Sub-National Transport Body – Transport for the South East
Shadow Partnership Board

Agenda

26 June 2017, 14:00 – 17:00
Sofitel, North Terminal, N Terminal Approach, Horley, Gatwick RH6 0NP

Shadow Partnership Board Members		
Cllr Keith Glazier, Leader East Sussex County Council	Cllr Paul Carter CBE, Leader Kent County Council	Cllr Tony Page, Deputy Leader Reading Borough Council (representing Berkshire Local Transport Body)
Cllr David Hodge CBE, Leader Surrey County Council	Cllr Warren Morgan, Leader Brighton and Hove City Council	Cllr Alan Jarrett, Leader Medway Council
Cllr Louise Goldsmith, Leader West Sussex County Council	Cllr Rob Humby, Executive Member for Environment and Transport Hampshire County Council	Cllr Ian Ward, Cabinet Member for Infrastructure and Transport Isle of Wight Council
Cllr Jacqui Rayment, Cabinet Member for Environment and Transport and Deputy Leader Southampton City Council (jointly representing Southampton and Portsmouth)	Dave Lees Coast to Capital LEP	Steve Allen Solent LEP
Geoff French Transport Forum		

Observers: Andy Rhind (Deputy Director, Regional Strategies: London and South Division, Department for Transport)

Apologies: Cllr David Stewart (Leader, Isle of Wight Council); Cllr Roy Perry (Leader, Hampshire County Council)

Item		Who
1	**Welcome and Apologies**	Rupert Clubb
2	**Constitution and Governance – see Paper 1** • Agree to adopt the draft Constitution • Election of Chair and Vice-Chair • Agree proposed governance structures • Agree a Lead Authority for the Shadow Partnership Board	Philip Baker
3	**Co-opted Membership – see Paper 2**	Philip Baker

4	**Background to Transport for the South East – oral update**	Rupert Clubb
5	**Transport Strategy Development – see Paper 3**	Rupert Clubb
6	**Communications and Engagement – see Paper 4**	Warwick Smith
7	**Roads Investment Strategy – see Paper 5**	Rupert Clubb
8	**AOB**	
9	**Date of Next Meeting** TBC	

**Secretariat**

Rupert Clubb	Director of Communities, Economy and Transport	East Sussex County Council
Mark Valleley	Communities, Economy and Transport	East Sussex County Council
Rachel Ford	Economic Growth	Surrey County Council

Additional Attendees

Philip Baker	Assistant Chief Executive	East Sussex County Council
Warwick Smith	Head of Communications and Marketing	East Sussex County Council
Barbara Cooper	Corporate Director Growth, Environment and Transport	Kent County Council
Ruth Du-Lieu	Assistant Director Frontline Services	Medway
Kevin Lloyd	Head of Economic Growth	Surrey County Council
Mark Prior	Assistant Director, City Transport	Brighton and Hove City Council
Matt Davey	Director of Highways and Transport	West Sussex County Council
Alan Cufley	Director of Transport, Environment and Business Support	Portsmouth City Council
Mike Harris	Service Director, Growth	Southampton City Council
Wendy Perera	Head of Place	Isle of Wight Council
Keith Willcox	Assistant Director – Transport	Hampshire County Council
Richard Tyndall	Business Consultant	Berkshire Local Transport Body / Berkshire Thames Valley LEP
Kathy Slack	Director	Enterprise M3 LEP
Adam Bryan	Managing Director	South East LEP
Jonathan Sharrock	Chief Executive	Coast to Capital LEP
Stuart Baker	Head of Local Growth	Solent LEP

Map to venue
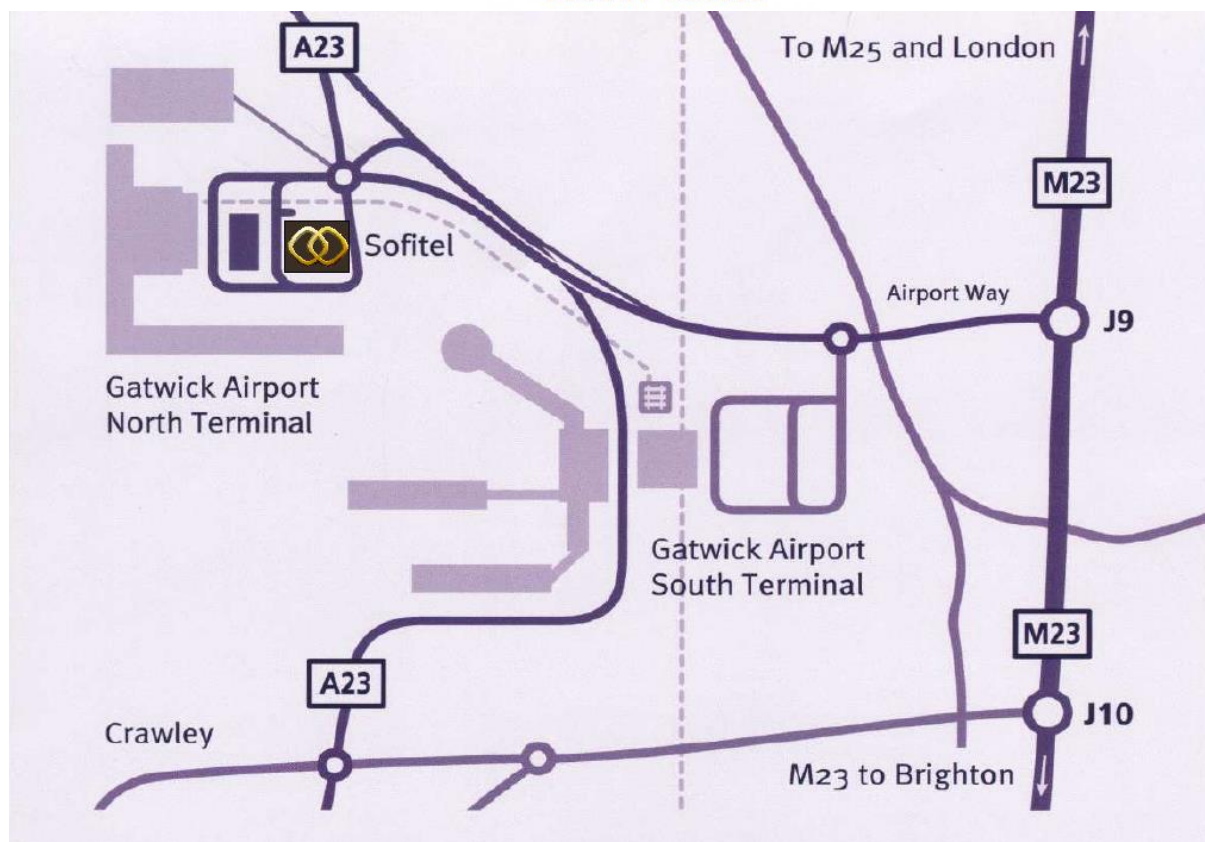
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From East/A264/East Grinstead:
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From the South/Brighton A23:
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To: **Shadow Partnership Board – Sub-National Transport Body for the South East**

Date: **26 June 2017**

Title of report: **Shadow Transport for the South East Constitution and Governance Arrangements**

Purpose of report: **To consider the Constitution, governance structures and procedural issues for Transport for the South East in its shadow form**

Recommendations:
The members of the Shadow Partnership Board are recommended to:
i)   Agree to adopt the Constitution set out in Appendix 1;
ii)   Nominate and elect a Chair and Vice-Chair for the period of one year;
iii)   Agree the proposed governance structure set out in the report at Appendix 2; and
iv)   Agree to East Sussex County Council being appointed as the Lead Authority.

1.   Introduction
1.1   The Cities and Local Government Devolution Act makes provision for the establishment and constitution of Sub-National Transport Bodies (STBs) for any area in England (outside of Greater London).

1.2   An STB can prepare a Transport Strategy for an area which would set out proposals for the promotion and encouragement of safe, sustainable, integrated, efficient and economic strategic transport facilities and services to and from the area of the STB.

1.3   The establishment of an STB must cover the whole area of at least two relevant authorities. Each of the following is considered a relevant authority for the purposes of the relevant legislation:
•   A Combined Authority;
•   An Integrated Transport Authority;
•   A County Council; and
•   A Unitary Authority.

1.4   An STB is a body corporate, which will only be established by the Secretary of State if it is considered that:
•   Its establishment would facilitate the development and implementation of transport strategies for the area, and
•   The objective of economic growth in the area would be furthered by the development and implementation of such strategies.

1.5   Local Transport Authorities in the South East, working collaboratively with Local Enterprise Partnerships (LEPs), have agreed to consider establishing Transport for the South East (TfSE) as an STB.

1.6   The establishment of an STB as a statutory body requires approval from Government and a Statutory Instrument must be agreed by Parliament. It has been agreed by each of the Constituent Authorities to establish a shadow body which will operate until a statutory body is approved, which is likely to be in April 2019. The Constituent Authorities which shall comprise that shadow body are set out in Appendix 1.

1.7   This paper relates to the shadow phase and sets out the proposed governance structures and procedural issues for consideration by the Shadow Partnership Board (the decision making body for Transport for the South East [TfSE]) for TfSE in its shadow form.

1.8   A proposed Constitution for the shadow body is attached at Appendix 1, the main provisions of which are set out below. If agreed, the Constitution will govern the running of the shadow body, and will form the basis of the proposal to the Secretary of State for Transport for a statutory body which will be developed over the coming months and presented to the Shadow Partnership Board for consideration. The proposal to the Secretary of State will also set out the powers that the body will be seeking, which will be informed by the vision of TfSE, the Transport Strategy TfSE will develop and negotiations with the Department for Transport (DfT).

