Agenda Item 6

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

Date of meeting: **9 December 2024**

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

Title of report: **Transport Strategy Refresh**

Purpose of report: **To approve the refreshed Transport Strategy and its associated Integrated Sustainability Appraisal for public consultation.**

RECOMMENDATION:

The members of the Partnership Board are recommended to agree that the draft Transport Strategy and draft Integrated Sustainability Appraisal (ISA) are approved for public consultation;

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1. Introduction

1.1 The purpose of this report is to provide a progress update with the work that has been undertaken to refresh the Transport Strategy and to seek Partnership Board approval to begin a three month public consultation on the draft Transport Strategy and its accompanying Integrated Sustainability Appraisal (ISA).

2. Background

2.1 At the July 2023 meeting, the Partnership Board agreed that a refresh of Transport for the South East's (TfSE) transport strategy should be undertaken. The timeline for the refresh is shown in **Appendix 1**. A report on the Transport Strategy refresh as presented to the Partnership Board on 28 October 2024 at which the wording of the 2050 Vision was agreed and the Missions for the Strategy were reviewed.

3. Progress with the Technical Work

3.1 Since the October meeting of the Board, work has been completed on the drafting of the Strategy and the accompanying ISA. Work has also been undertaken to prepare for the public consultation including developing the online questionnaire survey that will provide the main mechanism for gathering responses. A short summary document to providing a high level summary of the Transport Strategy has also been drafted aimed at non-technical audiences, including members of the public. More information about the approach to the public consultation is set out later in this report.

4. Ongoing engagement activity

4.1 Since the October Board meeting there have been further meetings with members of the Member Level Task and Finish Group to run through the content of the draft Strategy document. Further meetings of the Officer Working Group and the Special Interest Groups have also taken place. A programme of informal 'fireside chats' with officers from the constituent local transport authorities and other key stakeholders including the South Downs National Park Authority, Network Rail, National Highways and Transport for London has concluded. A presentation on the emerging content of the draft Transport Strategy was given to a recent meeting of the TfSE Transport Forum. A programme of member level 'fireside chats' to present the content of the draft Transport Strategy to the local transport authorities represented on the Partnership Board is currently in progress.

4.2 This engagement activity has been critical to the development of the Strategy. It has helped to develop the 2050 Vision and frame the detail of five Missions and the delivery section of the Strategy. Alongside the Draft Transport Strategy will be a 'You Said, We Did' report that highlights how the feedback from members, officers, and stakeholders has been taken into account as part of the development of the strategy.

5. Content of the Transport Strategy

5.1 A copy of the Draft Transport Strategy is included in **Appendix 2** and its associated Draft Integrated Sustainability Appraisal is included in **Appendix 3**. The Transport Strategy is supported by a number technical documents that will be made available at the same time as the strategy is published for public consultation.

5.2 The draft Transport Strategy consists of four main parts. The first part sets out the context for the development of the Draft Transport Strategy. It describes TfSE's role and the main characteristics of our region. It outlines out how the context for the development of the Strategy has changed since the first one was published back in 2020. It describes the key challenges we currently face in the south East, the case for change, the process that was used to develop the strategy, its relationship with other strategies and plans and the role of the Integrated Sustainability Appraisal.

5.3 The 2050 Vision for the Strategy that was agreed by the Board at their meeting on 28 October 2024, is set out in the second part along with the three economic, social and environmental goals and the six underlying principles that support it.

5.4 The five Mission that the Strategy seeks to prioritise to achieve the 2050 Vision are outlined in part 4. The five missions are:

- Strategic Connectivity
- Resilience
- Inclusion and Integration
- Decarbonisation, and
- Sustainable Development.

The five missions are presented using a policy route map approach, consisting of the following components:

- A mission statement that sets out a clear call to action, focusing on delivering tangible outcomes while providing direction and a sense of urgency.
- The 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 Strategic Investment Plan (SIP). These are also presented on a map.

5.5 The fourth part of the strategy sets out the approach to the delivery of the Strategy including the challenges opportunities with this, the key role of different partners in delivery, the ongoing funding and financing challenge and the approach to monitoring and evaluation and what TfSE will do next to deliver the strategy.

5.6 A statutory Integrated Sustainability Appraisal (ISA) has been developed, which is presented in Appendix 2. It is proposed that the ISA will be consulted on at the same time as the Draft Transport Strategy.

6. Public consultation

6.1 Should the Board agree that the Draft Transport Strategy and ISA should be approved for public consultation, the consultation period would commence on 10 December 2024 and continue for a period of just over 12 weeks until 7 March 2025. This would mean that the consultation period would close in advance of the pre-election period for the local elections in May 2025. Further details about the approach to the public consultation are set out in Appendix 4.

6.2 A consultation report will be prepared once the consultation has ended. This report will:

- summarise how the consultation was undertaken;
- present an analysis of the responses to each of the questions included on the consultation questionnaire;
- summarise key findings from both the questionnaire and written responses that are received; and,
- make recommendations about possible amendments needed to the draft Transport Strategy to reflect the comments received.

6.3 A copy of the consultation report will be submitted to July 2025 Partnership Board meeting, alongside a copy of the Draft Final Transport Strategy. This will incorporate proposed changes to reflect the outcome of the consultation for the Board to agree.

7. Financial considerations

7.1 As reported to the Board in October 2024, the total cost of the transport strategy refresh is forecast at £724,000. This cost is being met from the Department of Transport grant allocations for 2023/24 and 2024/25.

8. Conclusions and recommendations

8.1 In conclusion, work on the drafting of the refreshed transport strategy is now complete. Partnership Board members are recommended to agree that the draft Transport Strategy and ISA be approved for public consultation.

RUPERT CLUBB
Chief Officer
Transport for the South East

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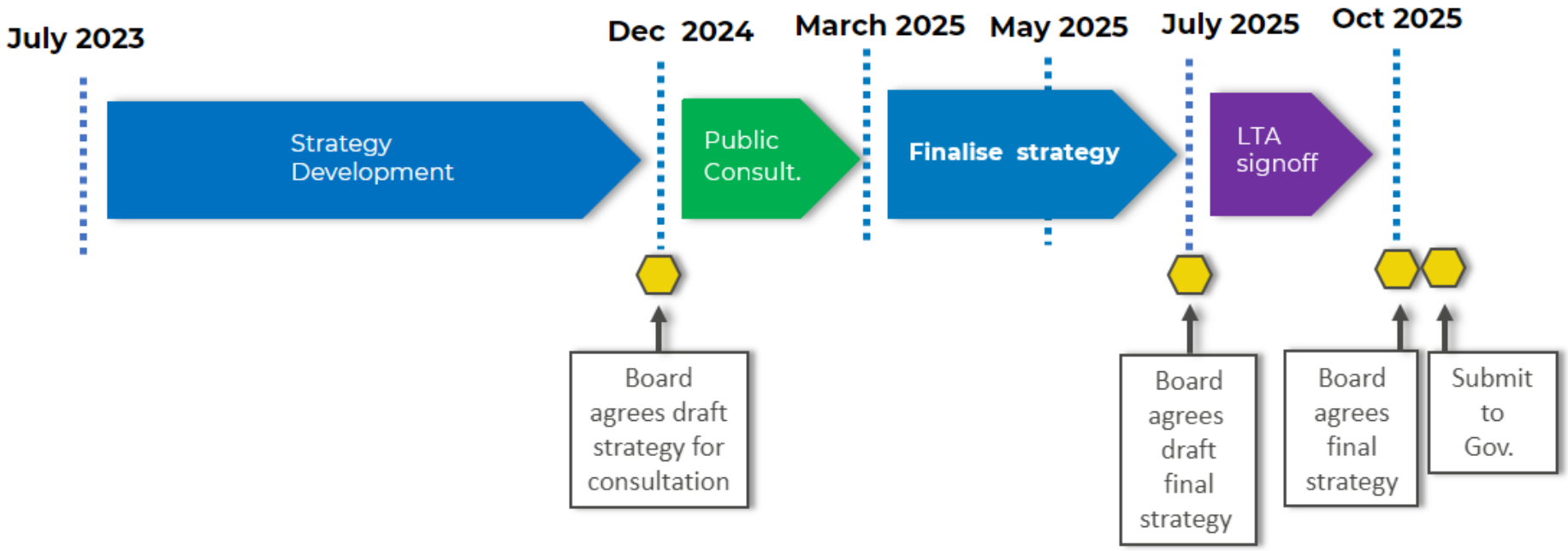
Appendix 1 – Timeline of Transport Strategy Refresh



TRANSPORT FOR THE South East

Transport Strategy for the South East

Draft Version 0.5 | 11th November 2024

Foreword

Cllr Keith Glazier

Chair, TfSE Partnership Board

[TfSE to draft]

Rupert Clubb

Lead Officer, TfSE

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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**.**

2050 Vision and Goals

Our vision is for the South East to offer the highest quality of life 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 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.

Missions

TfSE has prioritised five Missions to drive progress toward its Vision. Each Mission serves as a clear call to action, emphasizing 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 policy 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.
- **Short and Long-term Priorities**: Highlighting key interventions to achieve the desired results, including schemes from the Strategic Investment Plan (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 Development

Strategic Connectivity

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.
- Advancing well-developed connectivity schemes
- 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 coastal corridor between Brighton and Southampton to increase speed and reliability
- 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.
- Rethinking cross-country connectivity with the opening of Old Oak Common and HS2

Resilience

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.

Infrastructure 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

Fares, Ticketing, and service Priorities

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

- Upgrading the coastal corridor between Brighton and Southampton to increase speed and reliability
- 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.
- Rethinking cross-country connectivity with the opening of Old Oak Common and HS2

Inclusion and Integration

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.

Short-Term 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.

Long-Term 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 and exploring models like franchising to meet community needs
- Enhancing connectivity to Islands and Peninsulas, particularly the Solent and Medway areas

Decarbonisation

Mission Statement

The Decarbonisation 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

The immediate focus is on accelerating 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

Long-term efforts will focus on projects and policy reforms to solidify the transition to a zero-emission transport system by:

- Decarbonising rail through electrification and battery-powered trains, enabling zero-emission rail services
- Supporting a clean energy grid to ensure that electric vehicles are powered by sustainable energy sources
- Reducing embodied carbon in Infrastructure by promoting sustainable materials and construction practices
- Rolling out national road user charging to provide a financial incentive for sustainable travel choices
- Advancing alternative fuel research to support sectors that are challenging to electrify, such as aviation and long-haul freight

Sustainable Development

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
- Embedding active travel infrastructure in new developments

Enablers

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

- Implementing Value Capture and Funding Mechanisms to finance 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 has established a structured approach to deliver its Transport Strategy and associated Strategic Investment Plan (SIP), setting out interventions needed to achieve its vision and goals.

TfSE recognises financial pressures and limited government funding have created constraints for regional authorities, necessitating innovative funding solutions and local capacity building. TfSE is exploring alternatives such as devolution, rail reform, and “beneficiary pays” schemes to diversify funding. The upcoming Devolution Bill may offer new avenues for local partnership and resource pooling, enabling the South East to secure additional funds. TfSE also aims to strengthen regional transport planning capacity through initiatives like the Centre of Excellence.

The successful delivery of this strategy relies on collaboration across various stakeholders. TfSE will drive policy prioritisation, stakeholder engagement, scheme development, and advocacy. Local transport authorities play a crucial role, especially in delivering highway and public transport projects, while national infrastructure managers (Network Rail and National Highways) will handle key road and rail developments. Private sector entities, including bus and rail operators, are also essential partners in delivering services and innovations.

