. ▸ Heathrow and Old Oak Common Rail Access. ▸ Gatwick Airport – Kent Rail Connectivity. ▸ Bakerloo Line Extension and Upgrade. ▸ Isle of Wight Ferry Connectivity. ▸ Reinstated International Rail Services.	▸ The connectivity of the South East's strategic corridors – in terms of journey times and reliability – is comparable to those corridors that serve London. ▸ The South East's key towns, cities, and international gateways are as accessible by bus and rail as they are by car, and rail freight is as competitive as road freight.	▸ Increased modal share of both passenger and freight journeys using sustainable travel options on strategic corridors. ▸ Reduced congestion, improved air quality, reduced severance, and improved safety. ▸ Higher customer satisfaction of transport users. ▸ Higher public transport demand and revenues. ▸ Extended access to employment opportunities as well as commercial and public services.	▸ The UK's productivity is boosted by sustainable economic growth. ▸ The South East is better placed to compete in the global marketplace. ▸ There is more funding to invest in public and transport services, thanks to Improved transport industry and government revenues. ▸ The South East has a better environment for human health and nature, contributing to increased quality of life for its residents. ▸ The South East has better and more equitable socio-economic outcomes, particularly for areas at risk of being "left behind".

Strategic Connectivity Interventions

Interventions in this Strategy	Interventions included in the 2023 SIP with scheme references	
Region-wide Service Priorities	▸ Global Policy Statement (Public transport fares)	
Hastings – London / M25 Highway and Rail Connectivity	▸ A21 Safety Enhancements (X4) ▸ A21 Kippings Cross to Lamberhurst (X25) ▸ Flimwell and Hurst Green Bypasses (X25)	▸ HS 1 / Marsh Link – Hastings, Bexhill and Eastbourne Upgrade (T2) ▸ South Eastern Main Line Capacity Enhancements (S4)
South Coast Highway and Rail Connectivity	▸ A27 Arundel Bypass (I3) ▸ A27 Worthing and Lancing Improvement (I4) ▸ A27 Lewes – Polegate (I7) ▸ A27 Chichester Improvements (I8) ▸ A27 Tangmere Junction (I20) ▸ A27 Fontwell Junction (I21) ▸ A27 Worthing Long Term Solution (I22) ▸ A27 Hangleton Junction (I23)	▸ A27 Devils Dyke Junction (I24) ▸ A27 Falmer Junction (I25) ▸ A27 Hollingbury Junction (I26) ▸ Southampton Central Station – Woolston Crossing (B1) ▸ South West Main Line – Mount Pleasant Level Crossing Removal (B4) ▸ Fareham Loop/Platform (A4) ▸ West Worthing Level Crossing Removal (F2)
South Coast Ports – Midlands and North Freight Connectivity	▸ Additional Rail Freight Paths to Southampton (A11) ▸ B7 Havant Rail Freight Hub (B7) ▸ B8 Fratton Rail Freight Hub (B8) ▸ B9 Southampton Container Port Rail Freight Access and Loading Upgrades (B9) ▸ Southampton Automotive Port Rail Freight Access and Loading Upgrades (B10) ▸ Newhaven Port Capacity and Rail Freight Interchange Upgrades (J9)	▸ Eastleigh to Romsey Line Electrification (B6) ▸ Reading to Basingstoke Enhancements (O3) ▸ Theale Strategic Rail Freight Terminal (O18) ▸ West of England Main Line Electrification from Basingstoke to Salisbury (O19) ▸ M3 Junction 9 (R1) ▸ M3 Junction 9 - Junction 14 Smart Motorway (R2) ▸ A404 Bisham Junction (R3) ▸ A34 Junction and Safety Enhancements (R12)
Channel Ports – Midlands and North Rail Freight	▸ Rail Freight Gauge Clearance Enhancements (S17)	
Heathrow and Old Oak Common Rail Access	▸ Western Rail Link to Heathrow (O1)	▸ Southern Access to Heathrow (O2)
Gatwick Airport – Kent Rail Connectivity	▸ Gatwick – Kent Service Enhancements (S22)	▸ Redhill Aerodrome Chord (J11)
Bakerloo Line Extension and Upgrade	▸ Bakerloo Line Extension (S3)	▸ Bakerloo Line upgrade (NEW)
Isle of Wight Ferry Connectivity	▸ Isle of Wight Ferry Service Enhancements (D2)	▸ Operating Hours and Frequency Enhancements (D2a) ▸ New Summer Route - Ryde to Southampton (D2b)
Reinstated International Rail Services	▸ NEW	

Resilience Framework

Challenges	Interventions	Outputs	Outcomes	Impacts
▸ The South East relies on infrastructure susceptible to weather events. ▸ Maintenance and renewals should be part of "business as usual", but funding constraints are limiting infrastructure managers' ability to quickly clear maintenance backlogs ▸ Climate change is expected to drive higher summer temperatures and more severe weather events. ▸ We are seeing the effects of worsening weather today. ▸ The region's resilience is compromised by congested highways and railways. ▸ Some corridors, like the London-Brighton corridor, rely heavily on single highways and railways.	▸ Region-wide Maintenance Priorities. ▸ Operation Brock / Stack Improvements. ▸ Kent Bifurcation Strategy / A2-M2-Lower Thames Crossing Corridor. ▸ Brighton Main Line Capacity and Resilience. ▸ South West Mainline Resilience. ▸ Shakespeare Cliff / Canterbury Rail Chord. ▸ Secondary Corridors including Lewes – Uckfield – Tonbridge. ▸ Brighton – London / M25 resilience (A22, A23, A24). ▸ M3 / M4 Highway Links Resilience. ▸ A259 Corridor Resilience. ▸ A3 Resilience and Placemaking. ▸ Haying Island Bridge / Access.	▸ The transport network is well-maintained and delivers reliable journeys between major economic hubs and international gateways. ▸ The transport network has the capacity and agility to manage, absorb, and recover from major disruptions quickly, and when the risk of major failures occurring is reduced.	▸ Reduced disruptions from external events, such as adverse weather, technical failures, or infrastructure breakdowns. ▸ Reduced disruption to all users of the transport network from planned engineering works and maintenance. ▸ Increased customer satisfaction due to improved reliability of transport services and networks. ▸ Reduced cost of transport to users and, in the long term, government.	▸ The South East is seen to have a reliable and resilient transport system, which in turn unlocks investment opportunities and contributes to wider prosperity and sustainable economic growth. ▸ The quality of life of the South East's residents, visitors, and businesses is enhanced through having a more reliable and resilient transport system.