1.9   Before making a proposal for a STB the Constituent Authorities must consult:
(a)   a Combined Authority;
(b)   an Integrated Transport Authority;
(c)   Transport for London;
(d)   a County Council;
(e)   a Unitary District Council
If any part of those Authorities' area adjoins the area of the proposed STB.

1.10   The Constituent Authorities must also consult any other organisations considered appropriate.

2.   Appointment of the Chair
2.1   The Shadow Partnership Board is recommended to nominate and elect a Chair and Vice-Chair.

2.2   It is proposed that the Chair and Vice Chair's term of office will be for the period of one year, when they are either reappointed or replaced by another member, as decided by a vote.

2.3   The Chair presides at Shadow Partnership Board meetings if they are present. In their absence, the Vice-Chair presides. If both are absent, the secretariat will start the meeting and the Shadow Partnership Board will appoint, from amongst its members, an Acting Chair for the meeting in question.

3. Co-opting additional Shadow Partnership Board members

3.1   The draft Constitution allows for persons who are not members of the Constituent Authorities to be co-opted onto the Shadow Partnership Board, and affords the Shadow Partnership Board the power to allow them voting rights. Proposals in relation to this are set out in Paper 2 of this agenda.

4. Voting

4.1   It is proposed that the quorum for the Shadow Partnership Board shall be five voting members, of which three must be representatives from Constituent Authorities.

4.2   The Shadow Partnership Board will operate on a consensus basis. Where consensus cannot be achieved the matter shall be put to a vote. All such matters will be decided by a simple majority of the members present and voting. In the case of an equality of votes, the Chair will have a casting vote. All votes shall be taken by a show of hands unless decided otherwise by the Chair.

4.3   Each of the Constituent Authorities has one vote, except:
• The six Berkshire Authorities who shall be represented by one member of the Berkshire Local Transport Body and shall have one vote; and
• Portsmouth City Council and Southampton City Council shall be represented by one member and shall have one vote.

5. Procedural Issues

5.1   It is proposed that the Shadow Partnership Board will meet at least quarterly. The date, time and venue of meetings is fixed in advance in order to coincide with the key decision-points and Government deadlines. The Chair may convene special meetings of the Shadow Partnership Board at short notice to consider matters of urgency. The Chair is required to convene a special meeting if they are in receipt of a written requisition to do so, signed by no less than 50% of voting members of the Shadow Partnership Board.

5.2   The meetings will be held in public. However, some meetings, or parts of meetings, may not be open to the public where the associated reports contain confidential or exempt information which should not be disclosed to the public. It is also proposed that the Shadow Partnership Board adhere to the publication and access to information requirements as set out in the Local Government Act 1972. Therefore, at least five clear working days' notice will be given, in writing, to each member of every ordinary meeting of the Shadow Partnership Board, to include any agenda of the business to be transacted at the meeting and accompanying reports.

5.3   If a member is unable to attend a meeting, then they may provide a named alternate member to attend in their place, who will be able to speak and vote. The TfSE secretariat should be notified of any absence and/or substitution.

5.4   It is not proposed to establish stand alone scrutiny arrangements for the shadow body, but as the proposal to Government for a statutory body is developed, consideration shall be given, in consultation with the DfT, as to what will be required in the future. It is therefore proposed that each of the Constituent Authorities use their own governance arrangements for reporting on progress and any necessary approvals.

6.   Governance Structures

6.1   The structure for TfSE in its shadow form is attached as Appendix 2, and includes:

- **Shadow Partnership Board** – this will be the decision making body for TfSE.
- **Senior Officer Group** – this will comprise senior officers from the Local Authorities and the five LEPs. It will provide expertise and recommendations to the Board and will oversee delivery of the programme.
- **Transport Forum** – this will be an advisory body to the Senior Officer Group and Shadow Partnership Board, comprising a wider group of representatives from user groups, operators, District and Borough Councils as well as Government and National Agency representatives. It will be chaired by an independent representative, who, it is proposed, will have one seat on the Shadow Partnership Board. The Transport Forum will provide technical expertise, intelligence and information to Senior Officer Group and the Shadow Partnership Board.
- **Programme Office and Working Groups** – the shadow structure will include a Programme Office, responsible for ensuring delivery against the project plan and key milestones, and three working groups to lead on the components required to reach formal incorporation of the Shadow Partnership Board. These three groups (Transport Strategy, Governance and Communications and Engagement) will be supported by officers from the Local Authorities.

7.   Lead Authority

7.1   During the shadow period, TfSE will not have the statutory standing that it will once formally constituted by the Secretary of State. Consequently, TfSE will not be able to enter into contracts or employ staff in its own right. It is therefore proposed that TfSE appoints a Lead Authority, which in summary will:

- Coordinate and, where necessary, undertake the administrative arrangements in relation to the project and Board administration;
- Facilitate the operation of the Project and, if required, recruit additional staff;
- Claim, draw down and account for all funds due from the Constituent Authorities and any other body;
- Be responsible for the managing of the budget for, and the sound financial management of, the Project;
- Keep appropriate accounting and operational records; and
- Procure on behalf of the Constituent Authorities such external support, advice or consultancy services that are considered necessary by the Shadow Partnership Board or the Senior Officer Group.

7.2   East Sussex County Council has indicated that it is prepared to undertake this role.

7.3   Where such an arrangement is in place it is usual for the Constituent Authorities to enter into an Inter-Authority Agreement which will govern this.

8.   Conclusion

8.1   The Shadow Partnership Board is recommended to agree the arrangements set out in this report for the governance and structure of TfSE in its shadow year so that work can commence on the Transport Strategy and the preparation of the

proposal to the Secretary of State to transition to a statutory Sub-National Transport Body.

Philip Baker
Assistant Chief Executive
East Sussex County Council

Appendix 1: Shadow Partnership Board Draft Constitution

TRANSPORT FOR THE SOUTH EAST (TfSE)
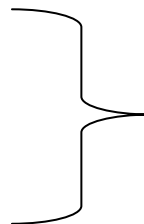
CONSTITUTION OF THE SHADOW SUB-NATIONAL TRANSPORT BODY (SSTB)

1.   Constituent Authorities

The Constituent Authorities are the Local Transport Authorities situated wholly or partly in the South East region of England, namely:-

Brighton & Hove City Council
East Sussex County Council
Hampshire County Council
Isle of Wight Council
Kent County Council
Medway Council
Portsmouth City Council
Southampton City Council
Surrey County Council
West Sussex County Council
&
Bracknell Forest Council,
Reading Borough Council,
Slough Borough Council,   Represented by the Berkshire Local
West Berkshire Council,   Transport Body (BLTB)
Royal Borough of
Windsor and Maidenhead
Wokingham Borough Council

2.   Area of the SSTB

The area of the SSTB is the area of the Constituent Authorities

3.   Name of the SSTB

The name of the SSTB will be **Transport for the South East (TfSE)**

4.   Terms of Reference

The Terms of Reference of TfSE will be those that TfSE may from time to time at its discretion determine but will include:
- Developing an overarching Transport Strategy for the area of the TfSE
- Developing responsibilities and accountabilities (including their delegation) for TfSE including governance and assurance arrangements
- Preparing a submission to Government in relation to the creation of a statutory Sub-National Transport Body for the area of the TfSE

Any amendments to the Terms of Reference will be considered a change to the Constitution for the purposes of the voting arrangements set out in paragraph 5.5 and 5.6.

5.   Membership

5.1   Each Constituent Authority, with the exception of those set out in paragraphs 5.2 and 5.3, will appoint one person as a member of TfSE and shall be entitled to one vote. The person appointed shall be that organisations elected mayor, Chair, Leader or Committee or Cabinet Member for transport.

5.2   Bracknell Forest Council, Reading Borough Council, Slough Borough Council, West Berkshire Council, the Royal Borough of Windsor and Maidenhead and Wokingham Borough Council, who are Constituent Authorities and through their Joint Committee Berkshire Local Transport Body (BLTB), will appoint one person as a member of TfSE, and the Councils shall therefore be entitled to one vote between them. The person appointed shall be an elected mayor, Chair, Leader or Committee or Cabinet Member from one of the six Authorities.

5.3   Portsmouth City Council and Southampton City Council will jointly appoint one person as a member of TfSE, and shall therefore be entitled to one vote between them. The person appointed shall be an elected mayor, Chair, Leader or Committee or Cabinet Member for transport from one of the two Authorities.

5.4   The Constituent Authorities will appoint, another of their Councillors as a substitute to act as a member of the TfSE in the absence of the person appointed. Such appointments will reflect the levels of representation set out in paragraphs 5.1, 5.2 and 5.3 above.

5.5   There will be a presumption that decisions are normally agreed by consensus. In exceptional circumstances where consensus cannot be achieved, a formal vote shall be taken. Subject to paragraph 5.6, the matter shall be decided by a simple majority of those members present and voting.

5.6   Notwithstanding paragraph 5.5, the following decisions will require the support of more than 75% of the members present and voting to be carried:
- The approval and revision of TfSE's Transport Strategy
- The approval of TfSE's annual budget
- The approval of the submission to Government in relation to the establishment of a statutory Sub-National Transport Body
- Any changes to TfSE's constitution.

6.   Co-opted Members

6.1   The TfSE can appoint persons who are not elected members of the constituent authorities to be co-opted members of TfSE.

6.2   Persons who may be appointed as co-opted members will include:
    (a) the person appointed by TfSE as Chair of the Transport Forum
    (b) two people nominated collectively by the Local Enterprise Partnerships
    (c) A person nominated by the National Parks, to represent environmental and protected landscapes organisations

(d) A person nominated by the District and Borough Authorities

6.3   Co-opted members will be non-voting members of TfSE, except to the extent that the voting members of TfSE resolve that such members should have voting rights.