TfSE’s delivery timeline spans 25 years, prioritising ready-to-go schemes and resilience measures in the short term. Medium-term initiatives focus on climate action and decarbonising key rail corridors, while long-term development accommodates larger transformational projects and cohesive planning for interconnected interventions, such as Heathrow and HS2-related upgrades.

Sustainable transport investment requires diverse funding sources beyond traditional public finance. TfSE will explore hypothecated road user charges and “pay as you go” models to generate funds for infrastructure improvements, securing both user-based and government contributions.

To ensure accountability, TfSE and its partners will monitor indicators across transport, socio-economic, and environmental metrics, assessing the impact of interventions and helping to secure further support for strategic projects.

Immediate actions include business case development, intermodal freight studies, and funding pipelines for infrastructure planning. TfSE will also advance mission-specific efforts, such as enhancing regional resilience, promoting social inclusion in transport, accelerating decarbonisation initiatives, and integrating sustainable development into planning.

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.

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.

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.

Photo: TfSE

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 on its mission. 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)

40m
Gatwick Airport passengers (2023)

381
Rail stations

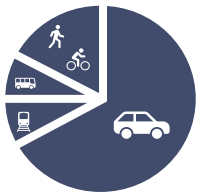
327
Miles of motorway

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

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 UK 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 South East's the transition to net-zero.

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.

This case must 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 in 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 – GDP per hour worked grew just 5% between 2010-20 – half the rate seen in Germany and the USA

International trade

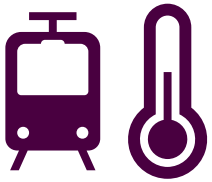
Trade volumes through Dover are down around 20% since the UK left the EU, and **Eurostar no longer serves** Ebbsfleet and Ashford

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 **GVA per capita** of less well-connected areas **is less than half** that of well- connected areas and over **80% of Hasting's 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

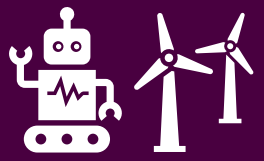
Highway congestion

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

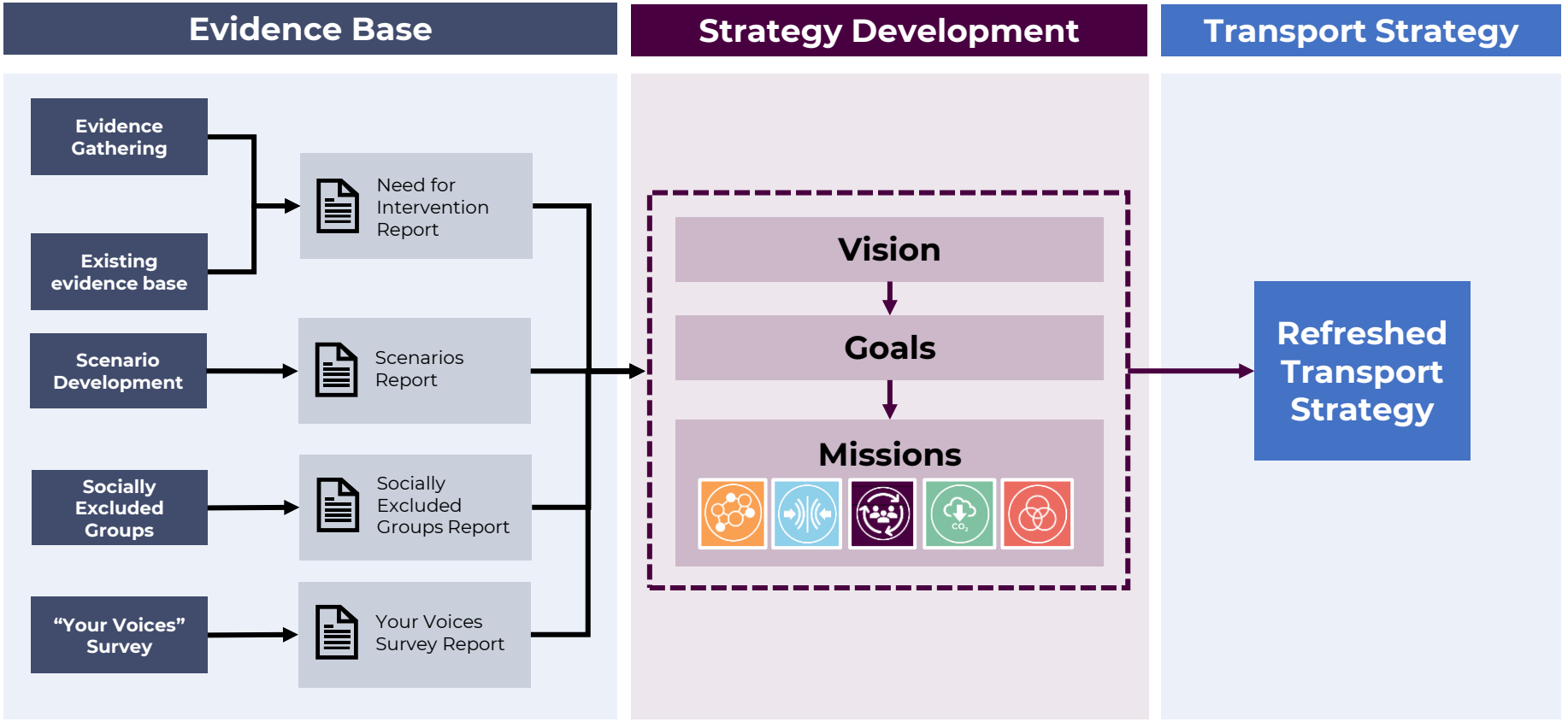
This strategy focuses on areas where urgent action is most needed and where TfSE can make a difference. While the 2020 strategy laid the groundwork, this updated strategy focuses on specific priorities that have emerged from the region's changing context and where TfSE is well placed to help the region 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 of 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 his 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, 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 Strategic Investment Plan. A summary of the appraisal was published alongside the SIP and is accessible here.

[It should be noted that intervention outlined in this strategy will undergo thorough sustainability assessment and appraisal as and when these schemes come forward]

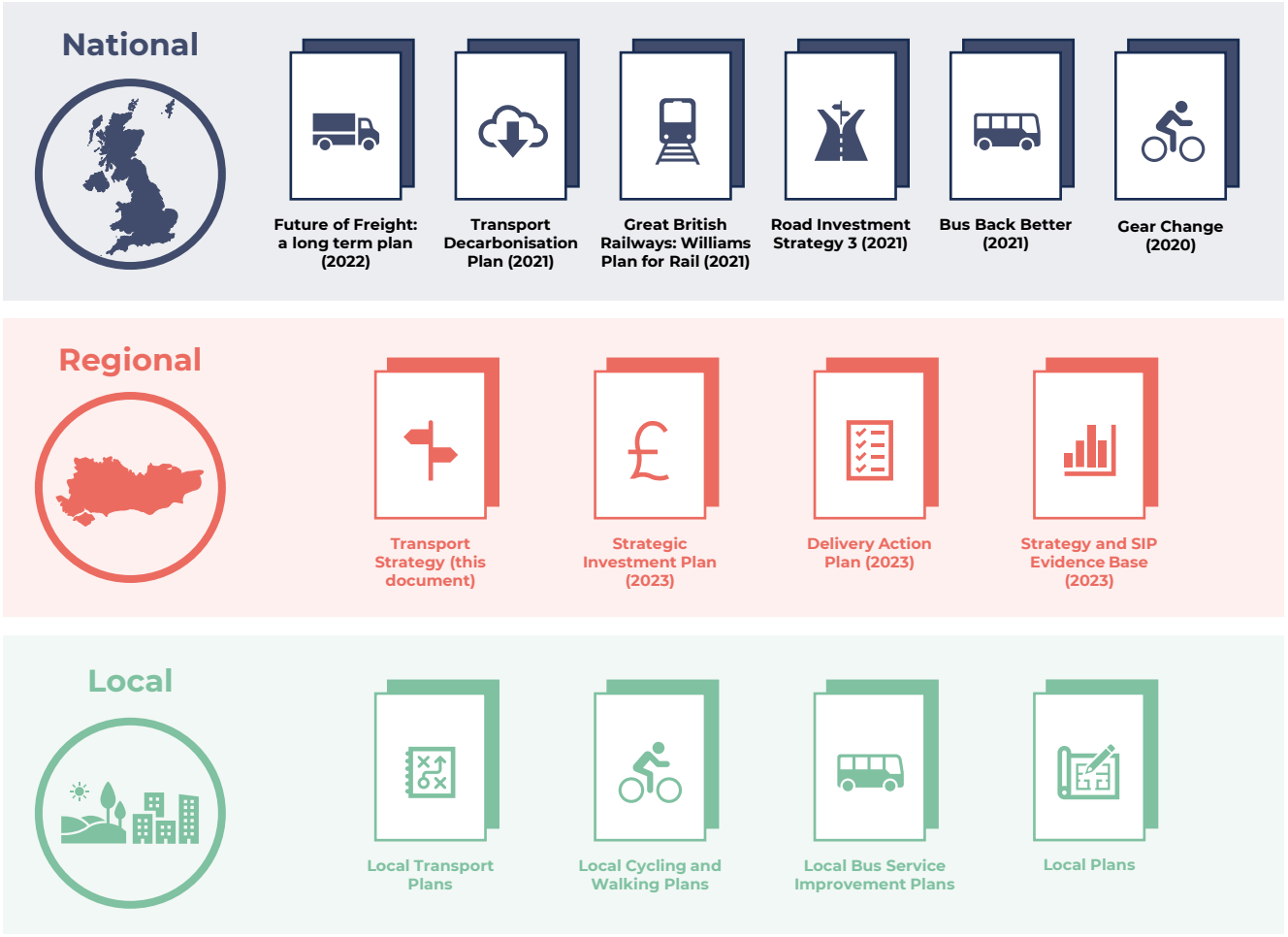
Photo: Kallerna (creative commons)

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 missions are delivered.

At the same time, this transport 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

2050 Vision and Goals

TRANSPORT FOR THE South East

Our vision is for the South East to offer the highest quality of life 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 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.

Guiding Principles

Our strategy is built on six core principles that guide us toward our Vision and Goals. These principles 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

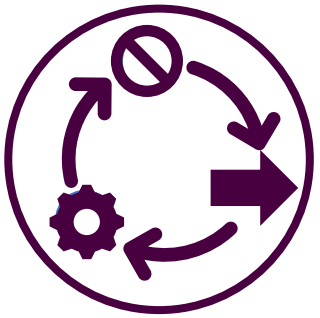
This principle expands accessibility by considering not only physical transport but also digital and social factors, ensuring a more inclusive and connected transport system.

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 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 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.

They were prioritised because they represent themes in our strategy where we believe the South East risks falling behind and where concerted action is needed to get the region "back on track". 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.