Resilience Interventions

Interventions in this Strategy	Interventions included in the 2023 SIP with scheme references	
Region-wide Maintenance Priorities	▸ NEW	
Operation Brock / Stack Improvements	▸ Digital Operations Stack and Brock (X8) ▸ A20 Enhancements for Operations Stack and Brock (X9)	▸ Kent Lorry Parks Long Term Solution (X10)
Kent Bifurcation Strategy / A2-M2-Lower Thames Crossing Corridor	▸ Lower Thames Crossing (Y1) ▸ A2 Brenley Corner Enhancements (X2) ▸ A2 Dover Access (X3) ▸ A2 Canterbury Junctions Enhancements (X12)	▸ M2 Junction 4 – Junction 7 Smart Motorway (X13) ▸ M20 Junction 6 Sandling Enhancements (X14) ▸ M20 Junction 3 - Junction 5 Smart Motorway (X15) ▸ A228 Medway Valley Enhancements (X22)
Brighton Main Line Capacity and Resilience	▸ Croydon Area Remodelling Scheme (J1) ▸ Brighton Main Line - 100mph Operation (J2)	▸ Brighton Station Additional Platform (J3)
South West Mainline Capacity and Resilience	▸ South West Main Line / Portsmouth Direct Line – Woking Area Capacity Enhancement (O12)	▸ South West Main Line – Digital Signalling (O17)
Shakespeare Cliff / Canterbury Rail Chord	▸ Canterbury Rail Chord (S14)	▸ New Station – Canterbury Interchange (S15)
Secondary Corridors including Lewes – Uckfield – Tonbridge	▸ Uckfield - Lewes Wealden Line Reopening - Traction and Capacity Enhancements (K1) ▸ Uckfield - Lewes Wealden Line Reopening - Reconfiguration at Lewes (K2)	▸ Spa Valley Line Modern Operations Reopening – Eridge to Tunbridge Wells West to Tunbridge Wells (K3) ▸ Uckfield Branch Line – Hurst Green to Uckfield Electrification (J10)
Brighton – London / M25 highway resilience (A22, A23, A24)	▸ A22 N Corridor (Tandridge) – South Godstone to East Grinstead Enhancements (N1) ▸ A22 Corridor Package (N3a) ▸ A22 Corridor - Hailsham to Uckfield (N3b) ▸ A22 Uckfield Bypass Dualling (N18)	▸ A23 Carriageway Improvements - Gatwick to Crawley (N7) ▸ A23 Hickstead and Bolney Junction Enhancements (N14) ▸ A24 / A243 Knoll Roundabout and M25 Junction 9a (N2) ▸ A24 Dorking Bypass (N11) ▸ A24 Horsham to Washington Junction (N12) ▸ A24 Corridor Improvements Horsham to Dorking (N13)
M3 / M4 Highway Links Resilience	▸ A339 Newbury to Basingstoke Enhancements (R14)	▸ A322 and A329(M) Smart Corridor (R13)
A259 Corridor Resilience	▸ A259 Bognor Regis to Littlehampton Enhancement (I14) ▸ A259 South Coast Road Corridor – Eastbourne to Brighton (I15)	▸ A259 Chichester to Bognor Regis Enhancement (I16) ▸ A259 (King's Road) Seafront Highway Structures Renewal Programme (I17)
A3 Resilience and Placemaking	▸ A3 Guildford Long Term Solution (R11)	
Haying Island Bridge / Access	▸ Hayling Island Bridge Renewal (NEW)	▸ Improved Portsmouth – Hayling Island Ferries (C11)

Integration and Inclusion Framework

Challenges	Interventions	Outputs	Outcomes	Impacts
▸ The South East's transport networks are not equally accessible to all sections of society, putting many groups and communities at risk of exclusion. ▸ Many parts of the South East's transport system lack physical integration. ▸ Many parts of the transport network have varied customer experiences – and some sections of society face particular issues. ▸ The affordability of public transport services and car access is a concern. ▸ There is a risk that some groups could be left behind if the benefits of technology are not equally distributed.	▸ Region-wide Inclusive Infrastructure Priorities. ▸ Region-wide Fares/Ticketing Priorities. ▸ Region-wide Service Priorities. ▸ Solent Ferry Connectivity. ▸ Solent Mass Transit. ▸ Isle of Wight Mass Transit / Rail. ▸ Gatwick Diamond Mass Transit / Rail. ▸ Hastings – London / M25 Highway and Rail Connectivity. ▸ Sussex Coast Mass Transit. ▸ North Kent Coast and Isle of Sheppey Rail and Ferry Connectivity (including Hoo Peninsula Passenger Rail Access). ▸ East Kent Coast Rail Connectivity.	▸ Transport Related Social Exclusion is reduced. ▸ Customer satisfaction is consistently high across all user groups. ▸ The vast majority of rail stations and public transport hubs are step-free. ▸ The South East is close to or has achieved "Target Zero" for killed and seriously injured incidents. ▸ More residents and visitors are engaged in physical activity. ▸ Fewer people are exposed to poor air quality. ▸ Fewer people are affected by severance i.e. transport blocking personal mobility.	▸ Everyone can affordably travel where they need to go, when they need to go. ▸ Customer satisfaction with all aspects of the transport network is high across all sections of society.	▸ The South East has a transport system that is affordable, accessible, equitable, and supportive of the well-being of all residents, regardless of their age, ability, or socio-economic status.