6.4   Co-opted members will be able to appoint a substitute to act as a member of the TfSE in the absence of the person appointed.

6.5   The LEP members may collectively agree to withdraw their representative(s) and nominate a new member or members to represent them by giving written notice of this to the Chair no less than two clear days in advance of the next meeting of the Board.

7.   Election and role of Chairman and Vice-Chairman

7.1   The Chair and Vice-Chair will be elected for a term of one year on a simple majority of those members present and voting.

7.2   The first election will take place at the inaugural meeting of the TfSE and at the meeting scheduled nearest to the 12 month anniversary of the inaugural meeting, every year thereafter.

7.3   In the absence of the Chair, the Vice-Chair will Chair the meeting

7.4   In the event of a tied vote, the Chair will have a casting vote.

8.   Quorum

8.1   The Quorum shall be five voting members of TfSE, of which three must be members appointed by Constituent Authorities pursuant to section 4 above.
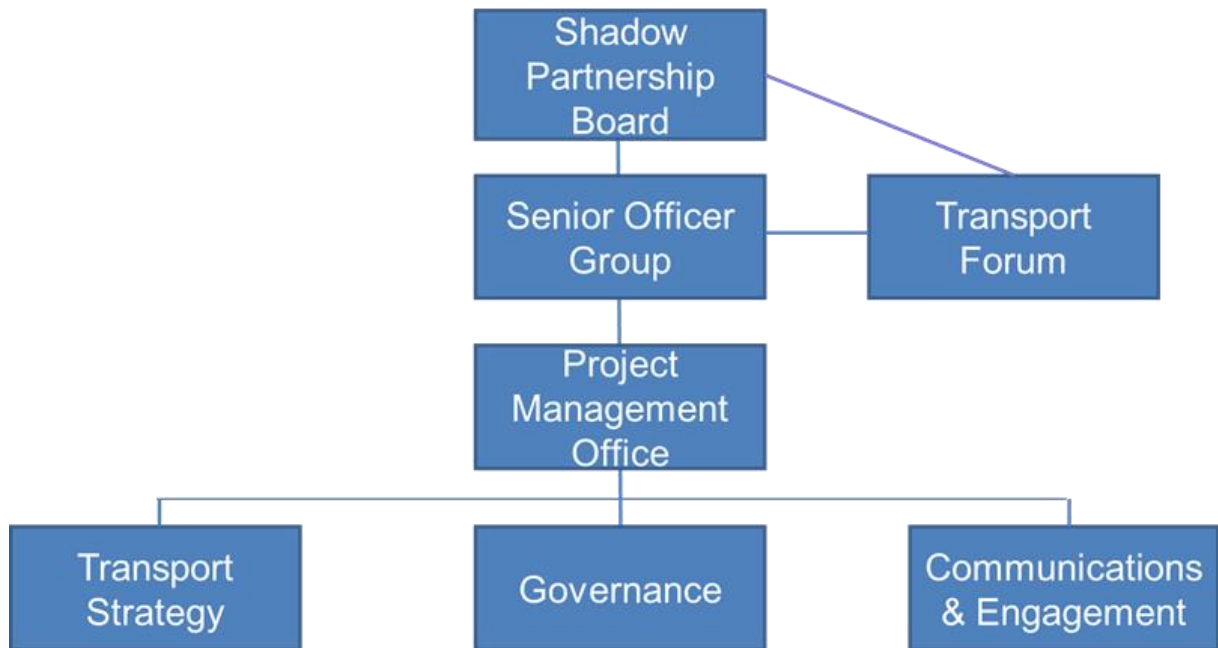
9.   Executive Arrangements

9.1   TfSE will not operate formal statutory executive arrangements.

9.2   TfSE may delegate the discharge of its functions to a Committee, Sub-Committee or officer, or to another Local Authority. As such, TfSE may establish a Committee(s) to discharge any functions.

9.3   The functions of agreeing a budget and the Transport Strategy of TfSE will **not** be delegated functions and will only be determined by a meeting of the full TfSE.

10.   Executive Body

10.1   TfSE may establish an executive officer body of its own, but may also delegate the discharge of agreed functions to the officers of the Constituent Authorities in accordance with a scheme of delegation or on an ad hoc basis.

Appendix 2: Transport for the South East Structure

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                    │  Senior Officer │────────│    Transport    │
                    │      Group      │        │      Forum      │
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To: **Shadow Partnership Board – Sub-National Transport Body for the South East**

Date: **26 June 2017**

Title of report: **Co-opted Membership**

Purpose of report: **To consider co-opting people onto the Shadow Partnership Board of Transport for the South East**

Recommendations:

The members of the Shadow Partnership Board are recommended to:
1. Agree to co-opt to the Shadow Partnership Board:
   I. The Chair of the Transport Forum
   II. Two people nominated collectively by the Local Enterprise Partnerships
   III. A person nominated by the National Parks and other protected landscape designations
   IV. A person nominated by the District and Borough Authorities

2. Allocate voting rights of one vote each for to the two Local Enterprise Partnership representatives and the Chair of the Transport Forum

3. Appoint an interim Chair for the Transport Forum.

1.   Introduction
1.1   The Cities and Local Government Devolution Act makes provision for people who are not elected members of the Constituent Authorities to be co-opted onto the Sub-National Transport Board (STB). It also provides the power for the voting members of the STB to agree to give voting rights to the co-optees.

1.2   As Transport for the South East (TfSE) is not yet a statutory body, these arrangements have been reflected in the constitution of the Shadow Partnership Board.

2.   Co-optees
2.1   It is proposed that the Shadow Partnership Board give consideration to co-opting the following organisations and representatives:
- The Chair of the Transport Forum – the Transport Forum will provide advice and guidance to the Shadow Partnership Board. It will comprise representatives from user groups, operators (bus, airport, ports, train and ferry), Government agencies, Local Enterprise Partnership (LEP) business members, District and Borough Authorities and the potential supply chain. The Forum will be chaired by an independent member and will represent a broad range of transport interests, ensuring that the Board is well informed of the views of different stakeholders. It is proposed that an interim Chair of the Forum is appointed until the end of 2017, with a view to running a recruitment process early in 2018.

It is recommended that the Shadow Partnership Board co-opt the Chair of the Transport Forum with allocated voting rights.

- Two people collectively nominated by the LEPs – TfSE will cover five LEP areas, namely Coast to Capital, Enterprise M3, Solent, South East and Thames Valley Berkshire LEPs. LEPs are partnerships between Local Authorities and businesses and play a central role in determining local economic priorities and undertaking activities to drive economic growth. The LEPs will support TfSE in ensuring that economic growth is promoted and is central to the development of the Transport Strategy.

  It is proposed that two LEP Board members are co-opted to the Shadow Partnership Board to collectively represent the five LEPs. It is recommended that voting rights of one vote be allocated to each of the two LEP representatives.

- District and Borough (non-unitary) Authorities – it is proposed that the collective views of the district and borough authorities should be represented on the Shadow Partnership Board through one co-opted Board member.

- National Parks and other protected landscape designations – the environmental impact of the Transport Strategy and proposed interventions will need to be considered by the Board. It is recommended that a representative from the South Downs National Park be co-opted to the Shadow Partnership Board to represent the collective interests of the National Parks and other environmental and protected landscape designations.

2.2   Appendix 1 sets out the proposed membership of the Shadow Partnership Board and the proposed allocation of voting rights.

3.   Proposed Nominees for co-opted positions

3.1   It is proposed that the Transport Forum will provide technical expertise and knowledge to the shadow Partnership Board and Senior Officer Group. It will comprise a number of representatives from operators, user groups, government agencies and Local Authorities.

3.2   In order to ensure the Transport Forum is established in a timely manner, it is proposed to appoint an interim Chair. Once the Transport Forum has been established, this non-salaried post will be advertised and nominations sought for a formal appointment. It is proposed that the Transport Forum Chair's term of office will be for the period of one year, when they are either reappointed or replaced through a formal process.

3.3   For the interim period, which is likely to last until the end of 2017, it is proposed that Geoff French CBE adopts the role of Chair. Geoff has considerable experience in strategic infrastructure and was Chairman of Scott Wilson for eight years until its recent acquisition by URS. Geoff is a civil engineering graduate who has been with Scott Wilson since 1968. He was appointed Chairman in 2002. In 2005 he was elected to the Executive Committee of FIDIC, the International Federation of Consulting Engineers and became President in October 2011, he is also a Vice President of the

Institution of Civil Engineers and a Past Chairman of the ACE (Association for Consulting and Engineering).

3.4   Should the Members of the Shadow Partnership Board agree that two representatives from the LEPs be co-opted onto the Shadow Partnership Board, we understand that the representatives will be Dave Lees (Board Member, Solent LEP) and Steve Allen (Vice Chair, Coast to Capital LEP).

3.5   Should the Members of the Shadow Partnership Board agree that there will be a co-opted representative from the District and Borough Authorities, it is proposed that each of the five county areas nominate a proposed representative. The nominated Authorities will then choose a representative for the Shadow Partnership Board, with the other four Authorities sitting on the Transport Forum. It is proposed that the Chair of the Shadow Partnership Board will formally write to the chosen Local Authority and invite them to join the Board.

4. Observers
4.1   It is proposed that the Department for Transport (DfT), Highways England, Network Rail and Transport for London are invited to attend the Shadow Partnership Board as observers. As TfSE develops, consideration could be given to co-opting these organisations to the Shadow Partnership Board.