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

The Missions are

Strategic Connectivity

Resilience

Inclusion and Integration

Decarbonisation

Sustainable Development

Routemaps

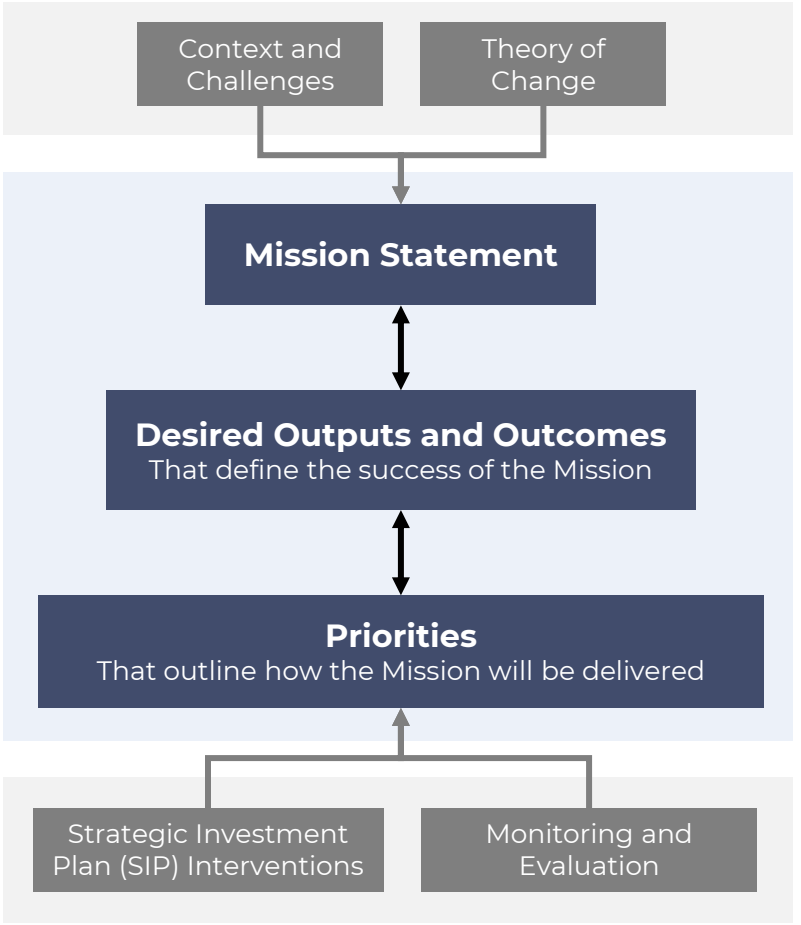
The five missions have been developed and presented using a policy route map approach. The key components of these are presented in the strategy as follows:

- **Mission statement**: Which sets out a clear call to action, focusing on delivering tangible outcomes while providing direction and a sense of urgency.
- **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 Strategic Investment Plan (SIP). These are also presented on a map.

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

- **Context**: Which provides further detail and evidence articulating the challenge and need for intervention.
- **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 delivery, monitoring and evaluation of achieving the five missions.

Policy route map components



Appendix B presents TfSE's assessment of the impact of each Mission's roadmap 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 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 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, 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 Strategic Investment Plan outlines the schemes we believe will help strengthen strategic connectivity. In this Strategy we highlight those that we believe have the potential to make the greatest contribution to achieving this 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 scheme are documented in the Strategic Investment Plan. 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 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 cross country 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 Cross Country rail services.

Key Priorities

Region-wide Service Priorities

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

South Coast ports to Midlands freight connectivity

Heathrow Airport and HS2 Old Oak Common Rail Access

Bakerloo Line extension and upgrade

Reinstated international rail services

Gatwick Airport – Kent rail connectivity

Channel ports to Midlands rail freight connectivity

Hastings – London/ M25 highway and rail connectivity

South Coast highway and railway connectivity

Isle of Wight ferry connectivity

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 Cross Country 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.

Photo: HS2

Resilience

We will safeguard the South East's connectivity and work to maintain 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.

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, damage to infrastructure and vehicles should be easier to control with a more resilient transport system. A more efficient, cost-effective system benefits all stakeholders by freeing up resources to invest in further enhancements and expansions.

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 on roadworks planning and management,** such as lane rental schemes, ensuring that essential maintenance works are completed efficiently and with minimal disruption to users. This will encourage greater forward planning of major maintenance and renewals projects and explore opportunities for resilience to be designed into projects from the outset.

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 railway bottlenecks on the region's busiest corridors**, particularly 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 A22 and A24.

3. **Improving Operation Brock and Operation Stack in Kent** by implementing alternative solutions to maintain traffic flow during cross-channel disruptions, reducing congestion and delays on key routes for both passengers and freight.

4. **Delivering the Kent Bifurcation Strategy** to relieve pressure on existing Thames crossings and strengthen strategic connectivity and resilience between the Channel ports and M25.

5. **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

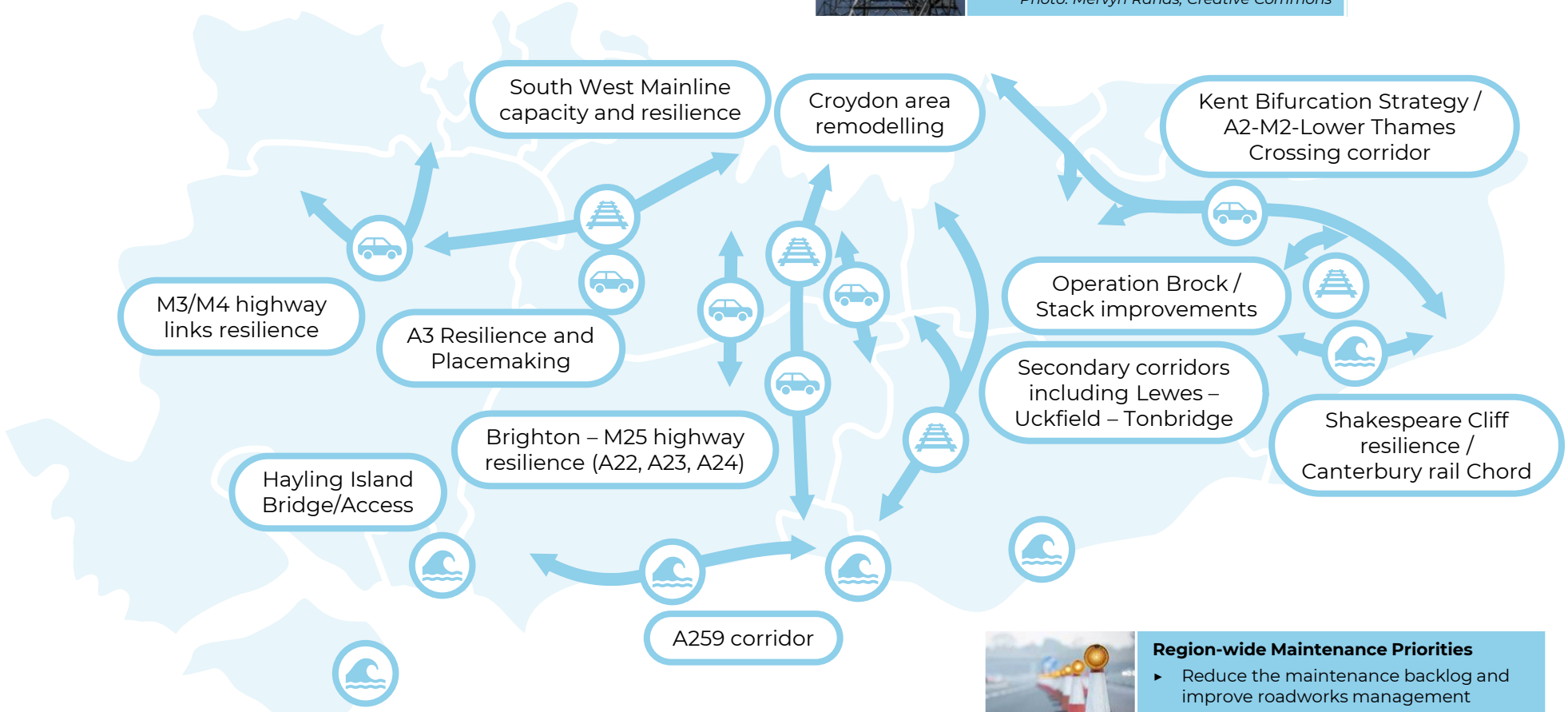
6. **Ensure the region's power networks have sufficient capacity and resilience** to support the rail network, roll-out of electric vehicles, and development – noting that power is one of the key constraints preventing significant expansion of passenger rail services across the Southern region.

Key Priorities

Region-wide Power Priorities

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

Photo: Mervyn Rands, Creative Commons



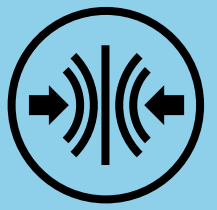
Region-wide Maintenance Priorities

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

Photo: UK Government

Highway Railway Coastal erosion/flooding risk

Delivering the Kent Bifurcation Strategy



Kent's strategic position between London and continental Europe has long made it vital to the resilience of the UK. Historically, this position allowed Kent to secure investment in major schemes, leveraging its importance to the nation.

Today, Kent 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 weather events, industrial action, and major occurrences like the 2012 London Olympics.

To strengthen resilience, planning authorities in Kent and Medway have established the Kent Bifurcation Strategy. This long-term vision aims to create multiple, reliable highway and rail corridors between Dover, Folkestone, and the M25, backed by protocols to manage high traffic volumes during disruptions, such as Dover TAP, Operation Brock, and Operation Stack.

While robust systems are in place, key enhancements are needed to realise Kent's full potential as a resilient transport hub. These include:

- Upgraded highways on the A2 corridor, with targeted junction improvements to boost safety and ease congestion.
- Dynamic traffic management capabilities on the A228, A229, and A249 corridors to better distribute traffic between the M2 and M20.
- A more resilient Thames Crossing at Dartford/Gravesham, enabling flow management and refurbishment of aging infrastructure.
- Increased lorry holding capacity to handle incidents and adapt to evolving EU customs controls, including the ETIAS and Entry-Exit Scheme.
- Enhanced rail freight options, potentially using HS1 during off-peak periods.

TfSE's Strategic Investment Plan 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 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** 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 at 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 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 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 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 Isle of Wight communities.