Integration and Inclusion Interventions

Interventions in this Strategy	Interventions included in the 2023 SIP with scheme references	
Region-wide Inclusive Infrastructure Priorities	▸ Global policy Statement (Integration)	
Region-wide Fares/Ticketing Priorities	▸ Global Policy Statement (Public Transport Fares)	▸ Global Policy Statement (Integration)
Region-wide Service Priorities	▸ Global Policy Statement (Public Transport Fares)	▸ Global Policy Statement (Integration)
Solent Ferry Connectivity	▸ Improved Gosport – Portsmouth and Portsmouth – Hayling Island Ferries (C11) ▸ Ferry operating Hours and Frequency Enhancements (D2a) ▸ New Summer Route – Ryde to Southampton (D2b)	▸ Ferry Crossings – New Sheerness to Hoo Peninsula Service (V19) ▸ Ferry Crossings - Sheerness to Chatham / Medway City Estate / Strood Enhancements (V20)
Solent Mass Transit	▸ South East Hampshire Rapid Transit Future Phases (C2)	▸ Improved Gosport – Portsmouth and Portsmouth – Hayling Island Ferries (C11)
Isle of Wight Mass Transit / Rail	▸ Isle of Wight Mass Transit and Connections (D1 & D2)	
Gatwick Diamond Mass Transit / Rail	▸ London – Sussex Coast Mass Transit (L)	▸ New Station to the North East of Horsham (J8)
Hastings – London / M25 Highway and Rail Connectivity	▸ A21 Safety Enhancements (X4) ▸ A21 Kippings Cross to Lamberhurst (X25) ▸ Flimwell and Hurst Green Bypasses (X25)	▸ HS 1 / Marsh Link – Hastings, Bexhill and Eastbourne Upgrade (T2)
Sussex Coast Mass Transit	▸ Sussex Coast Mass Rapid Transit (G5) ▸ Eastbourne / Polegate Strategic Mobility Hub (G4)	▸ Eastbourne / Wealden Mass Rapid Transit (G6) ▸ Hastings / Bexhill Mass Rapid Transit (G7)
North Kent Coast and Isle of Sheppey Rail and Ferry Connectivity	▸ High Speed 1 – Link to Medway (U1) ▸ Medway/Swale ferry crossings (V19 and V20) ▸ Hoo Peninsula Passenger Rail Access (S7)	▸ North Kent Line – Service Enhancements (S9) ▸ Chatham Main Line - Line Speed Enhancements (S10)
East Kent Coast Rail Connectivity	▸ High Speed East – Dollands Moor Connection (T1)	▸ South Eastern Main Line Capacity Enhancements (S4)

Decarbonisation Framework

Challenges	Interventions	Outputs	Outcomes	Impacts
▸ The government, TfSE, and all local authorities in the South East are committed to achieving net zero transport emissions by 2050. ▸ The UK's transport system is still significantly behind many of its peers (e.g. low levels of rail electrification). ▸ There are additional pressures where growth risks undermining decarbonisation efforts. ▸ The impacts of climate change are already apparent, and the South East is not decarbonising fast enough. ▸ People are not incentivised to travel sustainably. ▸ Decarbonising longer distance trips is particularly challenging. ▸ We do not have the luxury of time to rely on less mature technologies.	▸ Region-wide Low Emission Vehicles (LEVs) Priorities. ▸ Region-wide Power Priorities. ▸ Region-wide Beyond Transport Priorities. ▸ Region-wide Modal Shift / Demand Management Priorities. ▸ Region-wide Ferry Decarbonisation Priorities. ▸ Rail Electrification and Decarbonisation.	▸ Surface transport has transitioned from fossil fuels to net zero traction by 2050. ▸ Active travel modes have a higher mode share for short journeys compared to today. ▸ Public transport mode share for longer journeys compared to today. ▸ The South East is recognised as a leader in decarbonising transport.	▸ All surface transport trips made across the South East are net zero emission by 2050 (at the latest). ▸ The South East does not exceeded its carbon budgets for surface transport by 2050. ▸ The South East is seen as a world leader in decarbonising transport.	▸ The UK meets its legal domestic and international commitments to global efforts to reduce climate emissions, with a view to mitigating the existential and global impacts of climate change. ▸ The South East attracts more external investment in decarbonisation. ▸ The South East creates more high-quality jobs in decarbonisation industries.

Decarbonisation Interventions

Interventions in this Strategy	Interventions included in the 2023 SIP with scheme references	
▸ Region-wide Low Emission Vehicles (LEVs) Priorities	▸ Global Policy Statement (Decarbonisation)	
▸ Region-wide Power Priorities		
▸ Region-wide Beyond Transport Priorities		
▸ Region-wide Modal Shift / Demand Management Priorities	▸ Global Policy Statement (Road User Charging)	▸ Global Policy Statement (Virtual Access)
▸ Region-wide Ferry Decarbonisation Priorities	▸ NEW	
▸ Rail Electrification and Decarbonisation	▸ Eastleigh/Southampton to Salisbury – Electrification (B6) ▸ Reading to Basingstoke Enhancements (O3) ▸ West of England Main Line – Electrification from Basingstoke to Salisbury (O19) ▸ Thames Valley Branch Line Decarbonisation (NEW)	▸ Uckfield Branch Line – Hurst Green to Uckfield Electrification (J10) ▸ HS 1 / Marsh Link – Hastings, Bexhill and Eastbourne Upgrade (T2) ▸ North Downs Line – Decarbonisation (O4) ▸ Newbury – Taunton electrification (NEW)

Other interventions relating to modal shift through improving active travel and public transport options are captured in other Missions.

Sustainable Growth Framework

Challenges	Interventions	Outputs	Outcomes	Impacts
Challenges ▸ Housing has become unaffordable for too many people in London and the South East – with significant implications for the wider economy and society. ▸ The new government has committed to reinstating housing targets. **Opportunities** ▸ Transport can unlock growth in jobs and housing by providing access to development sites. ▸ Development can unlock third party investment in transport infrastructure and services. ▸ Transport investment can enhance places (e.g. by addressing severance and promoting more sustainable transport options).	▸ Region-wide Planning Priorities. ▸ Region-wide Active Travel Priorities. ▸ Solent Mass Transit. ▸ Solent Rail Metroisation. ▸ Isle of Wight Mass Transit / Rail. ▸ Brighton Main Line Capacity and Resilience. ▸ Gatwick Diamond Mass Transit / Rail. ▸ Sussex Coast Mass Transit. ▸ Sussex Coast Rail Metroisation. ▸ North Kent Coast / Medway Mass Transit. ▸ North Kent Coast Rail Connectivity. ▸ North West Kent / South East London Rail Connectivity. ▸ Hoo Peninsula Passenger Rail Access. ▸ East Kent Coast Rail Connectivity. ▸ South West Mainline Capacity and Resilience. ▸ Thames Valley Mass Transit. ▸ Basingstoke Mass Transit.	▸ All major developments (i.e. 3,000 dwellings or an expansion of more than 20%, or a major generator/ attractor of demand e.g. hospital, stadia) have high quality public transport services (2-4 services per hour) and high-quality active travel infrastructure (as defined by Active Travel England) ▸ More residents and jobs are within a 1,500-metre radius of a public transport access point. ▸ More residents can access key services within a 30-minute travel time.	▸ Population growth and economic development in the South East is underpinned by sustainable transport and infrastructure, ▸ The South East has created well-connected communities with easy access to key services and employment opportunities.	▸ The South East is seen as an outstanding place to live, work, and visit – thanks to its balanced development and economic opportunities. ▸ Residents are no longer forced by transport and/or housing costs to live far from their work, family, or social networks.