5. Conclusion and Recommendation
5.1   It is therefore recommended that the Chair of the Transport Forum; two people nominated collectively by the Local Enterprise Partnerships; a person nominated by the National Parks; and a person nominated by the District and Borough Authorities be co-opted as members onto the Shadow Partnership Board, and that voting rights of one vote each be given to the two people nominated by the LEPs and the Chair of the Transport Forum.

Appendix 1: Proposed membership of the Shadow Partnership Board

Shadow Partnership Board
Decision making body for TfSE

Voting Members:	Non-Voting Members (co-opted):
- SE7 Leaders **(7 votes)**	- Non-unitary representation (B&Ds)
- Berkshire Local Transport Body **(1 vote)**	- Protected environments (SDNPA rep)
- Southampton & Portsmouth **(1 vote)**	**Observers:**
- Isle of Wight **(1 vote)**	- Department for Transport
- LEP Board Members **(2 votes)**	- Transport for London
- Chair of Transport Forum **(1 vote)**	- Highways England
	- Network Rail

To: **Shadow Partnership Board – Sub-National Transport Body for the South East**
Date: **26 June 2017**
Title of report: **Transport Strategy Development**
Purpose of report: **To agree the emerging vision, strategic priorities and methodology for Transport Strategy for Transport for the South East**

Recommendations: the Shadow Partnership Board is recommended to:
i)   consider and comment on the emerging vision and strategic priorities for the Transport Strategy set out in Appendix 1;
ii)   agree the outline methodology for the Transport Strategy set out in Appendix 2;
iii) agree that the Lead Authority undertake a procurement process and enter into the necessary arrangements on behalf of the Shadow Partnership Board to secure the external resources required to develop the Transport Strategy; and
iv)   comment on the issues raised in the summary of the transport topic papers attached as Appendix 3.

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1.   Introduction
1.1   The Cities and Local Government Devolution Act (CLGDA) 2016 contains the enabling powers for a Sub-National Transport Body (STB) to prepare a Transport Strategy. The purpose of this report is to set out the rationale, scope, methodology, timeline and resourcing requirements for the development of a Transport Strategy for Transport for the South East (TfSE).

2.   Background
2.1   Strategic transport interventions play a fundamental role in driving economic growth. They facilitate the development of housing and employment space, improve connectivity between businesses with the skilled people they need and improve the connectivity between businesses to make them more efficient. A key part of the Government's rationale for establishing STBs was to enable local areas to determine which strategic transport interventions are required to drive transformational growth. The Transport Strategy will identify how this will be achieved.

2.2   The CLGDA 2016 sets out the expectation that an STB's Transport Strategy will be "a document containing the STB's proposals for the promotion and encouragement of sustainable, safe, integrated, efficient and economic transport facilities and services to, from and within the area of the STB".

2.3   The CLGDA gives STBs statutory status, which means the Secretary of State for Transport would be required to have due regard to the proposals contained in the Transport Strategy when determining how national policy proposals (e.g. investment proposals on the rail network or on the Strategic Road Network) are to be implemented. The Transport Strategy will, therefore, need to be thorough in its preparation to ensure it is comprehensive and robust, that it will stand up to scrutiny from Government and all other interested parties and that all parties are committed to its delivery.

3. Emerging Vision and Strategic Priorities

3.1   The Government has placed an increasing emphasis on the need to improve productivity and grow the economy. The South East can help to achieve this, but investment in infrastructure is crucial to help address the significant challenges and realise the important opportunities.

3.2   In order to inform the initial development of the Transport Strategy, a number of key economic characteristics of the South East have been identified. These are set out in Table 1 in Appendix 1.

3.3   These key economic characteristics include the proximity to London, the role of the area as an international gateway and the considerable contribution that it makes to the national economy. The area is leading the way in the development of new technologies, such as 5G communications, which will play a key role in economic growth and will also impact upon physical and digital connectivity. However, these opportunities also bring a number of challenges. There are regional imbalances across the TfSE area, demand for housing is greater than supply and orbital connections around London are poor.

3.4   The Transport Strategy will require a vision and a set of strategic priorities that take account of these economic characteristics. In keeping with the enabling legislation for STBs, the vision and strategic priorities should build on the principles of sustainable economic development, where the aim is to achieve a balance between economic, social and environmental considerations.

3.5   A draft vision and set of strategic priorities have been developed for consideration (Appendix 1) and will be used to identify the proposed outcome of the Strategy. There are three strategic priorities which are then supported by modal and sector specific transport objectives.

3.6   Members of the Shadow Partnership Board are asked to comment on and agree the emerging vision and strategic priorities set out in Appendix 1. The draft vision and priorities will be reviewed and finalised at the end of the first stage of the development of the Strategy, and members of the Shadow Partnership Board will have a further opportunity to comment at this time.

4. Transport topic papers

4.1   Early discussions with partners and stakeholders have demonstrated that there are many issues impacting upon economic growth in the TfSE area and the impact transport infrastructure needs to be considered in a co-ordinated way. In view of this, the Senior Officer Group (consisting of Directors of the Local Transport Authorities and senior officers from the Local Economic Partnerships [LEP]) has overseen the development of a series of topic papers. These papers focus on various modes of transport, such as road and rail, as well as potential interventions, such as smart and integrated ticketing, and aim to provide an overview of the key issues on a number of the key components of the Strategy.

4.2   The draft topic papers have been produced by the Transport Strategy Working Group and the topic papers and a high level summary of the key issues that TfSE will need to take forward in the Transport Strategy are included in Appendix 3. A number of the cross cutting themes emerge from the draft topic papers including the following:

- The role of the South East as a gateway to the UK economy and the importance of future transport investment to secure continued economic growth.
- The variation in the economic performance of different localities across the South East, and the need for TfSE to make the case for the improved transport links required to boost the performance of the less well performing areas.
- The need for TfSE to influence the investment plans produced by Highways England and Network Rail to ensure improved co-ordination and delivery of road and rail improvements which best meet the economic priorities of the area.
- The importance of effective surface transport links to the continued success of the region's ports and airports, and the need for TfSE to influence the surface access strategies associated with these gateways.
- The impact of the existing infrastructure deficit and resulting congestion on productivity, and the need for TfSE to make the case for the funding required to deal with this deficit and strengthen the future resilience of the network.
- The need for improvements to both the existing radial and orbital road and rail links to improve capacity and relieve existing bottlenecks.
- The need for the Transport Strategy to take account of the impact of London on travel patterns in the South East, and more localised travel markets in the larger settlements further from the capital and in the surrounding rural hinterlands.
- The need for the Transport Strategy to reflect the importance of digital technology and improved digital connectivity in shaping travel demand and travel patterns in the future (for example the impact of home internet shopping on the freight and logistics sector).
- The need for the Transport Strategy to anticipate the potential "disruptive" impact of technological advances on transport infrastructure provision and travel demand in the future (e.g. autonomous vehicles), and different approaches to buying travel in the future (such as the "mobility as a service" concept).
- The lack of comprehensive data on freight movements in the South East making it difficult to plan for the needs of the freight and logistics sector in the future.
- The significant challenges associated with developing improved smart and integrated ticketing in the South East given the diverse nature of the market place. The need for further work on this area to be undertaken to identify the potential role of transport for the South East in developing integrated ticketing arrangements should be considered.

4.3   Members of the Shadow Partnership Board are asked to review and comment on the above list of cross cutting issues and on the summary of the topic papers set out in Appendix 3. Full copies of any of the Transport Topic Papers will be made available upon request.

5.   Methodology for the Development of the Transport Strategy

5.1   An outline methodology for the development of the Transport Strategy is set out in Appendix 2. This broadly consists of three stages as follows:
- Stage 1 – Strategic context and identification of baseline conditions

- Stage 2 – Strategy development and appraisal
- Stage 3 – Implementation

5.2   The first stage in this process will involve an assessment of the national and local policy context, the characteristics of the transport system, and the economic and demographic profile of the South East. This will build upon existing work, such as the Local Transport Plans, LEP Strategic Economic Plans and recently completed studies, and will aim to identify the baseline conditions on which the Strategy will be developed. There will be a stakeholder consultation exercise at the end of this stage, primarily to obtain input from a wider audience on the assessment of the key issues and challenges that the Transport Strategy will need to address.

5.3   The second stage involves the development of the Strategy using a scenario planning approach to consider how the transport system is likely to develop in the face of different economic growth assumptions and the "disruptive" impact of technology on the transport sector.

5.4   The Transport Strategy must be comprehensive to ensure that it is robust and meets the long-term strategic infrastructure requirements for the area. As there is not the capacity within the STB's constituent bodies to undertake such an exercise, it will be necessary to procure external consultants. It is proposed that the consultancy commission is let as a single contract but with two separate stages, as per the activities set out in Stages 1 and 2 in the outline methodology in Appendix 2. However, Stage 2 would only be commissioned on successful completion of Stage 1. The objective would be to have the Transport Strategy completed in April 2019.

5.5   In keeping with the Strategies that are being developed by the other STBs, the Transport Strategy will need to include sustained sub regional investment programme with a robust evidence base to demonstrate to the DfT and other key partners the added value of the interventions that are being proposed. There will be two Major consultation exercises during the development of the Strategy. The total cost of the work will not be confirmed until the tenders are returned. In advance of this exercise it is estimated that the cost of the work could be in the region of £500,000 (£250,000 for each of the two stages). The cost of the Stage 1 study would be met from the initial contributions that have already been levied, or are due from the Constituent Authorities. The total funds that have been collected or are pending from the Local Authorities partners amount to £280,000. This should be sufficient to cover the estimated cost for Stage 1.