Key Priorities

Region-wide Infrastructure Priorities

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

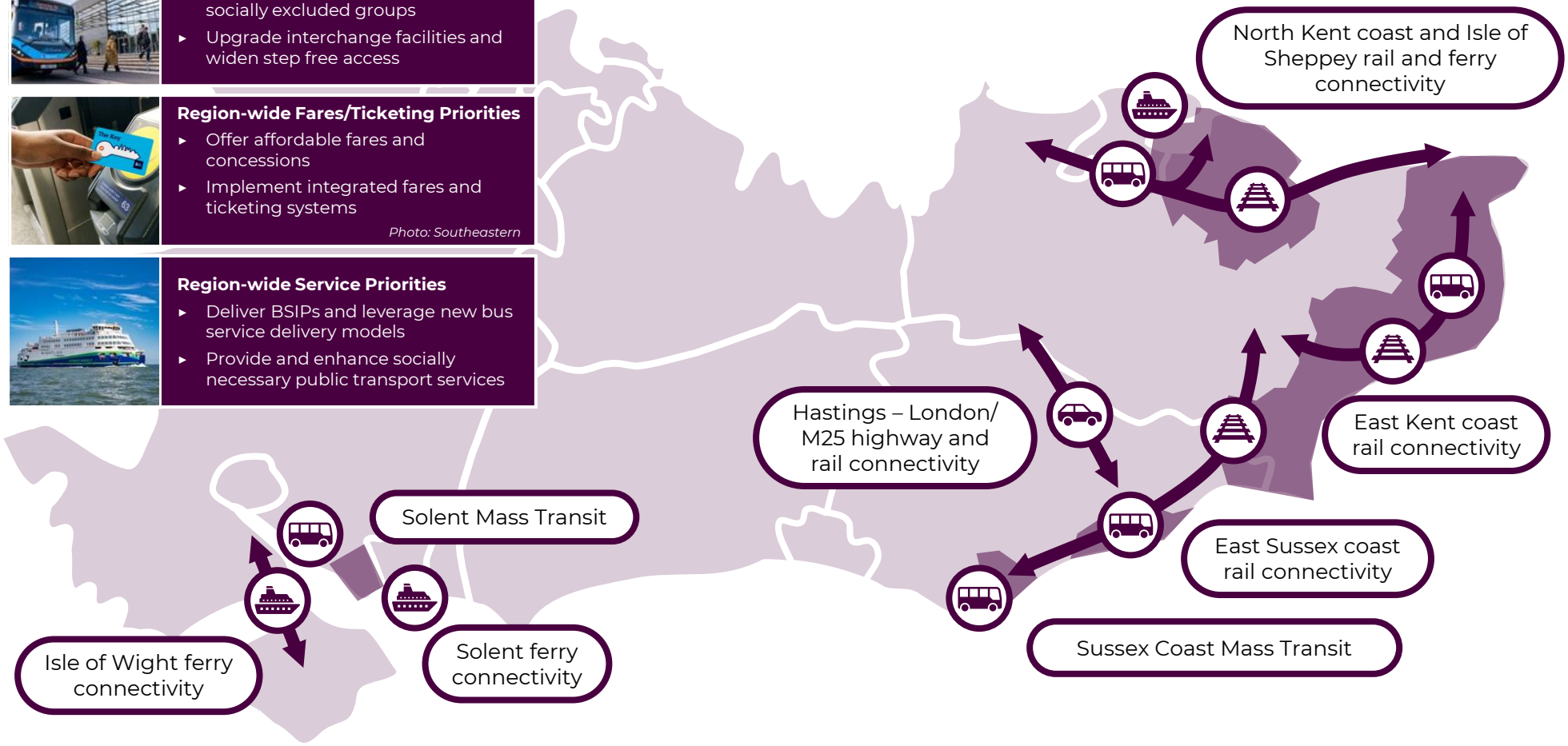
Region-wide Fares/Ticketing Priorities

- 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



High Transport Related Social Exclusion

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 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 Implementation 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 event that they commit to roll our national road user charging** mechanisms, providing a financial incentive for more sustainable transport modes while reducing congestion.

7. **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 long-distance freight.

Key Priorities

Region-wide Low Emission Vehicles (LEVs)

- 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

- 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

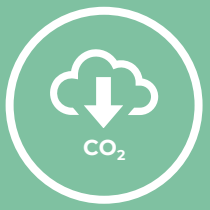
Region-wide Beyond Transport

- 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 Development 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. 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.**

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 Development

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 Development 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 within close to high-quality public transport and active travel networks, promoting sustainable travel choices.

Specifically, this mission seeks to:

- **Ensure all 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.**
- **Increase 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 4 services per hour.
- **Ensure 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.
- Promote 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.
- **Increase the percentage of new dwellings within 10 minutes of metro-level public transport services** and high-quality active travel routes. Ensuring that new developments are located in places that offer residents a wide range of sustainable travel options.

Integrated Land Use Priorities

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 to ensure new 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.

Key transport interventions include:

1. **Expanding public transport concessionary fares and subsidy 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, and Thames Valley.**

   This 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 initiative – which could include major interventions such as a proposed Southampton tunnel solution – 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 new developments and growing communities
- Deliver LCWIPs and RATSAP

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

Croydon area remodelling

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 rail / mass transit

Region-wide Planning Priorities

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

Photo: Paul Messerschmidt

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: Gifting new residents free bus tickets to enable them to explore the local public transport system and avoid replying 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: xandiepip

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 CrossCountry services

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 Power Priorities

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

Region-wide Modal Shift and Demand Management

- 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

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

Region-wide Infrastructure Priorities

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

Region-wide Beyond Transport

- Support decarbonised energy
- Support initiatives to tackle embodied carbon

Region-wide Fares/Ticketing Priorities

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

Region-wide Active Travel Priorities

- Embed high-quality walking and cycling infrastructure into the design of new developments and growing communities
- Deliver LCWIPs and RATSAP

Region-wide Service Priorities

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

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

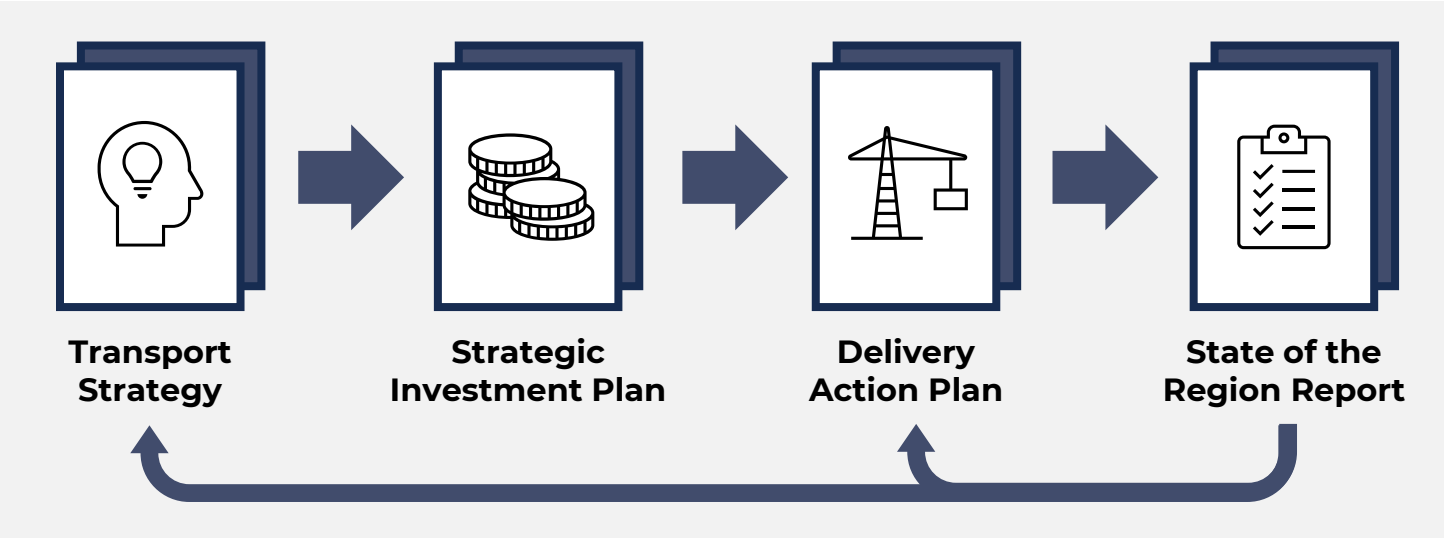
Approach to Delivery

TfSE has established a strategic planning cycle to support the delivery of the Transport Strategy and Strategic Investment Plan.

The 2020 Transport Strategy informed the development of a **Strategic Investment Plan** (SIP), which details the interventions and policies that TfSE and its partners believe are needed to achieve the Vision and Goals outlined in this strategy.

The SIP includes **Key Performance Indicators** to monitor the impact of these interventions and policies as and when they are delivered.

A **Delivery Action Plan** was also developed to provide a more detailed framework for delivering the SIP – particularly for those schemes identified for development and delivery in the shorter term. This is supported by a biannual "**State of the Region**" report, which reports on progress in delivering the SIP and securing the benefits and desired outcomes of the SIP's interventions. This, in turn, informs an annual update of the Delivery Action Plan. TfSE will endeavour to update the Transport Strategy again in five years.



Transport for the South East's Strategic Planning Cycle

Challenges and Opportunities

TfSE recognises that the resources and levers for delivering change are more limited now than in 2020. We must move beyond reliance on central government as the primary agent of change.

Severe financial pressures and increasing demand for local public services have constrained authorities across the South East, and reductions in central government funding over the last decade and declining revenues have further limited capacity for developing and implementing large transport projects. There are also challenges with distribution across different networks, resulting in siloed planning. Many stakeholders would like to see longer term funding settlements to support longer-term planning.

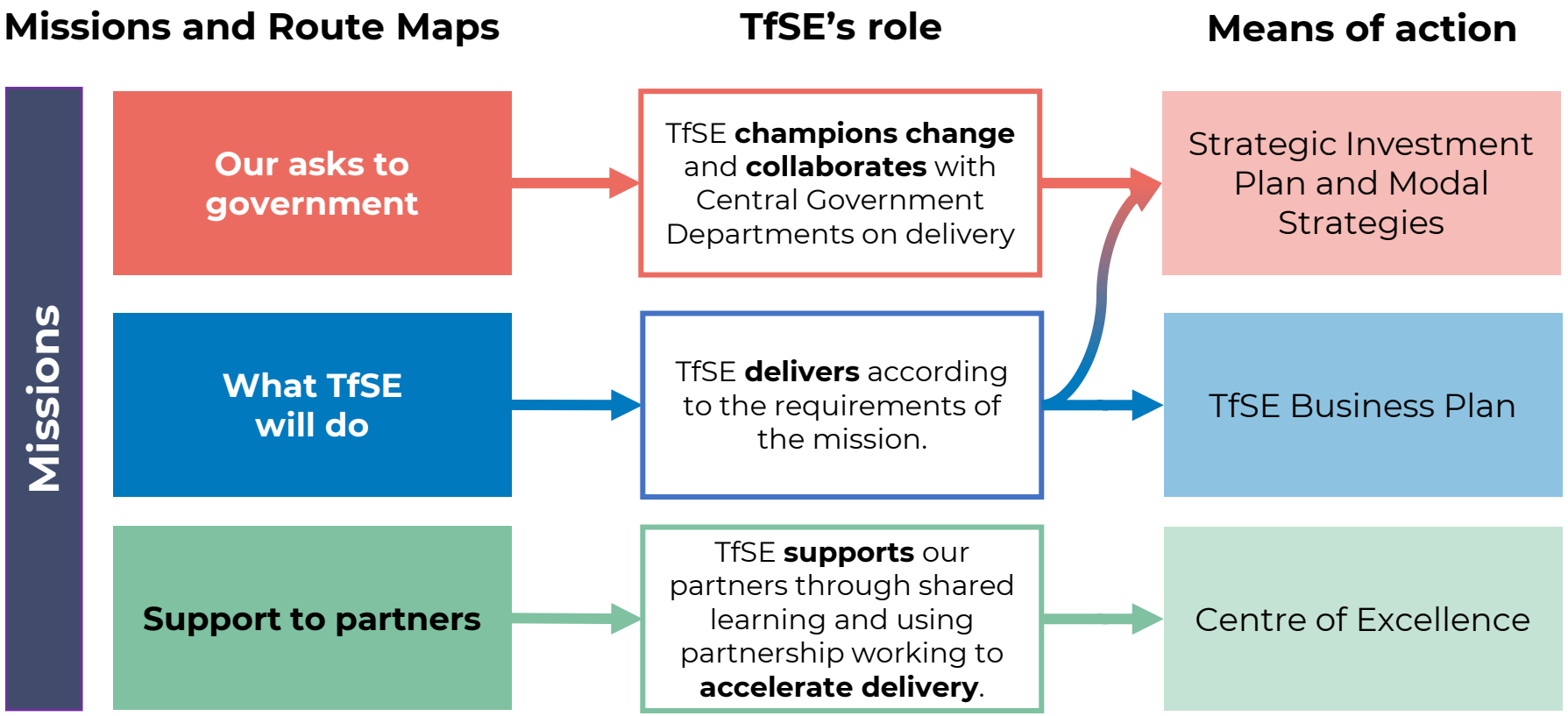
To successfully deliver the South East's Transport Strategy and Strategic Investment Plan, **TfSE must embrace innovative funding solutions and build local capabilities**. This includes exploring alternatives such as greater devolution, rail industry reform, and "beneficiary pays" schemes that generate sustainable revenue. However, many of these options will require significant political effort and may face opposition.