Sustainable Growth Interventions

Interventions in this Strategy	Interventions included in the 2023 SIP with scheme references	
Region-wide Planning Priorities	▸ Global Policy Statement (Integration)	
Region-wide Active Travel Priorities	▸ All Active Travel Packages in the SIP (E, H, M, W)	▸ Global Policy Statement (New Mobility)
Solent Mass Transit	▸ Southampton Mass Transit (C1) ▸ South East Hampshire Rapid Transit Future Phases (C2) ▸ New Southampton to Fawley Waterside Ferry Service (C3) ▸ Southampton Cruise Terminal Access for Mass Transit (C4) ▸ M271 Junction 1 Strategic Mobility Hub (C5) ▸ M27 Junction 5 / S'oton Airport Strategic Mobility Hub (C6)	▸ M27 Junction 7 / 8 Strategic Mobility Hub (C7) ▸ M27 Junction 9 Strategic Mobility Hub (C8) ▸ Tipner Transport Hub (M275 Junction 1) (C9) ▸ Southsea Transport Hub (C10) ▸ Improved Gosport – Portsmouth and Portsmouth – Hayling Island Ferries (C11)
Solent Rail Metroisation	▸ Botley Line Double Tracking (A2) ▸ Netley Line Signalling and Rail Service Enhancements (A3) ▸ Fareham Loop / Platform (A4) ▸ Portsmouth Station Platforms (A5) ▸ South West Main Line – Totton Level Crossing Removal (A6) ▸ Southampton Central Station Upgrade and Timetabling (A7) ▸ Eastleigh Station Platform Flexibility (A8)	▸ Southampton – Woolston Crossing (B1) ▸ New Southampton Central Station (B2) ▸ New City Centre Station (B3) ▸ South West Main Line – Mount Pleasant Level Crossing Removal (B4) ▸ Cosham Station Mobility Hub (B5) ▸ Waterside Branch Line – Reopening (A9)
Isle of Wight Mass Transit / Rail	▸ Isle of Wight Mass Transit and Connections (D1 & D2)	
Brighton Main Line Capacity and Resilience	▸ Croydon Area Remodelling Scheme (J1) ▸ Brighton Main Line - 100mph Operation (J2)	▸ Brighton Station Additional Platform (J3)
Gatwick Diamond Mass Transit / Rail	▸ London – Sussex Coast Mass Transit (L)	▸ New Station to the North East of Horsham (J8)
Sussex Coast Mass Transit	▸ Shoreham Strategic Mobility Hub (G1) ▸ A27 / A23 Patcham Interchange Strategic Mobility Hub (G2) ▸ Falmer Strategic Mobility Hub (G3) ▸ Eastbourne / Polegate Strategic Mobility Hub (G4)	▸ Sussex Coast Mass Rapid Transit (G5) ▸ Eastbourne / Wealden Mass Rapid Transit (G6) ▸ Hastings / Bexhill Mass Rapid Transit (G7) ▸ A27 Falmer – Polegate improvements (G8)
Sussex Coast Rail Metroisation	▸ West Coastway Strategic Study (F1)	▸ West Worthing Level Crossing Removal (F2)
North Kent Coast / Medway Mass Transit	▸ Kent, Medway and East Sussex Mass Transit (V)	
North Kent Coast Rail Connectivity	▸ High Speed 1 - Link to Medway (via Chatham) (U1) ▸ New Strood Rail Interchange (S16)	▸ St Pancras International Domestic High Speed Platform Capacity (S1) ▸ North Kent Line - Service Enhancements (S9) ▸ Chatham Main Line - Line Speed Enhancements (S10)
North West Kent and South East London Rail Connectivity	▸ Dartford Station Remodelling / Relocation (S13 ▸ Crossrail - Extension from Abbey Wood to Dartford / Ebbsfleet (S18)	▸ Ebbsfleet International connections (S21 and S22) ▸ HS1 / Waterloo Connection Chord - Ebbsfleet Southern Rail Access (S19)
Hoo Peninsula Passenger Rail Access	▸ North Kent Line / Hundred of Hoo Railway - Rail Chord (S7)	
East Kent Coast Rail Connectivity	▸ High Speed East - Dollands Moor Connection (T1) ▸ High Speed 1 / Marsh Link - Hastings, Bexhill and Eastbourne Upgrade (T2)	▸ Otterpool Park / Westenhanger Station Platform Extensions and Station Upgrade (S11)
South West Mainline Capacity and Resilience	▸ South West Main Line / Portsmouth Direct Line - Woking Area Capacity Enhancement (O12) ▸ South West Main Line - Digital Signalling (O17)	▸ South West Main Line / Basingstoke Branch Line - Basingstoke Enhancement Scheme (O13)
Thames Valley Mass Transit	▸ Bracknell / Wokingham Bus Enhancements (P3) ▸ Slough / Windsor / Maidenhead Area Bus Enhancements (P7) ▸ A4 Reading - Maidenhead - Slough - London Heathrow Airport Mass Rapid Transit (P12)	▸ Newbury / Thatcham Bus Enhancements (P8) ▸ Reading Mass Rapid Transit (P9) ▸ A329 / B3408 Reading - Bracknell / Wokingham Mass Rapid Transit (P13)
Basingstoke Mass Transit	▸ Basingstoke Mass Rapid Transit (P1)	▸ Blackwater Valley Mass Rapid Transit (P2)

TRANSPORT FOR THE South East

Appendix B

Scenario Development

Scenario Development

Overview

As part of the Strategy refresh, TfSE undertook a **Scenario Planning Exercise** to ensure the Strategy remains resilient and adaptable to future uncertainties. This exercise included a series of workshops with stakeholders, designed to assess key changes since the previous Strategy and refine TfSE's Vision, Goals, and Missions.