5.6   The Department for Transport (DfT) has provided funding for the development of the Transport Strategies for Transport for the North, Midlands Connect, and England's Economic Heartland. Discussions have, therefore, commenced with the DfT about the possibility of match funding against existing and other future contributions from the STB Constituent Authorities. This match funding, combined with future contributions from the Constituent Authorities would be needed to pay for Stage 2 of the Transport Strategy development work. A further report on the level of future contributions from the constituent bodies to fund Stage 2 of the development of the Strategy will be presented at the next Shadow Partnership Board meeting when the potential cost of the work will be clearer.

5.7   In order to enable the work on the development of the Transport Strategy to commence, members of the Shadow Partnership Board are asked to agree that the Lead Authority undertakes a procurement process and enter into the necessary arrangements on behalf of the Shadow Partnership Board to secure the necessary external resources to develop the Transport Strategy.

6.   Conclusions and recommendations

6.1   The enabling legislation for STBs sets out the scope for STB Transport Strategies and that the promotion of economic development should be a key aim underpinning them. Based on this direction, an emerging vision and set of strategic priorities have been prepared for the Strategy, which members are asked to agree.

6.2   An outline methodology has been prepared for the development of the Transport Strategy, which will ensure that the Strategy is comprehensive and robust and that it will stand up to scrutiny from Government and all other interested parties. Members are asked to agree the outline methodology for the Transport Strategy set out in Appendix 2 and agree that a procurement process be initiated to secure the external resources required to develop the Strategy.

6.3   A series of topic papers have been prepared to highlight a number of issues that will need to be addressed in the Transport Strategy, and direct any lobbying or engagement activity conducted while the Strategy is being developed. The Shadow Partnership Board is recommended to comment on the issues raised in the topic papers.

Rupert Clubb
Director of Communities, Economy and Transport
East Sussex County Council

Appendix 1 – Current Economic Conditions and Vision and Stategic Priorities for the Transport Strategy

1.   **Introduction**
1.1   This Appendix sets out a series of the key economic characteristics that will need to drive the development of the Transport Strategy as well as a draft vision and strategic priorities for the Transport Strategy.

2.   **Key economic characteristics of the South East**
2.1   In order to inform the initial development of the Transport Strategy a number of key economic characteristics have been identified for that will need to be taken into account to when shaping the strategic transport interventions required to ensure successful and growing economy in the area. These are set out in Table 1 below. Additional characteristics related specific locations will need to be added during the initial phase of the development of the Transport Strategy.

Table 1. Key economic characteristic affecting future economic development in the South East

1.   Inter-relationship with London: change in London and change in the TfSE area have to be addressed together.
2.   The settlement pattern is polycentric and opportunities to accommodate growth are significantly constrained, particularly if the very significant natural capital of the area, which is one of its most important characteristics for many residents, is to be sustained.
3.   Effective, reliable and efficient strategic connectivity both physical and digital across the area is critical to its future success.
4.   Fundamental enabling technologies, notably but not exclusively digital, are crucial for the future success of the area.
5.   The TfSE area has a significant presence of international and EU headquarter operations and faces major international competition as a business location.
6.   Regional imbalances exist across the TfSE area, having a significant impact on inequalities in land value.

3.   **Draft vision and strategic objectives for the Transport Strategy**
3.1   The vision statement set out below is aspirational, recognising the unique characteristics of the South East as an important economic engine and gateway for the UK, but also recognising the natural environment of the area which makes it an attractive place to live, visit and work.

3.2   Three strategic priorities are set out below, one for each of the three pillars of sustainable development (economy, opportunities for all and environment), which are then supported by mode and sector specific transport objectives.

3.3   The Shadow Partnership Board is asked to comment on and agree the emerging vision and strategic priorities set out below. The vision and strategic priorities will be reviewed once Stage 1 (Strategic Context and Baseline Situation) of the Transport Strategy methodology has been completed.

Vision:
The South East is a powerful driver of the UK economy and the nation's major international gateway for people and businesses.

We will grow the South East's economy by delivering a quality, integrated transport system that makes us more productive and competitive, improves the quality of life for all and protects the environment.

Strategic Priorities
1. *Deliver a high quality, sustainable and integrated transport system that improves productivity to grow our **economy** and compete in the global marketplace by:*
   - *facilitating housing and employment space growth and regeneration;*
   - *connecting international gateway ports and airports with their markets;*
   - *providing efficient movement for people and goods along major radial road and rail corridors to and from London;*
   - *improving the linkages between the major centres within the South East and the rest of the UK and improving orbital routes;*
   - *harnessing new digital technologies to reduce the need to travel, promote shared transport, and improve network efficiency; and*
   - *creating and maintaining a network that is resilient to incidents and climate change.*

2. *Deliver a high quality, sustainable and integrated transport system that works to improve safety, quality of life and access to **opportunities for all** by:*
   - *providing value for money rail services for commuting and leisure travel to London, within the South East, and for longer journeys to the rest of the UK and Europe;*
   - *creating a bus network that meets local needs, both urban and rural;*
   - *enhancing accessibility through the roll out of digital technologies to increase connectivity and opportunities for shared transport; and*
   - *facilitating increased levels of walking and cycling as part of all journeys to benefit public health and wellbeing and reduce congestion.*

3. *Deliver a high quality, sustainable and integrated transport system that protects and enhances the South East's unique natural and historic **environment** by:*
   - *considering the impact of transport on the South East's National Parks, Areas of Outstanding Natural Beauty (AONB), UNESCO World Heritage Sites and other environmental and heritage designated sites;*
   - *minimising emissions to improve local air quality and reduce the South East's contribution to global climate change;*
   - *reducing noise and disturbance to maintain tranquillity in rural areas across the South East.*

Appendix 2 - Transport Strategy Methodology

1.   Introduction
1.1   An outline methodology for the development of the Transport Strategy is set out in this Appendix. This broadly consists of a three stages as follows:
- Stage 1 - Strategic context and identification of baseline conditions
- Stage 2 - Strategy development and appraisal
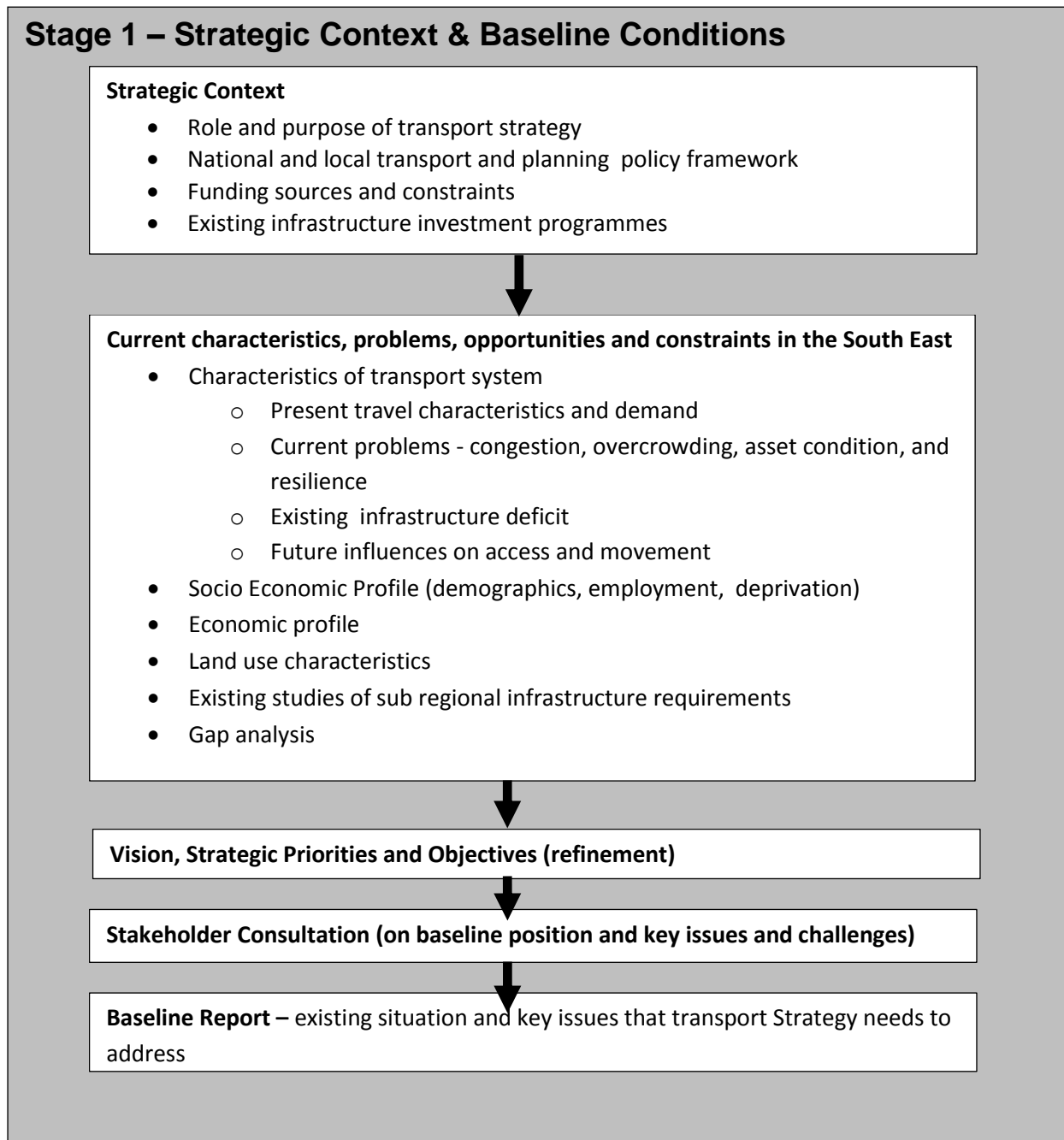- Stage 3 - Implementation

1.2   The content and outputs of each of the stages is shown in Figure 1 below. The first stage involves an assessment of the national and local policy context, the characteristics of the transport system, and the economic and demographic profile of the South East. This will be used to identify the baseline conditions on which the Strategy will be developed. There will be a stakeholder consultation exercise at the end of this stage, primarily to obtain input form a wider audience on the assessment of the key issues and challenges that the Transport Strategy will need to address.