The pace of devolution in the South East has been slower than in other regions, putting the area at risk of missing out on new opportunities. The upcoming Devolution Bill, expected to seek to extend the coverage of Combined Authorities, could create new opportunities for local partners to pool resources and secure funding. TfSE will stand ready to support its constituent authorities with these changes as clarity emerges.

Meanwhile, **TfSE can play a pivotal role by enhancing transport planning capacity across the region, supporting the development of a Centre of Excellence**, and commissioning feasibility studies to strengthen scheme delivery.

Roles and Responsibilities

The chart below shows how different delivery activities contribute to the broader strategic outputs necessary for achieving the transport strategy's missions. Descriptions of the three key categories shown below are provided in the next page.



Roles and Responsibilities

Government's role

This focuses on requests of **central government** – **particularly the Department for Transport** – from TfSE and its partners to support the delivery of TfSE's transport missions.

This includes securing funding, policy support, and regulatory changes necessary for implementing the strategies.

The outcomes of these government asks are consolidated into the Strategic Investment Plan and Modal Strategies, which outline the required investments and the strategic direction for each mode of transport.

TfSE's role

The focus of **TfSE** will be accelerating policies and schemes that will deliver the missions. TfSE is already taking action, including

- Refreshing the Strategic Investment Plan every five years or sooner;
- Scheme prioritisation/promotion.
- Stakeholder engagement
- Monitoring and evaluation
- Feasibility work and funding for relevant scheme promoters, likely delivery partners, and other
- Business case and scheme development and support
- Advocacy and securing funding
- Delivering a Centre of Excellence to boost transport planning capacity

Further details about TfSE's work is outlined in its Business Plans, Strategic Investment Plan, and modal strategies.

Partners' roles

TfSE benefits from having a variety of **committed partners**, whose work will be crucial to achieving our missions.

The approach of TfSE will be to help our partners in achieving these missions. This is about developing capacity and skills to deliver.

TfSE already does this through sharing expertise, providing technical assistance and supporting scheme development, as well as learning through its Centre of Excellence.

In the future, this means that we will work with our partners to ensure there is sufficient capacity and capability to deliver.

A summary of the **key partners** who will help deliver this strategy is provided in the following page.

Roles and Responsibilities

Local Transport Authorities' role

Local Transport Authorities will play a crucial role in delivering this strategy. As custodians of their highway networks and sponsors of public transport services, they support major interventions in their areas. With TfSE's support, Local transport authorities will help deliver this strategy by:

- Sponsoring and delivering highway interventions, including bus and active travel initiatives.
- Sponsoring and delivering other transport projects, such as bus interchanges.
- Sponsoring and, where appropriate, operating public transport services within their regions.
- Aligning spatial and transport planning to ensure cohesive and efficient development.

National infrastructure managers' role

Network Rail will continue managing rail infrastructure in the short term, with the Department for Transport outlining rail network strategy. In the medium term, strategic functions are expected to transition to **Great British Railways**. This agency will oversee the future development of the rail network, set infrastructure and service needs, and manage passenger service contracts, with TfSE working alongside GBR to help set the rail priorities for the South East.

National Highways will lead interventions on the English Strategic Road Network (SRN) and support projects interfacing with local transport networks. Through its internal frameworks and Road Investment Strategy (RIS), it will fund and deliver projects in phases, with some key schemes planned into the 2030s. TfSE will collaborate with National Highways to help set the Road Investment Strategy for the South East.

Roles of other parties

Other parties, including the **private sector**, **third parties,** and **local planning authorities**, will also contribute vital resources, assets, and expertise in support of delivering this strategy. Private sector roles include:

- Delivery of public transport operations, including mass transit, bus, and shared mobility services.
- Delivery of interventions, often leveraging resources and skills not available within the public sector and NGOs, like **Sustrans**, are also instrumental in this capacity.
- Potential contributors to the funding and financing of transport interventions.

Local planning authorities will lead spatial planning and develop Local Plans that align with local transport plans, regional transport strategies and national priorities.

Programme

TfSE has developed a plan that outlines how the interventions in this strategy could be delivered over the next 25 years. This is presented in **Appendix C**.

In the **short term**, we will prioritise policies and schemes that are already in advanced development or have been formally adopted. These include Bus Service Improvement Plans, Local Cycling and Walking Infrastructure Plans, projects that support planned developments, and supporting local and national government in delivering their priorities. We also seek to bring forward a robust plans for strengthening the resilience of the region's transport networks, ensuring a steady pipeline of planned renewals that can give industry stakeholders confidence and help manage costs effectively.

Recognising the urgency of climate action, in the **medium term** we advocate for a national, rolling plan to decarbonise public transport, including electrifying key long-distance rail corridors within our region, alongside global efforts to decarbonise road transport and the wider economy. This aligns with the need for immediate steps toward reducing carbon emissions from transport.

Given current constraints on capital budgets, we understand that some of the larger, transformational schemes in the SIP will require **longer term** development and delivery timelines – but some may advance quicker than others. For example, some transformative projects, like expanding existing mass transit systems, should proceed as soon as feasible, while entirely new networks will naturally take longer to implement.

We acknowledge that certain interventions, such as those related to Heathrow and HS2**, depend on the delivery of other projects** to fully realise their benefits. It is essential that these linked interventions are planned cohesively to maximise their impact.

Finally, we also recognise as construction methods and power networks decarbonise over time, the benefits of decarbonisation interventions will grow over time, and this may influence the timing of planned interventions over the next 25 years.

Funding and Financing

TRANSPORT FOR THE South East

Multiple sources of funding and financing are required to deliver the transport strategy.

The table below outlines the key funding and financing options that will be called on to deliver the strategy.

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 funding models, 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 the transport strategy.

Funding

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

Sources

- Banks
- Lenders
- Investors
- Public Loans Work Board

Dependencies/enablers

- Revenue (fares, tolls)
- Underwriting

Financing

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

Sources

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

Dependencies/enablers

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

Monitoring and Evaluation

TfSE and its partners will establish appropriate governance to oversee the development, delivery and benefits realisation arising from the Missions in this strategy – particularly those that include larger and/or more complex interventions, which may require a bespoke approach for delivery.

These will be used to not only monitor progress against our goals and priorities, but also help make the case for further intervention. They should also be used by scheme promoters delivering interventions contained within this plan.

A selection of potentially suitable indicator for monitoring and evaluation the packages of interventions in this plan – broken down by each Mission are presented in the following slide.

TfSE will develop a set of transport outcomes and wider socio-economic and environmental indicators (KPIs).

Indicators

TRANSPORT FOR THE South East

Strategic Connectivity	Resilience	Integration and Inclusion	Decarbonisation	Sustainable Development
From the Strategic Investment Plan				
▸ 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. ▸ 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 in the length of the National Cycle Network in the south east. ▸ Increase in the length of segregated cycleways in the south east. ▸ Increase mode share of trips undertaken by foot and cycle. ▸ Increase number of bikeshare schemes in operation in the area. ▸ Increase mode share of walking and cycling.
From the State of the Region Report				
▸ Rail and rail network reliability ▸ Average speeds for road and rail between key East-west Location ▸ 1-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

Next Steps

The Delivery of this strategy will take the combined effort of TfSE and its partners.

Any action plan needs to set the foundations of future success, while balancing what can be practically achieved presently.

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 as we learn lessons from the delivery of this strategy.

Strategic Connectivity

To support this Mission, TfSE will:

- Continue to support the development of the business cases for schemes in our Strategic Investment Plan.
- 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 Development

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.
- Working with government to advocate for increased, consistent funding to deliver the ambitions set out in this strategy and our Strategic Investment Plan.
- Continue to develop the TfSE Analytical Framework in response to delivery challenges identified by our partners.

TRANSPORT FOR THE South East

Appendix A

Mission Details

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.

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 Framework

	Challenges	Interventions	Outputs	Outcomes	Impacts
TRADE AND PROSPERITY	▸ 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.	▸ Improve Heathrow Airport and HS2 Old Oak Common Rail Access. ▸ Improve Gatwick Airport – Kent rail connectivity. ▸ Improve South Coast ports to Midlands and North rail and road freight connectivity. ▸ Improve Channel ports to Midlands and North rail freight connectivity.	▸ 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".
SUSTAINABILITY	▸ People are not incentivised to travel sustainably. ▸ Railway industry finances are unsustainable. ▸ Rising costs are a barrier to delivering capital projects.	▸ Improve incentives to use sustainable travel choices. ▸ Refine timetables to support leisure markets, including CrossCountry.			
DISTRIBUTION	▸ 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.	▸ Improve South Coast highway and railway connectivity. ▸ Improve Hastings – London/ M25 highway and rail connectivity. ▸ Improve Isle of Wight ferry services.			

Strategic Connectivity Interventions

Interventions cited in this strategy	Interventions included in the 2023 Strategic Investment Plan (SIP)	
Improve incentives	▸ Global Policy Statement (Public transport fares)	
Refine timetables	▸ Cross Country Service Enhancements (O14)	
Reinstate international rail services	▸ NEW	
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 railway connectivity	▸ A27 Arundel Bypass (I3) ▸ A27 Worthing and Lancing Improvement (I4) ▸ A27 East of Lewes Package (I5) ▸ 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 to 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 to 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)

The South East's transport infrastructure faces multiple risks and vulnerabilities that threaten its resilience. While climate change and severe weather events like coastal erosion, flooding, and landslips are the most obvious risks, the region's transport network is also under pressure from congestion, high levels of use, and economic dependencies that make certain corridors and nodes, such as ports, particularly vulnerable.

Many parts of the network, including infrastructure built in the 19th and 20th centuries, require careful maintenance and renewal to meet future needs. However, infrastructure managers are reporting growing maintenance backlogs. Maintenance and renewals should be considered "business as usual," yet constraints in funding and resources have left the network more exposed. For example, evidence from Network Rail shows that the number of weather-related delays on the British rail network has doubled over the past decade.

There is a need to plan infrastructure and services for changes in the nature and types of risks they face. Climate change and its associated effects like sea level rise and more extreme weather have known and quantified effects.

But matters like the effect of changes in technology, greater digitalisation of the transport sector, and a changing socio-economic context means that what is planned now needs to have resilience against a variety of futures built into it. But such futures are uncertain.

Certain corridors, such as the London-Brighton route, rely heavily on single highways and railways, making temporary blockages especially disruptive and isolating large parts of the region. Similarly, congestion and trade frictions at ports like Dover and the Channel Tunnel often spill over onto the road network, impacting local communities and key regional routes.