The purpose of scenario planning was to explore **how different future scenarios could influence the Strategy's success**. By developing plausible futures rather than idealised targets, this process helped TfSE identify potential challenges and opportunities for its Missions, and ensure the Strategy remains relevant and robust in the face of diverse outcomes. The scenarios provided insights into external factors, such as economic growth, policy shifts, energy costs, and public attitudes, that may affect transport and travel patterns in the South East.

Between April and May 2024, stakeholders participated in workshops to create **four distinct scenarios** based on two main axes: levels of government intervention and economic growth. Each scenario explored different potential futures. These are presented in the following slide.

The Scenarios

Make Do and Mend

A big state fixes things and makes best use of limited resources

Planned Prosperity

A big state drives economic growth through investment in public projects

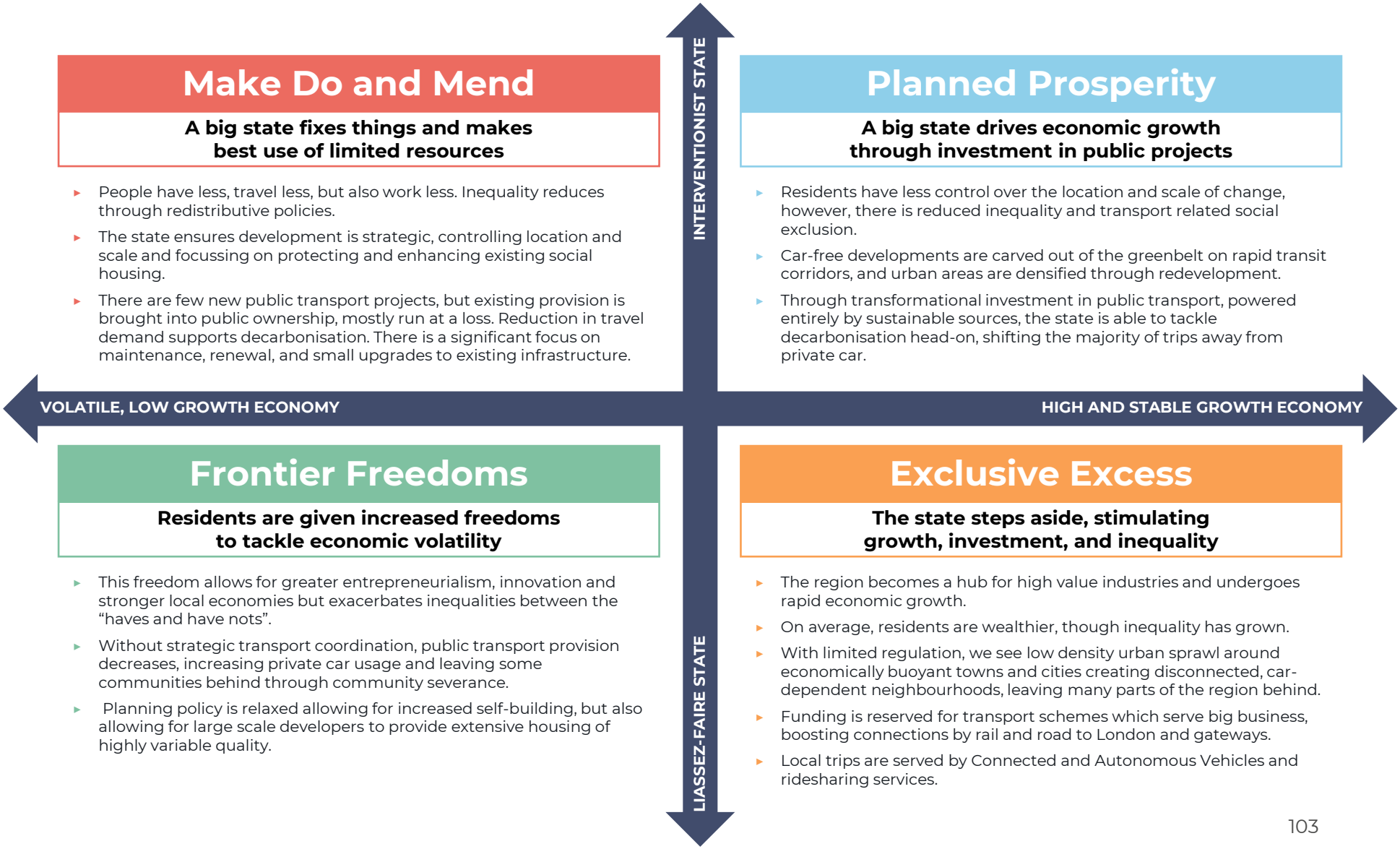
Exclusive Excess

The state steps aside, stimulating growth, investment, and inequality

Frontier Freedoms

Residents are given increased freedoms to tackle economic volatility

Scenarios Description



Make Do and Mend

A big state fixes things and makes best use of limited resources

- People have less, travel less, but also work less. Inequality reduces through redistributive policies.
- The state ensures development is strategic, controlling location and scale and focussing on protecting and enhancing existing social housing.
- There are few new public transport projects, but existing provision is brought into public ownership, mostly run at a loss. Reduction in travel demand supports decarbonisation. There is a significant focus on maintenance, renewal, and small upgrades to existing infrastructure.

Planned Prosperity

A big state drives economic growth through investment in public projects

- Residents have less control over the location and scale of change, however, there is reduced inequality and transport related social exclusion.
- Car-free developments are carved out of the greenbelt on rapid transit corridors, and urban areas are densified through redevelopment.
- Through transformational investment in public transport, powered entirely by sustainable sources, the state is able to tackle decarbonisation head-on, shifting the majority of trips away from private car.

Frontier Freedoms

Residents are given increased freedoms to tackle economic volatility

- This freedom allows for greater entrepreneurialism, innovation and stronger local economies but exacerbates inequalities between the “haves and have nots”.
- Without strategic transport coordination, public transport provision decreases, increasing private car usage and leaving some communities behind through community severance.
- Planning policy is relaxed allowing for increased self-building, but also allowing for large scale developers to provide extensive housing of highly variable quality.