1.3   The second stage involves the development of the Strategy with a scenario planning approach being used to consider how the transport system is likely to need to be developed in the face of different economic growth assumptions and the "disruptive" impact of technology on the transport sector.

1.4   Different transport measures will be packaged into a number of potential outline strategies which will then best tested against the different future scenarios. A preferred strategy would then be identified and an investment plan consisting of a programme of prioritised and costed measures would be developed to accompany it. Following a Strategic Environmental Assessment and Equalities Impact Assessment, the preferred Strategy and accompanying investment plan would then be subject to public consultation.

1.5   The objective would be to have the Transport Strategy completed by April 2019

Figure 1. Outline Methodology for the development of the Transport Strategy

Stage 1 – Strategic Context & Baseline Conditions

Strategic Context
- Role and purpose of transport strategy
- National and local transport and planning policy framework
- Funding sources and constraints
- Existing infrastructure investment programmes

Current characteristics, problems, opportunities and constraints in the South East
- Characteristics of transport system
  - Present travel characteristics and demand
  - Current problems - congestion, overcrowding, asset condition, and resilience
  - Existing infrastructure deficit
  - Future influences on access and movement
- Socio Economic Profile (demographics, employment, deprivation)
- Economic profile
- Land use characteristics
- Existing studies of sub regional infrastructure requirements
- Gap analysis

Vision, Strategic Priorities and Objectives (refinement)

Stakeholder Consultation (on baseline position and key issues and challenges)

Baseline Report – existing situation and key issues that transport Strategy needs to address

Continued overleaf…

Stage 2 – Strategy Development and Appraisal

Stage 2a - The Future - Looking to 2050

- housing and employment space growth (to early 2030s in Local Plans)
- future committed transport investment
- economic growth forecasts
- future transport demand
- impact of digital connectivity on travel demand
- infrastructure led development beyond 2030
- future impact of technological developments on travel demand and travel demand management

Scenario Planning Approach – develop and explore different possible futures

Stage 2b – Strategy Development

- Identification of individual strategy components (road and rail schemes, demand management, integrated ticketing, digital connectivity etc)
- Assemble components into outline themed strategies for testing
- High level testing of strategies in different scenarios identified in Stage 2a
- Refinement of Strategies
- High level transport modelling to appraise impacts

Identification of preferred draft strategy

Stage 2c – Development of Investment Plan for preferred draft strategy

- Formulation of scheme proposals
- Scheme appraisal
- Scheme prioritisation
- Phasing of schemes
- Financing
- Define performance measure and review period

| **Investment Plan for preferred draft strategy** | **Equalities Impact Assessment** | **Strategic Environmental Assessment** |

Public Consultation on Preferred Strategy on preferred draft strategy and investment plan

Shadow Partnership Board Agree Final Strategy

Stage 3 – Strategy Implementation

- Performance monitoring
- Periodic review of Strategy

Appendix 3 – Transport Topic Papers

1. Introduction

1.1   This Appendix contains the topic papers that have been produced to give members of the Shadow Partnership Board early sight of the key issues that will need to be addressed in the Transport Strategy.

Topic papers have been produced on the following:
• Economic Context
• Roads
• Rail
• Ports
• Airports
• Smart and Integrated Ticketing
• Network Resilience
• Bus and Coaches
• Freight

1.2   A summary of the key issue and challenges identified in each of the topic papers is set out in the next section. Full copies of the topic papers can be made available to the Shadow Partnership Board on request.

2. Summary of Key Issues and Challenges identified in the topic papers

2.1 A summary of the key issues identified in each of the topic papers and the potential role for TfSE in addressing these challenges and opportunities is set out below.

2.2   *Economic context*

2.2.1   Prepared jointly by the five LEPs, the economic growth paper identifies the strengths and threats to the South East economy. This specifically highlights that although the South East is economically diverse and has an expansive range of economic activity, investment is needed to support and maintain growth.

2.2.2   On the whole, the South East economy is strong with the TfSE area contributing over £165m GVA to the national economy. It is home to over 377,000 businesses, many of which are large national and international companies employing over 255 people. The South East is an economic powerhouse that requires investment in high quality transport infrastructure to support rapid housing, population and economic growth. Given the reliance of the UK economy on the productivity in the South East and the severity of some of the challenges faced in the South East, such as the acute housing shortage, these are issues of national strategic importance.

2.2.3   However, the economic performance of different localities within the South East shows significant variation, with many areas performing at or below the national average in terms of productivity and competitiveness. It is important that is recognised as part of the Government's priority to re-balancing the UK economy. Transport investment will play an important role in achieving this.

2.2.4 Much of the South East's strategic transport infrastructure has been shaped by connectivity to London. Evidence shows that areas with good connectivity to London tend to prosper, whilst those with poor connectivity lag behind national productivity. The presence of London as the key employment area draws upon the south east's labour market. However, there are also substantial levels of commuting between local areas in the south east, generating orbital traffic flows.

2.2.5 Whilst the economic position may be relatively strong, for the South East to continue to provide a substantive contribution to the national economy, infrastructure investment is required to address existing inadequacies and to meet the needs of our growing population and development opportunity. Our transport system cannot standstill and buckles under the strain of our growing economy:

- **Creating jobs and raising productivity –** The impact of congestion reduces productivity, results in the loss of business working hours and impacts upon business decisions to invest private sector finance in business growth. Investment in our transport network is necessary to tackle local pinch points and deliver strategic infrastructure improvements, such as improvements to parts of the M2, A2, A27, A21, M25, A27, A23 and A34, along with the delivery of a new Lower Thames Crossing.
- **Delivering new homes –** The population of the South East is growing at unprecedented levels, with the population projected to increase by 8.1% between 2014 and 2024. Past trends show that the delivery of new houses has been unable to keep pace with demand. This housing shortage is hindering our potential to support a strong economy. Unaffordable housing is deterring the skilled labour force, which is required to support our industry, from locating in the South East. To meet the housing delivery targets set within local development plans, the enabling infrastructure must be in place. Investment in transport infrastructure plays a vital role in unlocking the economic potential of an area; ensuring that new residential locations are well connected with neighbouring communities, urban centres and with access to all required amenities.
- **Access to employment, amenities and education –** Whilst journeys in the South East are predominantly made by private car/van, a high quality transport system must include investment across all modes of transport.
- **Technology and innovation** – emerging new technologies provide opportunities to use existing infrastructure more efficiently. The South East is well placed to implement new initiatives to improve the efficiency and resilience of our transport network, such as smart integrated ticketing, smart motorways or the delivery of infrastructure to support autonomous vehicles.
- **Trade and global connectivity** – the South East is well placed to lead the UK's growth in international trade. The South East is a major gateway for international trade, with existing infrastructure within the south east including the UK's two busiest airports, Heathrow and Gatwick, major ports including Dover, Southampton, and Portsmouth, and the Channel Tunnel. The resilience of these transport hubs and wider network connectivity, for goods and passenger movements, is essential to ensure a resilient economy of the future and the success of the South East and national economy.

2.3   *Airports*

2.3.1   The topic paper highlights the national significance of both Heathrow and Gatwick airports to the UK's economy, acting as major trip generators and an attraction to businesses considering locating in the South East. Heathrow, Gatwick and Southampton airports are used by 45% of the total number of passengers using all UK airports and 69% of the total amount of freight at UK airports and collectively support over 101,500 jobs. The Airports Commission estimates that the benefits of a new North West Runway at Heathrow Airport are worth £69.1bn and expected to generate 78,000 jobs, by 2050.

2.3.2   Across all future scenarios, there is forecast to be significant growth in demand for aviation up to 2050. However, there is no single "central" forecast of growth. The Airports Commission recently concluded that there is a case for at least one new runway in London and the South East by 2030 and there is likely to be demand for a second additional runway by 2050 or earlier.

2.3.3   Surface access links are vital to the successful operation of airports, affecting user experience and the impact of airports on local communities and the environment. The Government wants to maximise the number of journeys made to airports by sustainable modes of transport to minimise the impacts of these journeys. Heathrow and Gatwick airports have published surface access strategies which set targets for increasing the public transport mode share for access to airports and identify interventions and investment that will be made to achieve these targets. Surface access strategies are a potential area for TfSE to influence, as and when they are updated.

2.3.4   The Airports Commission concluded that regardless of decisions on airport expansion, many key road and rail links in the South East are expected to be close to capacity by 2030. This is largely due to the impacts of background growth, rather than airport-related trips. Although all three airports have varying challenges associated with surface access, the issues can be broadly classified into the following categories, which should be considered in developing the Transport Strategy:
- Unreliable journey times due to congestion or unplanned incidents;
- Poor connectivity by public transport;
- Poor integration between modes of transport; and
- Environmental impacts of surface access.

2.3.5   Environmental impacts of airports, principally air quality and noise, have a significant impact on communities living near airports. Advances in technology mean that newer aircraft have comparably lower air quality and noise impacts than those they replace and this is a trend that is expected to continue. However, there will still be a need to carefully manage air quality and noise issues in the future, particularly where increases in air traffic are expected, to ensure that environmental controls keep pace with these changes.