Addressing these challenges requires a collaborative approach to delivery. Successful outcomes will depend on strong partnerships with local authorities, national agencies, and utility companies to address day-to-day operational impacts and develop long-term strategies for water, power, and digital infrastructure resilience. Where TfSE could provide value is in making the case to invest in resilient infrastructure, as well as helping partners understand and plan for plausible future risks to the resilience of the network.

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.	▸ Enhance roadworks management by optimising lane rental schemes. ▸ Clear the highways maintenance backlog. ▸ Secure long-term funding for a pipeline of infrastructure renewals. ▸ Address major railway bottlenecks on the region's busiest corridors. ▸ Develop secondary and alternative corridors as diversionary routes. ▸ Improve Operation Brock/Stack in Kent. ▸ Deliver the Kent Bifurcation strategy. ▸ Increase capacity at critical road junctions.	▸ 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 cited in this strategy	Interventions included in the 2023 Strategic Investment Plan (SIP)	
Lane Rental Schemes	▸ NEW	
Highways Maintenance Backlog	▸ NEW	
Operation Brock and 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) ▸ A228 Medway Valley Enhancements (X22)	▸ M2 Junction 4 – Junction 7 Smart Motorway (X13) ▸ M2 Junction 5 (X1) ▸ M20 Junction 6 Sandling Enhancements (X14) ▸ M20 Junction 3 - Junction 5 Smart Motorway (X15)
Croydon area remodelling scheme	▸ Croydon Area Remodelling Scheme (J1) ▸ Brighton Main Line - 100mph Operation (J2)	▸ Brighton Main Line - 100mph Operation (J2) ▸ Brighton Station Additional Platform (J3)
Woking flyover scheme	▸ South West Main Line / Portsmouth Direct Line – Woking Area Capacity Enhancement (O12)	▸ South West Main Line – Digital Signalling (O17)
Shakespeare Cliff / Canterbury 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) ▸ A22 Smart Road Trial Proposition Study (N19)	▸ 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 link highway resilience	▸ A339 Newbury to Basingstoke Enhancements (R14)	▸ A322 and A329(M) Smart Corridor (R13)
A259/A29 corridor	▸ A259 Bognor Regis to Littlehampton Enhancement (I14) ▸ A259 South Coast Road Corridor – Eastbourne to Brighton (I15) ▸ A259 Chichester to Bognor Regis (I16)Enhancement	▸ A259 (King's Road) Seafront Highway Structures Renewal Programme (I17) ▸ A29 Realignment including combined Cycleway and Footway (I18)
A3 Resilience and Placemaking	▸ A3 Guildford Long Term Solution (R11)	
Haying Island	▸ Hayling Island Bridge renewal (NEW)	▸ Improved Portsmouth – Hayling Island Ferries (C11)

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.

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, 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.

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.	▸ Design transport infrastructure and services to better serve socially excluded groups. ▸ Upgrade interchange facilities and implement step-free access at stations and public transport hubs. ▸ Support affordable fares and concession schemes. ▸ Implement integrated fares and ticketing systems. ▸ Provide socially necessary public transport services. ▸ Deliver BSIPs and leverage emerging bus service delivery models. ▸ Enhance connectivity to Solent area Islands. ▸ Enhance North Kent rail connectivity.. ▸ Enhance connectivity to Hastings. ▸ Deliver mass transit.	▸ 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 cited in this strategy	Interventions included in the 2023 Strategic Investment Plan (SIP)	
Design infrastructure and services to better serve socially excluded groups.	▸ NEW	
Upgrade interchange facilities and implement step-free access at stations and public transport hubs.	▸ Global policy Statement (Integration)	
Support affordable fares and concession schemes.	▸ Global Policy Statement (Public Transport Fares)	
Implement integrated fares and ticketing systems.	▸ Global Policy Statement (Public Transport Fares)	▸ Global Policy Statement (Integration)
Deliver BSIPs and leverage emerging bus service delivery models. Provide and improve socially necessary public transport services.	▸ Global Policy Statement (BSIP / Enhanced Partnership Plans)	
Enhance connectivity to Solent area Islands	▸ 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)
Enhance rail and ferry connectivity to North Kent and Sheppey.	▸ HS1 – Dollands Moor Connection (T1) ▸ High Speed 1 – Link to Medway (U1) ▸ Medway/Swale ferry crossings (V19 and V20)	▸ North Kent Line – Service Enhancements (S9) ▸ Chatham Main Line - Line Speed Enhancements (S10)
Enhance connectivity to Hastings	▸ 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)
Solent Mass Transit	▸ South East Hampshire Rapid Transit Future Phases (C2)	▸ Improved Gosport – Portsmouth and Portsmouth – Hayling Island Ferries (C11)
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 rail connectivity	▸ High Speed East – Dollands Moor Connection (T1) ▸ High Speed 1 – Link to Medway (U1)	▸ North Kent Line – Service Enhancements (S9) ▸ Chatham Main Line - Line Speed Enhancements (S10)

Decarbonisation Context

The UK Government, TfSE, and all local authorities in the South East are committed to achieving net-zero transport emissions by 2050. TfSE's policy statement on decarbonisation was updated and published in 2023.

This 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 alignment with the global commitment to keeping climate change within manageable limits.

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, a stark contrast to countries like France, where over 90% of the rail network runs on electricity. 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 150 million passengers per annum, which represents a 40% 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 ultimate goal.

Decarbonisation Framework

Challenges	Interventions	Outputs	Outcomes	Impacts
▸ The UK 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.	▸ Roll out EV charging infrastructure. ▸ Collaborate with manufacturers to increase the roll-out of low emission vehicles. ▸ Support the renewal and recycling of low emission vehicles and batteries. ▸ Support cleaner energy production. ▸ Support initiatives to tackle embodied carbon. ▸ Support the development of a national road user charging framework. ▸ Reduce demand for travel. ▸ Invest in decarbonised transport options including rail electrification.	▸ 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 cited in this strategy	Interventions included in the 2023 Strategic Investment Plan (SIP)	
▸ Roll out EV charging infrastructure. ▸ Collaborate with manufacturers to increase the roll-out of low emission vehicles. ▸ Support the renewal and recycling of low emission vehicles and batteries. ▸ Support cleaner energy production. ▸ Support initiatives to tackle embodied carbon.	▸ Global Policy Statement (Decarbonisation)	
▸ Support the development of a national road user charging framework.	▸ Global Policy Statement (Road User Charging)	
▸ Reduce demand for travel.	▸ Global Policy Statement (Virtual Access)	
▸ Invest in decarbonised transport options including rail electrification.	▸ 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) ▸ Reading – Taunton electrification (NEW)

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

Sustainable Development Context

Housing has become unaffordable for too many people in London and the South East, requiring significant investment in housing stock to address this challenge. Many of the South East's leading industries have ambitions to grow but are constrained by the lack of available, 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. The delivery of new developments is primarily enabled by local councils, often in partnership with national bodies like National Highways. 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 development 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 urban environment to attract investment back to commercial centres while improving health and welfare outcomes.

Photo: John Collins, Arup

Challenges/Opportunities	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).	▸ Develop and expand mass transit systems for large built-up areas and increase bus services in other fast growing areas. ▸ Deliver high-quality, high-frequency suburban passenger rail services for large built-up areas. ▸ Promote sustainable development policies. ▸ Leverage local funding measures (enhanced Land Value Capture, tax, charges, forward funding) to invest in local transport enhancements. ▸ Integrate land use and transport planning and enhance governance to better align decision making and support regional structural planning. ▸ Enhance local authority planning capacity and capability.	▸ 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 Development Interventions

Interventions cited in this strategy	Interventions included in the 2023 Strategic Investment Plan (SIP)	
Integrated land-use and sustainable planning policies	▸ Global Policy Statement (Integration)	
Planning capacity and local funding measures	▸ NEW	
Walking and cycling policies	▸ All Active Travel Packages in the Strategic Investment Plan (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 rail / mass transit	▸ 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)
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/Medway Mass Transit	▸ Kent, Medway and East Sussex Mass Transit (V)	
North Kent coast rail connectivity (including Hoo Peninsula)	▸ High Speed 1 - Link to Medway (via Chatham) (U1) ▸ North Kent Line / Hundred of Hoo Railway - Rail Chord (S7) ▸ Dartford Station Remodelling / Relocation (S13 ▸ New Strood Rail Interchange (S16) ▸ Crossrail - Extension from Abbey Wood to Dartford / Ebbsfleet (S18)	▸ St Pancras International Domestic High Speed Platform Capacity (S1) ▸ North Kent Line - Service Enhancements (S9) ▸ Chatham Main Line - Line Speed Enhancements (S10) ▸ High Speed 1 / Waterloo Connection Chord - Ebbsfleet Southern Rail Access (S19) ▸ Ebbsfleet International connections (S21 and S22)
East Kent Rail Coast 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	▸ 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

TRANSPORT FOR THE South East

INTERVENTIONIST STATE

VOLATILE, LOW GROWTH ECONOMY

HIGH AND STABLE GROWTH ECONOMY

LIASSEZ-FAIRE STATE

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

TRANSPORT FOR THE South East

Approach

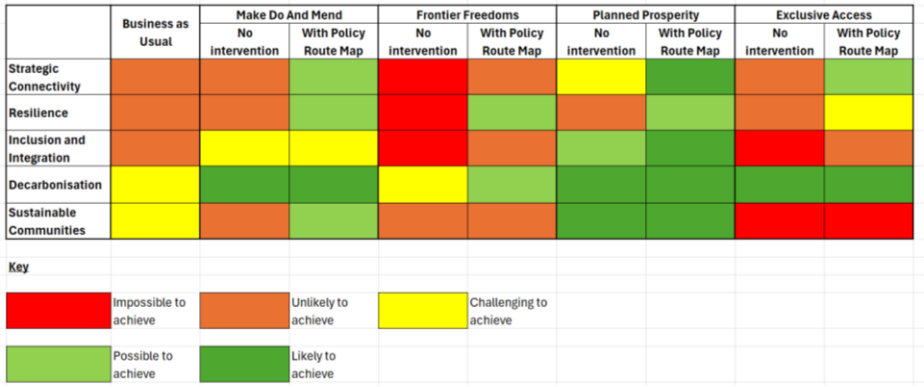
Following the development of the scenarios, a workshop was held to assess the resilience of TfSE's planned policy route map across various future scenarios. Using a Scenario Planning and Route Map tool (based on a model by the Scottish Government), the project team qualitatively evaluated the impact of TfSE's policies against four scenarios, comparing each scenario to a "Business as Usual" baseline and a "No Intervention" scenario.

The primary aim was to determine if the planned policy measures would help achieve TfSE's strategic 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 below provide insight into the viability of the policy route map under different futures, highlighting areas of uncertainty and where consensus could not be fully reached among participants.