Exclusive Excess

The state steps aside, stimulating growth, investment, and inequality

- The region becomes a hub for high value industries and undergoes rapid economic growth.
- On average, residents are wealthier, though inequality has grown.
- With limited regulation, we see low density urban sprawl around economically buoyant towns and cities creating disconnected, car-dependent neighbourhoods, leaving many parts of the region behind.
- Funding is reserved for transport schemes which serve big business, boosting connections by rail and road to London and gateways.
- Local trips are served by Connected and Autonomous Vehicles and ridesharing services.

Scenarios Assessment

Approach

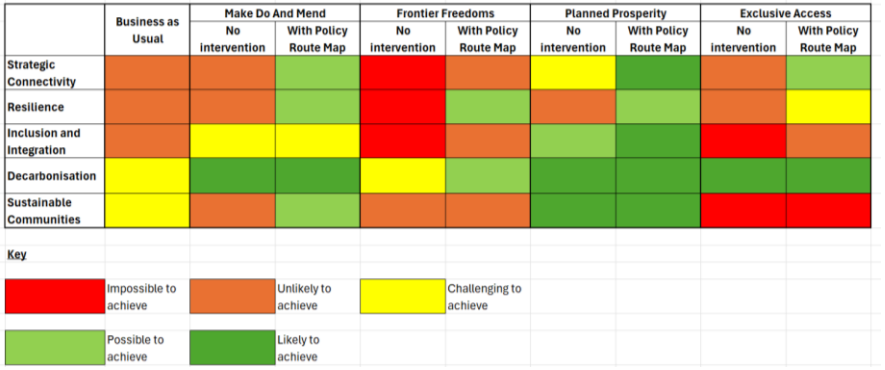
Following the development of the scenarios, a workshop was held to assess the resilience of TfSE's planned Route Map across various future scenarios. Using a Scenario Planning and Route Map tool (based on a model by the Scottish Government), the project team qualitatively evaluated the impact of TfSE's policies against four scenarios, comparing each scenario to a "Business as Usual" baseline and a "No Intervention" scenario. Each scenario was assessed qualitatively and modelled using the South East Economy and Land Use Model (SEELUM) – the model that was also used to develop the 2020 Strategy and the 2023 Strategic Investment Plan (SIP).

The primary aim was to determine if the planned policy measures would help achieve TfSE's Missions more effectively than maintaining the current approach or doing nothing.

Each Mission was broken down into key indicators representing TfSE's desired outcomes. Workshop participants assessed how each indicator would change under different scenarios (with ratings from "Significantly Improve" to "Significantly Worse") and whether the planned policies would positively affect these outcomes. For each Mission, a Red/Amber/Green rating was assigned based on the average indicator scores, giving a quick indication of potential challenges in meeting TfSE's Goals.

Results

The results shown in the table below provide insight into the viability of the Route Map under different futures, highlighting areas of uncertainty and where consensus could not be fully reached.



Scenarios Reflections

Findings

The scenario testing exercise highlighted the inherent value of having a clear Route Map, even without specific changes. The Route Map itself provides strategic direction, focusing planning and efforts toward common Goals, and is expected to influence delivery across all scenarios.

While the exercise assumes full delivery of Route Map, participants acknowledged the likelihood of adjustments over time as the Strategy evolves. Additionally, it became clear that improving planning and delivery processes is just as crucial as funding. Simply increasing funding without addressing systemic delivery issues would likely lead to diminishing returns.

Reflections

The exercise also revealed that the different approaches embedded within each Route Map affected their effectiveness in various scenarios. For instance, the Sustainable Communities Route Map, being Principles-based, was less impactful because it primarily guides external stakeholders rather than directly driving action.

Conclusions for the Strategy

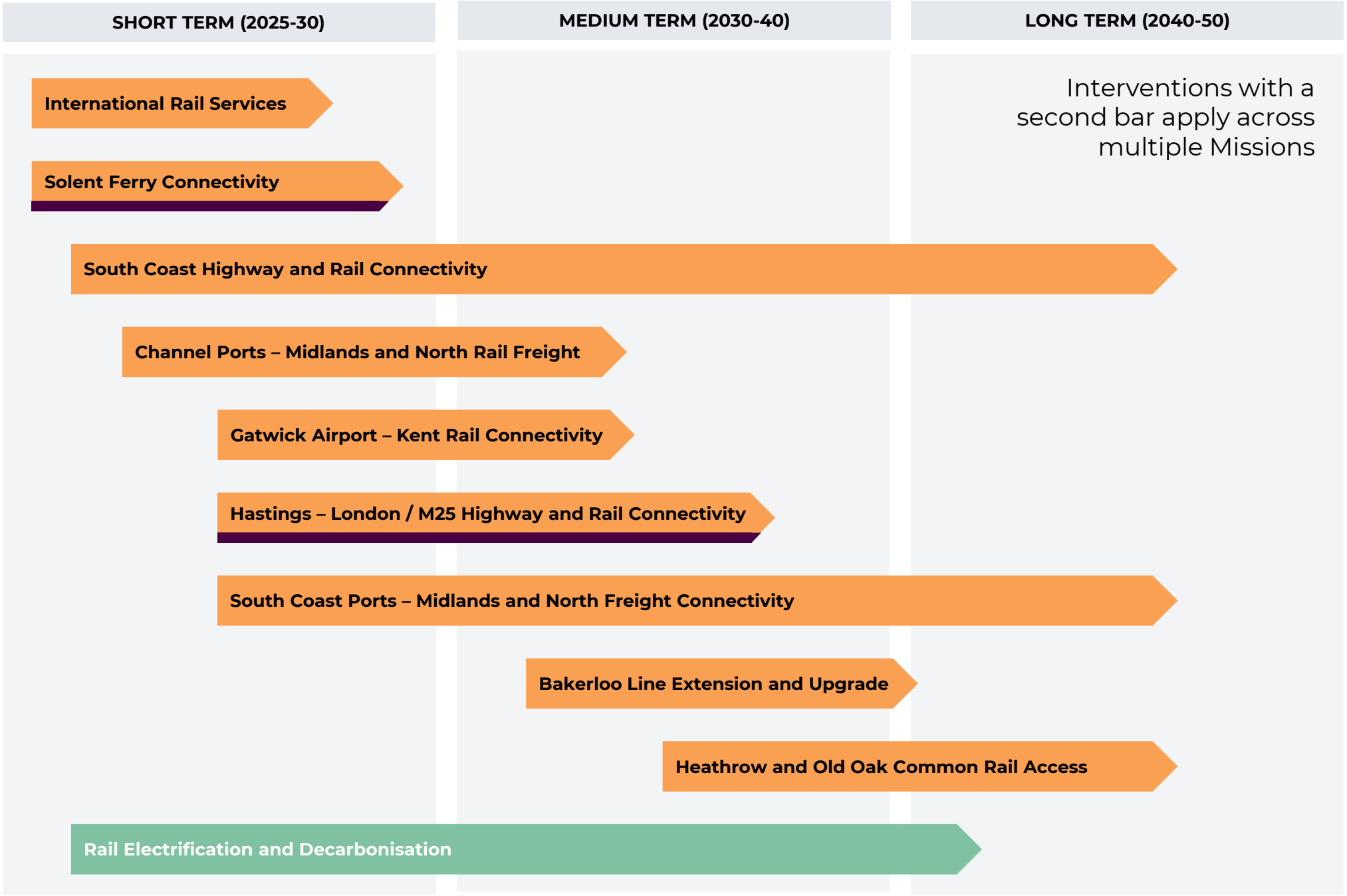
Overall, the exercise demonstrates that TfSE's strategic approach is likely to yield more positive outcomes for each Mission compared to a "No Intervention" or "Business as Usual" approach. As such, no changes to the Missions or Route Maps are proposed based on this exercise.