2.3.6   The topic paper highlights that there is a need for TfSE to define a strategic role in relation to airports that will facilitate economic growth and ensure that

environmental impacts are managed, complementing the roles of other agencies. This could incorporate the following areas:

- **Influencing strategic transport providers:** Providing a strategic transport network overview of surface transport networks to identify and prioritise investment in improvements and improve integration between modes of transport to facilitate access to airports.
- **Investing in strategic transport improvements:** Making investment decisions which enable growth in passengers and freight, and also facilitate economic growth associated with airports.
- **Influencing the management of impacts:** Actively engaging in the management of noise issues by providing a strategic view on options for managing noise and their complementarity with the objectives of the Transport Strategy.
- **Influencing national decisions:** Influencing the work of the National Infrastructure Commission and future Government decisions on airport expansion to achieve shared economic growth objectives.

2.4 Roads

2.4.1   The topic paper identifies that delivery of better road infrastructure will help deliver new housing and employment developments by providing sustainable transport options for potential sites. Better transport is needed alongside homes and employment land to maximise South East economic potential as support the delivery of the Government's Industrial Strategy and its growth sectors.

2.4.2   From a user perspective, there are a number of issues with the strategic and primary route network serving the TfSE area:
- Congestion;
- poor journey time reliability;
- network at capacity in a number of locations with no resilience; and
- strong concerns from the business community about how the current quality of the strategic road network undermines economic growth in the south east.

2.4.3   The TfSE area needs a strategic and primary road network that:
- is fit for its users;
- provides greater connectivity with the sub-national area as well as to the rest of the UK/adjacent sub-national areas;
- ensures journey time reliability which is important for business in terms of the movement of people/goods;
- carries the long distance strategic traffic that it is supposed to cater for;
- accommodates future growth plans; and
- has greater resilience.

2.4.4   Various reports such as "Missing Links", "Mind the Gap" and "Influencing Strategic Transport in the South East" identify the need for further significant upgrades on additional key orbital and radial routes in the TfSE area. These priorities are summarised as follows:

- *Better north-south routes* will improve national access to major South East ports and airports that are used by businesses UK-wide to gain access to export markets, supply chain imports and leisure travel opportunities; and
- *Better outer orbital connectivity on east-west routes* including improvements to existing key arteries and new linkages – will support and strengthen the national network and complement radial links to and from London.

2.4.5   The paper highlights that the TfSE Transport Strategy will need to consider the concept of establishing a Major Road Network in light of the Government's response to the Rees Jeffreys Fund report and in particular the merits of hypothecation of Vehicle Excise Duty monies to support the maintenance and enhancement of the network. Should such a scheme come forward nationally in the future, then the Transport Strategy will need to consider how this issue will affect travel patterns and behaviours in the South East.

2.4.6   The Transport Strategy will also need to consider new technologies that will be implemented including:
- The increased use of alternatives to petrol/diesel – battery or hydrogen – to power vehicles; and
- The potential for driverless cars which will change the way in which we approach car ownership, mobility and the use of our time while travelling.

2.4.7   There is a clear role for TfSE to positively influence Highways England's future investment programmes and speak with "one voice" for the area on the strategic road priorities for investment for the South East.

2.5   Buses and Coaches

2.5.1   The networks of buses that serve local communities are essential as they underpin local economies by linking workers with jobs, and customers with shops and leisure opportunities. They provide essential services for those without access to a car, including many young people, pensioners, disabled people, those on low pay or who are out of work, and people who are disadvantaged in other ways. They also ease congestion on roads, reducing carbon and other harmful/polluting emissions. Yet despite their importance, outside London, bus patronage has been falling for years, and it has been calculated that bus use is higher in London than in the rest of the country combined.

2.5.2   There are two key approaches that will ensure that the South East's bus and coach networks are maintained and improved. Two key principles are fundamental to achieving change and addressing a number of the key issues and challenges:
- **partnership working**, undertaken in a collaborative, co-operative and constructive way can often result in benefits that provide successful companies, improved environments, and greater choice; and
- the development of, or investment in new **technology and innovation** can help place bus and coach operators in the South East at the forefront of delivering high quality, attractive "mass transit". (N.B. Integrated ticketing is the subject of a separate Topic Paper).

2.5.3 Funding for the bus and coach network and the vehicles and services that create it can come from a number of different sources and existing budgets have come under increasing pressure due to the continued need for councils to achieve savings or budget reductions in service provision.

2.5.4 There are a number of areas of further work that TfSE could play a role in leading or influencing, in order to increase the number and/or improve the quality of existing and future travel options which the bus and coach networks could provide within the TfSE area. These could include:

- Engaging and influencing representative bodies within the South East involved in the provision and use of buses and coaches;
- Reviewing existing local policy framework e.g. existence of up to date bus (and coach) strategies including the collation and review of existing sources of local data including Accessibility Planning.
- Identifying gaps in the network/market or future opportunities for new or additional services, and seeking and securing funding for agreed bus and coach network priorities on a pilot or permanent basis.
- Developing business cases for bus-based mass transit schemes in our largest urban areas (e.g. Portsmouth Southampton and Brighton & Hove)
- Exploring the development and delivery of a new model for Mobility in rural areas which could include changes to the national concessionary fares scheme, and consideration of the potential impacts of new technologies and innovations such as the Government research into "Total Transport"; the current advent and evolution and growth of Uber taxi services; the new, emerging concept of "Mobility as a Service" [MaaS]; and the role of Autonomous and Connected Vehicles; and
- Exploring possible methods e.g. tax concessions, to reduce the costs of running bus services to make them more viable.

2.6   Smart and integrated ticketing
2.6.1 There are several distinct public transport markets in the South East. London is the main destination for public transport trips in the South East. This is particularly evident the closer to the London boundary people live. The different geographies across the TfSE area and the proximity to London creates several distinct public transport markets in the South East which can be categorised as:

- The London Fringe;
- City and Town focused travel to work areas; and
- Rural.

2.6.2 This means that there may not be a "one size fits all"' ticketing solution which it would be appropriate to roll out across the South East.

2.6.3 Unlike London, the South East operates in a deregulated environment meaning that price and products are determined by commercial organisations. There are multiple bus operators and several rail franchises covering the South East all with their own products, pricing schemes, ticketing systems and practices. For the customer this can result in confusion. Integrated ticketing along the lines of "Oyster" in London is proving challenging to deliver under a deregulated system.

2.6.4 For the operator, the apportionment of fare income under multi-operator systems is problematic. Things like "tap on" and "tap off" capability and shared back offices make this easier to do but commercial considerations still remain. There is a growing move towards better integration with a number of examples of good practice, such as "Solent Go" in South Hampshire, Portsmouth and Southampton, and Brighton & Hove "the Key" card. However, whilst these are examples of "smart" ticketing, they do not cover all operators and modes so are not fully integrated.

2.6.5 Transport Focus research conducted elsewhere show customers want:
- Easy travel on and between modes
- A reduction in time taken to think about and buy tickets
- Durable products ideally using smartphones or cards they already have
- A fair price

2.6.6 A desirable future state would have the following characteristics:
- London rail season tickets (more flexible with part time products)
- Multi operator and modal "travel to work area" products easy to buy and fare capped
- Competitively priced area wide (day and season tickets) and carnet tickets (a book of tickets often sold at a discount to single tickets)
- Contactless transaction leading to cashless operation and faster boarding of buses
- Tap on/tap off requirements and an agreement on revenue apportionment

2.6.7 Current technology is moving at a pace. Smartcards are becoming increasingly outdated in favour of contactless transactions with mobile phones and cash cards the preferred choice of method for purchasing tickets. In addition to this, barriers that have applied previously are being reduced, for example, the charges for low-cost transactions incurred on cards are falling. There has also been a growing willingness from operators to engage in integrated ticketing, with an accord signed between the major bus operators and DfT which could see the industry developing shared back office systems.

2.6.8 The paper highlights the potential role for TfSE as:
- Set up an integrated ticketing working group for South East including operators, TfL, Transport Focus and DfT with a lead Local Authority;
- Identify evidence and data needs and commission data analysis;
- Undertake customer research to understand what customers need and want;
- Undertake and options assessment of develop a preferred series of interventions; and
- Development of business case for a range of possible interventions.

2.7   Rail
2.7.1 The paper identifies that rail franchise policy has moved towards longer franchise periods, to encourage Train Operating Companies (TOCs to invest in leasing agreements with the Rolling Stock Operating Companies (ROSCOs) for new rolling-stock and to encourage closer alliance working between the TOC and Network Rail. A new initiative by the DfT has been the close involvement of the LTAs

in the new South Eastern franchise area with LTAs embedded in the DfT's new franchise team. This practice is expected to be replicated in future rail franchise competitions. Additionally, the Secretary of State has determined that the Metro services in Greater London will not be transferred to the control of the London Mayor and TfL.

2.7.2   Network Rail's (NR) next Control Period (CP6: 2019-2024) will provide the opportunity for LTAs, and potentially TfSE, to influence investment in the rail network. NR has produced a series of Route Studies for the area setting out "performance gaps" and suggested "conditional outputs" to inform investment planning for NR's CP6 which will commence in April 2019. It is unlikely that funding will be available to deliver all conditional outputs in CP6, so the TfSE Transport Strategy could usefully identify the priorities that best align with its objectives.

2.7.3   The overwhelming desire expressed by passengers is for a reliable and frequent rail service. This is followed by a desire to have a seat, to have clean and comfortable trains, and to have toilets which work. Only towards the lower end of the list are fares mentioned. There is also a particular desire by commuters for part-time season tickets, as working practices have changed in recent years whereby many people work at home for one or more days each week – SMART technology would help facilitate these types of tickets.