Scenarios Reflections

TRANSPORT FOR THE South East

Findings

The scenario testing exercise highlighted the inherent value of having a clear policy 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 the 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

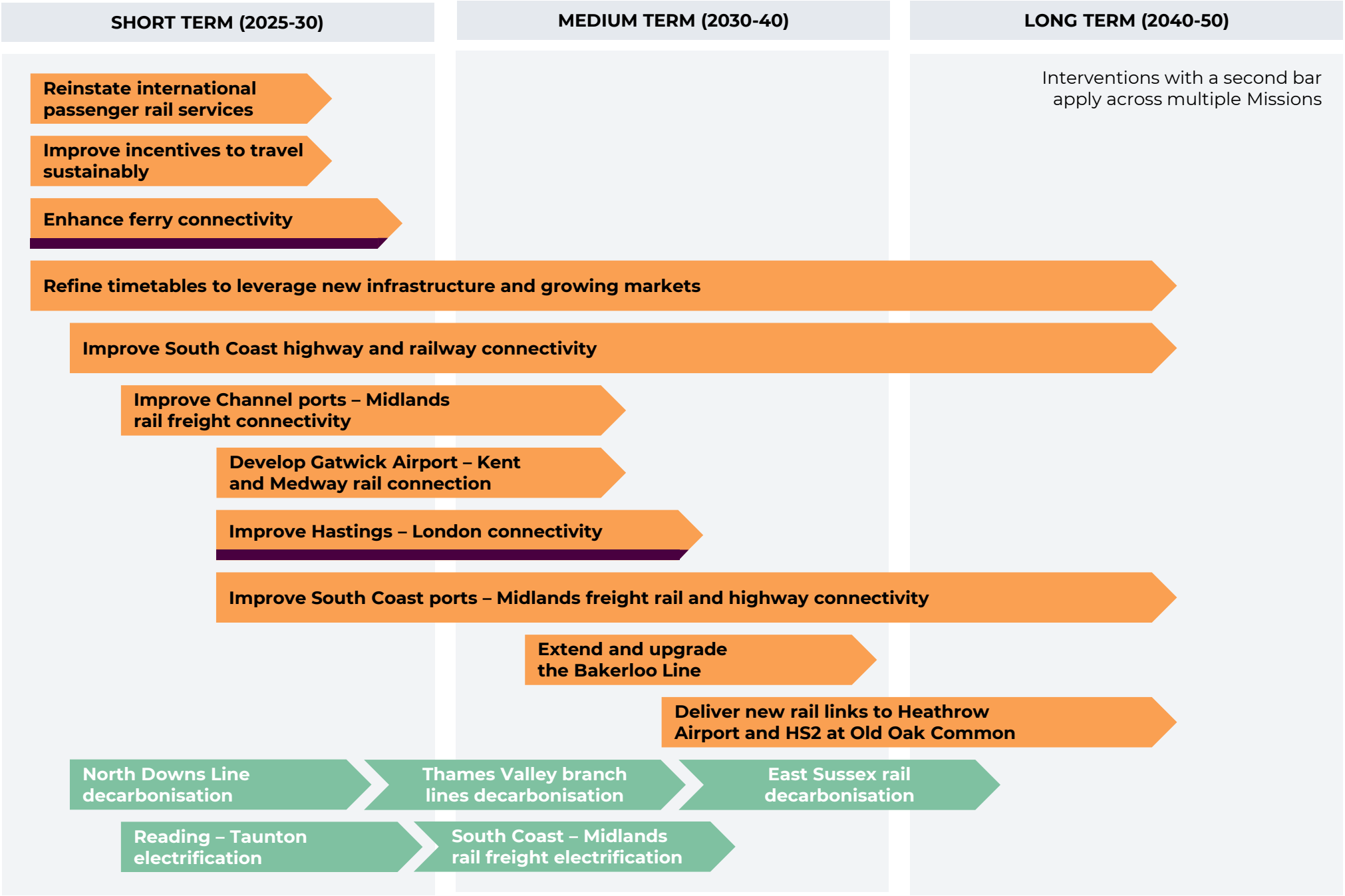
Overall, the exercise demonstrates that TfSE's strategic approach is likely to yield more positive outcomes for each mission compared to a "No Intervention" or "Business as Usual" approach. As such, no changes to the missions or route maps are proposed based on this exercise.

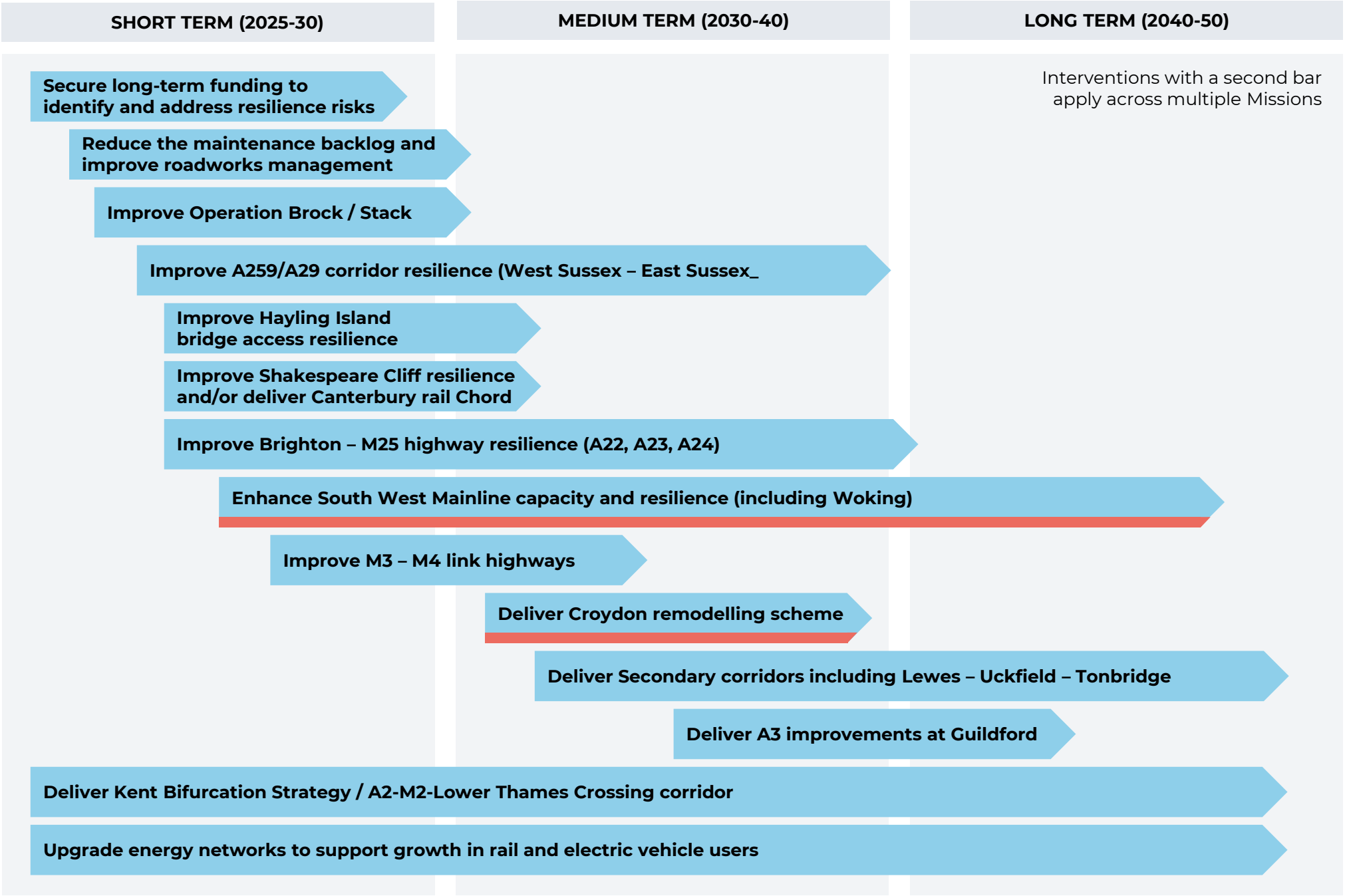
Further information

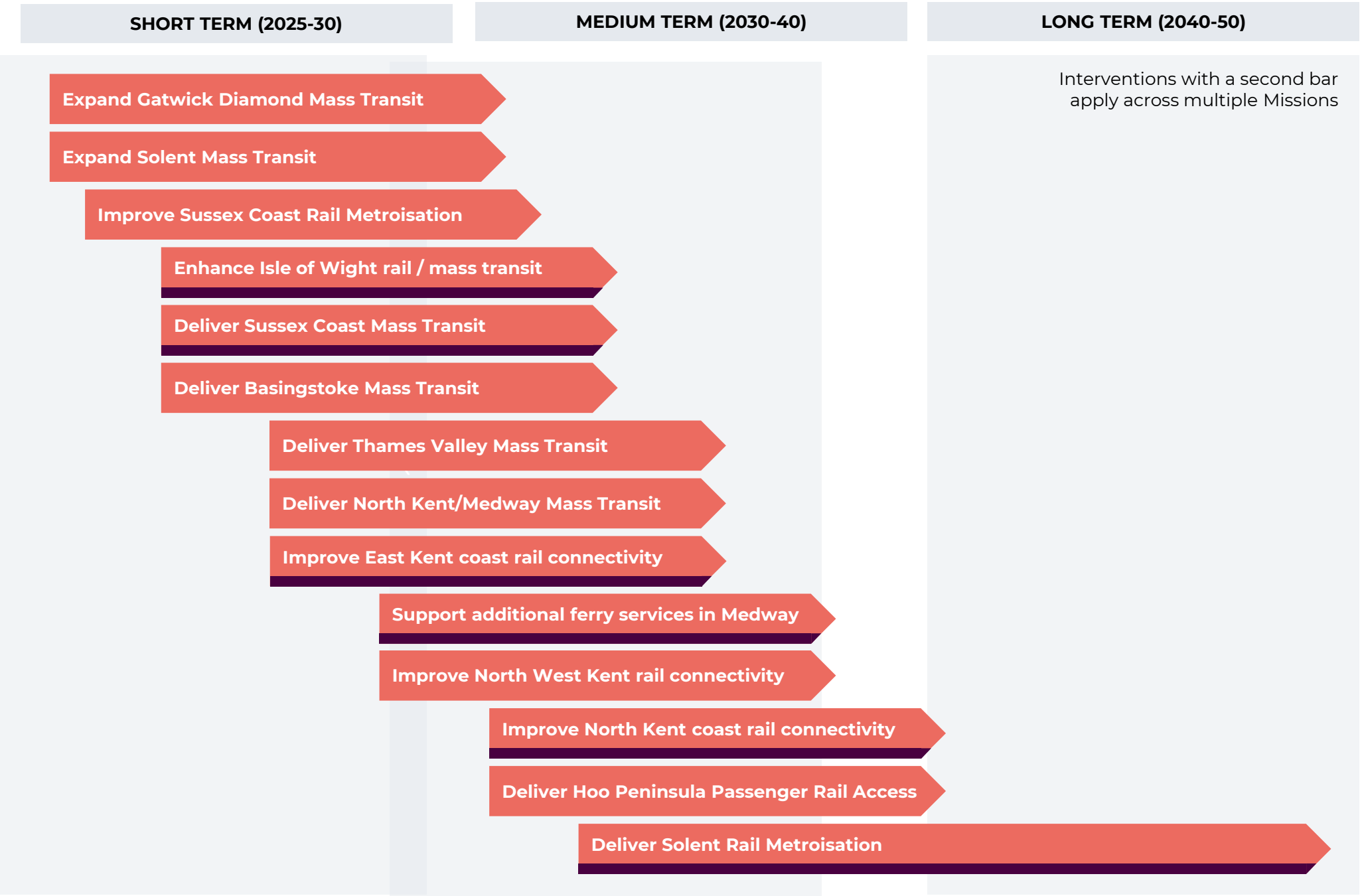
[More details can be found in the accompanying **Scenarios Report**, which can be found at www.transportforthesoutheast.org.uk]