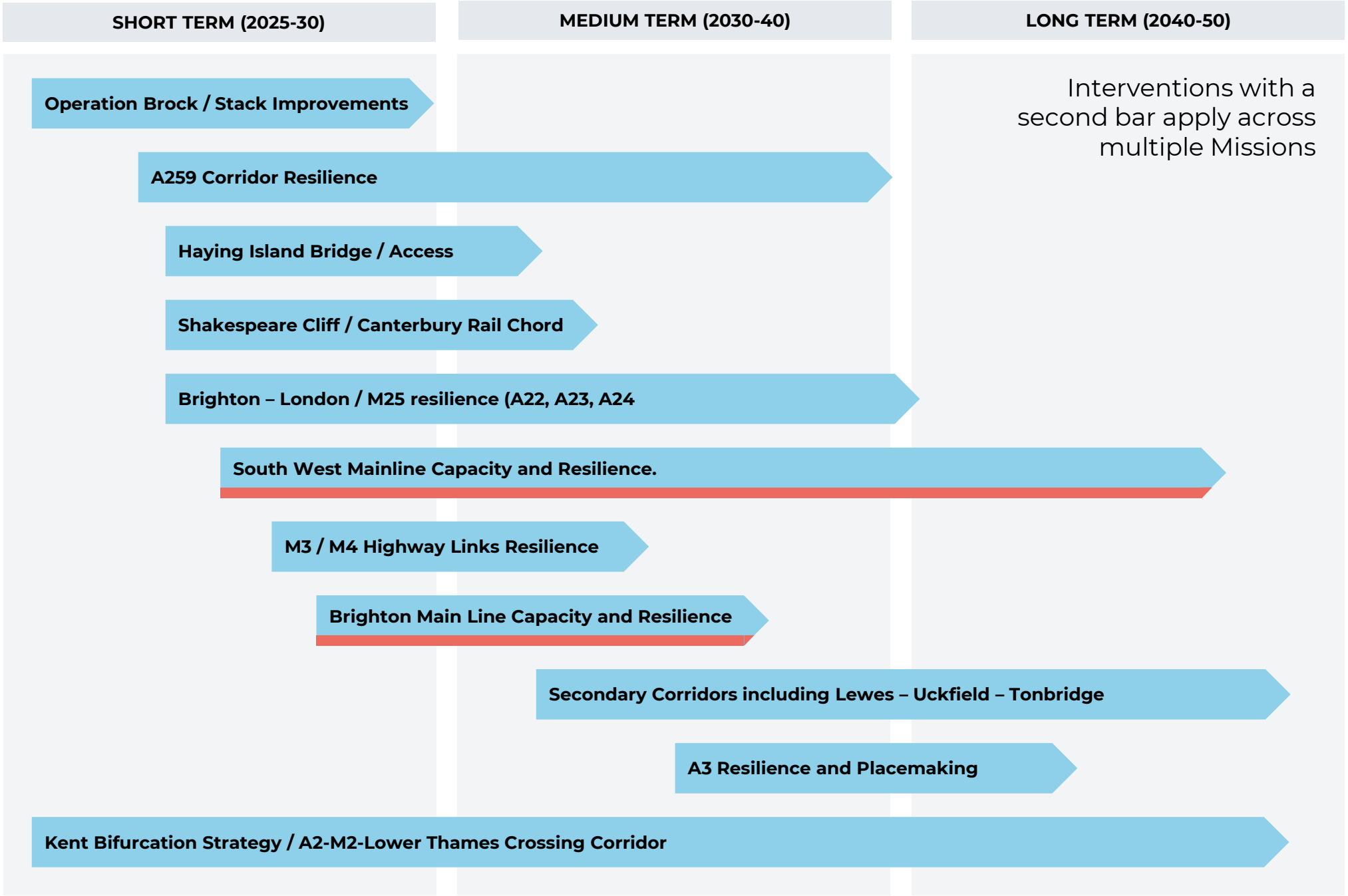
Further information

More details can be found in the accompanying **Scenarios Report**, which can be found at www.transportforthesoutheast.org.uk.

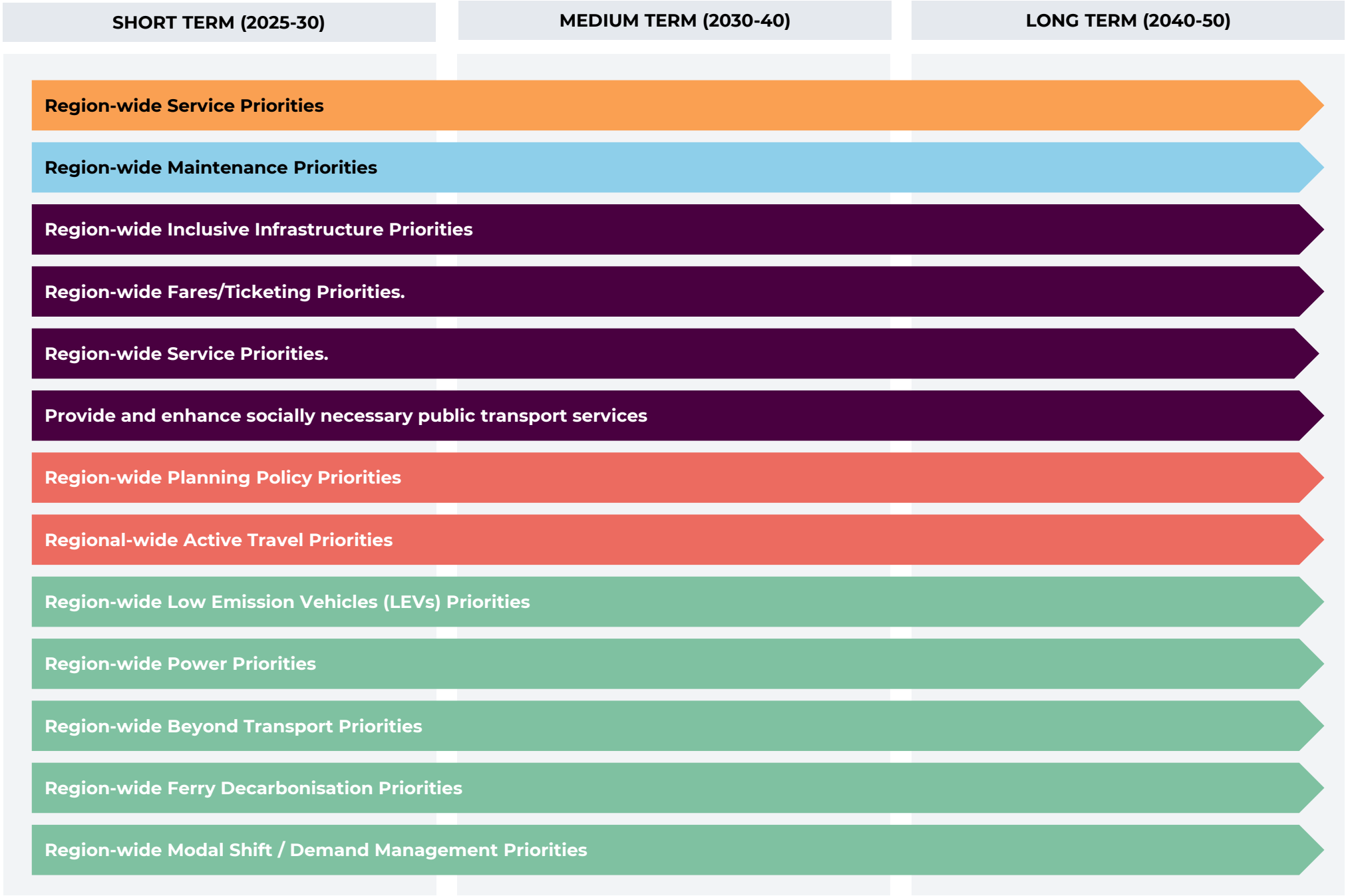
TRANSPORT FOR THE South East

Appendix C
Programme


SHORT TERM (2025-30)
MEDIUM TERM (2030-40)
LONG TERM (2040-50)
Interventions with a second bar apply across multiple Missions
International Rail Services
Solent Ferry Connectivity
South Coast Highway and Rail Connectivity
Channel Ports – Midlands and North Rail Freight
Gatwick Airport – Kent Rail Connectivity
Hastings – London / M25 Highway and Rail Connectivity
South Coast Ports – Midlands and North Freight Connectivity
Bakerloo Line Extension and Upgrade
Heathrow and Old Oak Common Rail Access
Rail Electrification and Decarbonisation
Key to colours (Missions): Strategic Connectivity Resilience Integration and Inclusion Decarbonisation Sustainable Growth


SHORT TERM (2025-30)
MEDIUM TERM (2030-40)
LONG TERM (2040-50)
Interventions with a second bar apply across multiple Missions
Operation Brock / Stack Improvements
A259 Corridor Resilience
Haying Island Bridge / Access
Shakespeare Cliff / Canterbury Rail Chord
Brighton – London / M25 resilience (A22, A23, A24
South West Mainline Capacity and Resilience.
M3 / M4 Highway Links Resilience
Brighton Main Line Capacity and Resilience
Secondary Corridors including Lewes – Uckfield – Tonbridge
A3 Resilience and Placemaking
Kent Bifurcation Strategy / A2-M2-Lower Thames Crossing Corridor
Key to colours (Missions): Strategic Connectivity Resilience Integration and Inclusion Decarbonisation Sustainable Growth


SHORT TERM (2025-30)
MEDIUM TERM (2030-40)
LONG TERM (2040-50)
Interventions with a second bar apply across multiple Missions
Gatwick Diamond Mass Transit / Rail
Solent Mass Transit
Sussex Coast Rail Metroisation
Isle of Wight Mass Transit / Rail
Sussex Coast Mass Transit
Basingstoke Mass Transit
Thames Valley Mass Transit
North Kent Coast / Medway Mass Transit
East Kent Coast Rail Connectivity
Medway / Sheppey Ferry Connectivity
NW Kent / SE London Rail Connectivity
North Kent Coast Rail Connectivity
Hoo Peninsula Passenger Rail Access
Solent Rail Metroisation
Key to colours (Missions): Strategic Connectivity Resilience Integration and Inclusion Decarbonisation Sustainable Growth


SHORT TERM (2025-30)
MEDIUM TERM (2030-40)
LONG TERM (2040-50)
Region-wide Service Priorities
Region-wide Maintenance Priorities
Region-wide Inclusive Infrastructure Priorities
Region-wide Fares/Ticketing Priorities.
Region-wide Service Priorities.
Provide and enhance socially necessary public transport services
Region-wide Planning Policy Priorities
Regional-wide Active Travel Priorities
Region-wide Low Emission Vehicles (LEVs) Priorities
Region-wide Power Priorities
Region-wide Beyond Transport Priorities
Region-wide Ferry Decarbonisation Priorities
Region-wide Modal Shift / Demand Management Priorities
Key to colours (Missions): Strategic Connectivity Resilience Integration and Inclusion Decarbonisation Sustainable Growth

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