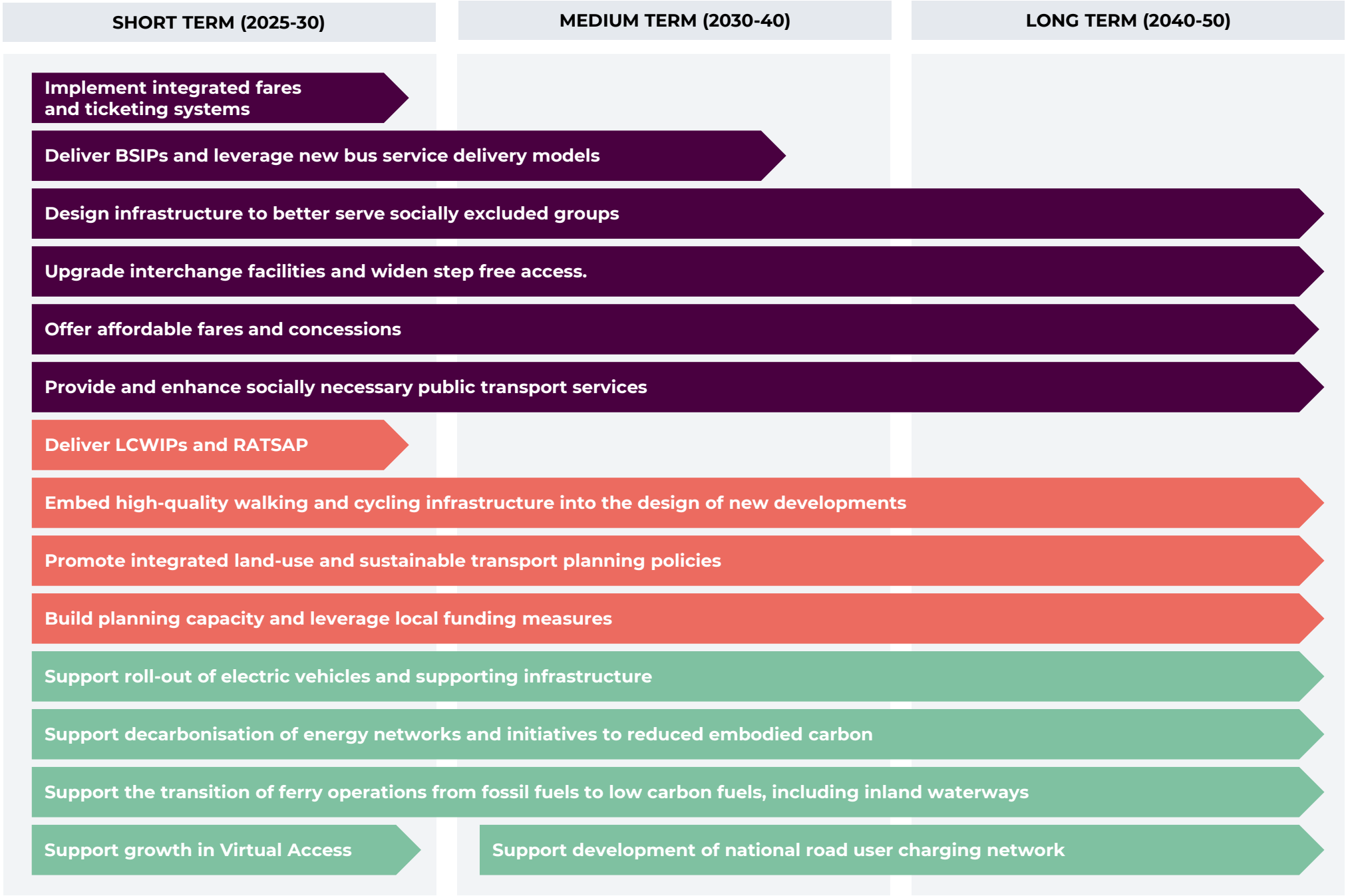
TRANSPORT FOR THE South East

Appendix C
Programme


SHORT TERM (2025-30)
MEDIUM TERM (2030-40)
LONG TERM (2040-50)
Interventions with a second bar apply across multiple Missions
Reinstate international passenger rail services
Improve incentives to travel sustainably
Enhance ferry connectivity
Refine timetables to leverage new infrastructure and growing markets
Improve South Coast highway and railway connectivity
Improve Channel ports – Midlands rail freight connectivity
Develop Gatwick Airport – Kent and Medway rail connection
Improve Hastings – London connectivity
Improve South Coast ports – Midlands freight rail and highway connectivity
Extend and upgrade the Bakerloo Line
Deliver new rail links to Heathrow Airport and HS2 at Old Oak Common
North Downs Line decarbonisation
Thames Valley branch lines decarbonisation
East Sussex rail decarbonisation
Reading – Taunton electrification
South Coast – Midlands rail freight electrification
Key to colours: Strategic Connectivity Resilience Integration and Inclusion Decarbonisation Sustainable Development


SHORT TERM (2025-30)
MEDIUM TERM (2030-40)
LONG TERM (2040-50)
Interventions with a second bar apply across multiple Missions
Secure long-term funding to identify and address resilience risks
Reduce the maintenance backlog and improve roadworks management
Improve Operation Brock / Stack
Improve A259/A29 corridor resilience (West Sussex – East Sussex_
Improve Hayling Island bridge access resilience
Improve Shakespeare Cliff resilience and/or deliver Canterbury rail Chord
Improve Brighton – M25 highway resilience (A22, A23, A24)
Enhance South West Mainline capacity and resilience (including Woking)
Improve M3 – M4 link highways
Deliver Croydon remodelling scheme
Deliver Secondary corridors including Lewes – Uckfield – Tonbridge
Deliver A3 improvements at Guildford
Deliver Kent Bifurcation Strategy / A2-M2-Lower Thames Crossing corridor
Upgrade energy networks to support growth in rail and electric vehicle users
Key to colours: Strategic Connectivity Resilience Integration and Inclusion Decarbonisation Sustainable Development


SHORT TERM (2025-30)
MEDIUM TERM (2030-40)
LONG TERM (2040-50)
Interventions with a second bar apply across multiple Missions
Expand Gatwick Diamond Mass Transit
Expand Solent Mass Transit
Improve Sussex Coast Rail Metroisation
Enhance Isle of Wight rail / mass transit
Deliver Sussex Coast Mass Transit
Deliver Basingstoke Mass Transit
Deliver Thames Valley Mass Transit
Deliver North Kent/Medway Mass Transit
Improve East Kent coast rail connectivity
Support additional ferry services in Medway
Improve North West Kent rail connectivity
Improve North Kent coast rail connectivity
Deliver Hoo Peninsula Passenger Rail Access
Deliver Solent Rail Metroisation
Key to colours: Strategic Connectivity Resilience Integration and Inclusion Decarbonisation Sustainable Development


SHORT TERM (2025-30)
MEDIUM TERM (2030-40)
LONG TERM (2040-50)
Implement integrated fares and ticketing systems
Deliver BSIPs and leverage new bus service delivery models
Design infrastructure to better serve socially excluded groups
Upgrade interchange facilities and widen step free access.
Offer affordable fares and concessions
Provide and enhance socially necessary public transport services
Deliver LCWIPs and RATSAP
Embed high-quality walking and cycling infrastructure into the design of new developments
Promote integrated land-use and sustainable transport planning policies
Build planning capacity and leverage local funding measures
Support roll-out of electric vehicles and supporting infrastructure
Support decarbonisation of energy networks and initiatives to reduced embodied carbon
Support the transition of ferry operations from fossil fuels to low carbon fuels, including inland waterways
Support growth in Virtual Access
Support development of national road user charging network
Key to colours: Strategic Connectivity Resilience Integration and Inclusion Decarbonisation Sustainable Development

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TRANSPORT FOR THE
South East

Appendix 3 – Draft Integrated Sustainability Appraisal

[To follow]

Appendix 4 – Draft Transport Strategy Consultation Plan

1. Introduction

The purpose of this Appendix is to outline the consultation plan for the forthcoming public consultation on the Draft Transport Strategy and Draft Integrated Sustainability Appraisal (ISA). The overall aim of the consultation is to engage key stakeholders and the public in a consultation process on the draft transport strategy and its associated ISA.

2. Approach to the consultation

The primary mechanism for receiving feedback on the draft Transport Strategy and ISA will be a web-based questionnaire that will seek views on a number of aspects of the draft Strategy including the Vision, the Missions, the policy route maps that support them and the proposed approach to delivery.

A number of mechanisms will be used to engage with all of TfSE's stakeholders and members of the public. These will include:

- a launch webinar;
- a meeting of the Transport Forum on the draft transport strategy
- meetings with representatives of hard-to-reach groups
- in person roadshow sessions to encourage members of the public to engage in the consultation and respond
- online surgeries giving potential respondents the opportunity to ask questions and refine their draft responses prior to submission
- attendance at existing TfSE meetings, including the Business Advisory Group, Universities Meeting and Funding and Financing Group to promote the consultation and encourage responses

A Communications Plan in in place for the consultation setting out the promotional activity that will be undertaken to raise awareness of the consultation and encourage people to respond. This will include press releases, social media activity, briefing packs and podcasts as well as the production of promotional material including a short non-technical summary of the Strategy.

A consultation report will be prepared once the consultation has ended. This report will:

- summarise how the consultation was undertaken,
- summarise key findings from the responses received, and,
- make recommendations about possible amendments needed to the draft Transport Strategy to take account of the comments received.

A copy of the consultation report will be submitted to the Partnership Board at the July 2025 meeting.

3. Key Audiences

The table below summarises the key audiences for the strategy in order of importance.

Priority	Stakeholder Group
1	Constituent local transport authorities, Department for Transport, statutory bodies (Network Rail, National Highways) bodies on the Partnership Board (South Downs National Park, Transport for London)
2	MPs, Borough & District Councils, Public Transport Operators, Non-Transport Government Departments, Trade Associations, Major International Gateways, Neighbouring STBs, Representatives of Strategically – Focussed Groups covered by the Equalities Act, Transport Focus
3	Representatives of Associations of Town and Parish Councils, Representatives of business, Civic Society Groups, Representatives of Local Groups covered by the Equalities Act, Representatives of Strategically focussed User Groups, Professional Institutions (e.g. RTPI, CILT, CIHT, TCPA), CVS.
4	Area-specific business groups, charities, local area groups, non-transport or impact assessment specific groups. Representatives of locally focussed user groups, town and parish councils, charities
5	Members of the public

4. Key Dates

The key dates for the consultation process are set out in the table below.

Date	Activity
9 December 2024	Special Partnership Board to agree the draft Transport Strategy for public consultation
10 December 2024	Public consultation due to commence (subject to Board agreement) Launch Webinar
January 2025 – March 2025	Programme of engagement events to promote the consultation and seek responses
7 March 2025	Consultation closes
March 2025 – July 2025	Prepare consultation report and identify proposed amendments to the strategy.

21 July 2025	Presentation of Draft Final Transport Strategy to the Partnership Board
July 2025 October 2025	Kent and Hampshire County Council take Draft Final Strategy to their Cabinet/Full Council
27 October 2025	Final Transport Strategy agreed by the Partnership Board for submission to Government