2.7.4   The previous British Rail service which operated between Tonbridge and Reading via Redhill and Guildford provided a regular daily cross-regional link which avoided the need for travel via London termini – this is one of a number of services which TfSE could promote.

2.7.5   The establishment of the STB offers the opportunity to bring together the good partnership working between LTAs, NR, TOCs and DfT over a wider area. It will provide greater opportunity to influence future franchise specifications and rail infrastructure investment to enhance the existing rail network and develop options for through regional services in line with the objectives of the Transport Strategy. The Strategy will also need to give consideration to technological innovations which have the potential to radically change railway maintenance through the introduction of bidirectional single track running and / or power supply isolation technology, reducing the need for overnight and weekend closures.

2.8   Ports
2.8.1   The most important ports for UK trade are in the South East. This includes Southampton, Portsmouth, Dover and Eurotunnel. Ports have a significant impact on the local and regional economy. An estimated 118,000 people are directly employed by ports across the UK but many more are employed indirectly, such as in logistics operations and energy recovery. Ports in the South East need support in order to respond to the renewed interest in further developing export capacity to global markets. The larger ports forecast the need for substantial expansion over the coming years to meet forecast demand growth.

2.8.2   The continued success of our ports relies on effective inland transport networks. There are a number of strategic road and rail issues common to all ports in the South East:

- They primarily serve the markets of London, the Midlands and the North;
- Containerised freight and passenger ferry services are able to operate on a booking system so that the arrival of vehicles to the port can be carefully controlled and timed to maximise efficiency of the port's operation;
- However, roll on, roll off (Ro-Ro) freight uses a "turn up and go" system so where there is insufficient capacity within the port estate, freight vehicles impact on the road network;
- The success of South East ports means that there is substantial demand for lorry parking, particularly on routes to the ports; and
- The ability of the rail network to accommodate onward freight movements by rail is severely limited in the South East where passenger service demand is high, and takes priority over freight transport.

2.8.3   TfSE has the potential to offer a strategic view of this network in order to prioritise improvements with regards to road and rail infrastructure and reliable connections to the ports, particularly working with the infrastructure providers (Highways England and Network Rail). This could also include developing a strategic plan for a network of lorry parks and promoting the transfer of ideas across the TfSE area to facilitate operational improvements to reduce congestion on the network through, for example, the trialling of new technology, e.g. "virtual queuing".

2.9   Freight
2.9.1   The transportation of goods via road, rail, air and water is essential to the national economy. The distribution, supply chain and logistics industry employs 2.3 million people and UK industry spends £75 billion per year on transporting goods by road and rail. Network Rail expects freight demand to grow by 140% over the next 30 years and in 2006 the Government predicted that the UK port sector would see Ro-Ro traffic increase by 101% by volume to 170m tonnes by 2030. A significant rise in online shopping deliveries has changed the mix of freight vehicles on the logistics network, with a greater emphasis on vans delivering over shorter distances.

2.9.2   With road haulage the dominant mode of freight transportation, it is generally on the local road network that HGVs cause disruption, congestion and safety issues. Local authorities receive reports of vehicles contravening weight restrictions, overnight parking, crime, litter, using inappropriate routes and causing damage to highway infrastructure. Complaints about excessive noise and vibrations causing disturbance and damage are common. HGVs can produce a disproportionately large amount of particulate matter, nitrogen oxides and other pollutants.

2.9.3   TfSE can play a crucial role in supporting the provision and implementation of freight management strategies. By promoting partnership working with freight operators and their national associations, Highways England, motorway service station operators, Police and local authorities, the STB can help protect the environment and communities whilst ensuring freight continues to fulfil its important role within local and national economies. There are a number of areas this could focus upon:

- **Managing the routing of HGV traffic**: ensuring the freight networks with its jurisdiction are linked and work together; securing investment in measures that seek to improve journey time reliability on its strategic lorry and rail freight network routes; effective communication of route networks with the freight industry; lobbying manufacturers of satellite navigation systems to improve HGV route generation; supporting freight consolidation measures to influence freight movements in urban areas and improved enforcement.
- **Lorry parking**: taking a strategic view on the provision of dedicated lorry parking, including the feasibility of new truckstops; work with the Highways Agency to ensure their Truckstop Guide is current and to promote the use of the guide by lorry drivers; investigate the greater use of motorway service areas for overnight lorry parking.
- **Use of planning and development control powers to reduce the impact of freight traffic**: supporting the development of member's Local Plan policies that facilitate the use of sustainable modes of transport in accordance with the Nation Planning Policy Framework. This could include proposals to locate development close to rail and inland waterways and applying safeguarding policies to protect existing or potential rail freight sites from other forms of development.
- **Encourage sustainable distribution**: promoting the provision of strategic infrastructure for long distance freight movements; encouraging modal transfer to rail or water modes; promoting the use of rail as a distribution mode in order to reduce the pressure on the road network.

2.10.   Network Resilience

2.10.1 The greatest threat the Highways & Transport Industry faces is the continued under investment in highway assets. The TfSE area network comprises approximately 29,000 miles of road (3,600 being trunk/principal) with 8,500 structures and bridges. These assets have an estimated gross replacement value of £65bn. It is generally an aged infrastructure, most of which was never designed for the traffic volumes or loadings we have now have, and is generally in such a condition where significant proportions are in a need of structural repair.

2.10.2 The user experience is probably best summarised as "frustrated". Within the TfSE area, transport systems are under pressure from the volume of business and domestic commuting, capacity, severely limited opportunity for network expansion as well as the marginal resilience of the networks. The public have high expectations of the highway network, and the cultural status of "pot holes" continues to increasingly undermine the confidence of business and industry. This resilience is being further stretched by the impact of climate change and the increasingly regular incidence of extreme weather conditions, which severely impact on resilience.

2.10.3 Network resilience may be further tested in the medium to long-term future by further climatic change or by the influence of changing modes of transport; possibly the rapid development of intelligent vehicles such as driverless cars. The assets will need to respond to opportunities for the wider roll out of road management systems such as managed motorways and hard shoulder driving.

2.10.4 TfSE provides a number of key opportunities for improved network resilience to assist the South East in achieving key strategic aims for the economy,

environment and our the general well-being of our communities. The opportunities can be summarised as;

- Promoting consistency of approach to network resilience issues and promoting best practice across the South East;
- Ensuring better co-operation coordination and strategic planning between Highways England and the Local Transport Authorities;
- To influence and negotiate with government departments to make the case for increased ongoing funding for maintenance; and
- To influence legislation, regulatory priorities and to better meet the particular needs of the South East.

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To: **Shadow Partnership Board – Sub-National Transport Body for the South East**

Date: **26 June 2017**

Title of report: **Communications and Engagement**

Purpose of report: **To agree the initial communications and engagement plan for Transport for the South East**

Recommendations:

The Shadow Partnership Board is asked to:

i)   Approve the proposed communication and engagement plan as a whole, including its suggested arrangements for publicity and stakeholder management (Attachment 1)

ii)   Approve the proposed corporate visual identity for Transport for the South East (TfSE) (Attachment 2)

iii)   Approve the proposed initial TfSE website, to be activated following the first meeting of the Shadow Partnership Board

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1.   Introduction

1.1   The Communications and Engagement Working Group is supporting Transport for the South East (TfSE) in establishing itself, raising its profile and beginning the conversation with residents, businesses and other important stakeholders.

1.2   This paper is a short summary of the work done so far and introduces an initial communications plan, to cover the period to October 2017. The first objectives are to establish a clear and accessible public account of TfSE, help people find more information when they want it and communicate a sense of TfSE's vision and ambitions.

2.   Draft Communications Plan

2.1   The communications approach, key messages and consideration of communications risks are set out in the proposed communications and engagement plan (see Attachment 1). The plan also contains a suggested outline approach to publicity, managing stakeholders, web and social media and public consultation. Each part of the South East naturally has its particular transport priorities and challenges, but it's essential that TfSE has a shared narrative and common messages at its core and building these has been the first task of the Communications and Engagement Working Group.

2.2   The Communications and Engagement Working Group has designed a suggested visual identity for TfSE (see Attachment 2), registered a web domain and social media accounts, built an initial streamlined website www.transportforthesoutheast.org.uk, helped develop a stakeholder management plan and planned an approach to publicity.

2.3   It is suggested that initial publicity immediately follows the first meeting of the Shadow Partnership Board, with a news release, social media activity and switch-on of the dedicated website within 36 hours. This will be followed with some targeted but deliberately low-key work to build momentum for the new organisation over the

summer and early autumn. If the Board agrees the approach to publicity, a draft press release will be circulated to members very shortly after the meeting for approval.

2.4   It's suggested that support from the South East's MPs will be important and that Leaders write to each of them to brief them on their ambitions for TfSE. If the Board agrees, a draft letter for MPs will be circulated to members for approval at the same time as the press release.

2.5   After this initial general publicity and briefing, plans are to build momentum over the summer months with targeted stakeholder communications, media and social media activity.

2.6   From October, the focus will switch to consultation and discussion on the fundamental challenges for transport in the South East, especially with transport organisations and business.

2.7   Over these early months the communications and engagement workload can be picked up by officers from partner organisations. As the pace accelerates, TfSE may want to consider how to resource the work needed.

Warwick Smith
Head of Communications and Marketing
East Sussex County Council

Transport for the South East – Communications and Engagement Plan

This plan suggests a communications approach and a schedule of activity for the next four months (to October) to support the establishment of Transport for the South East (TfSE) as a shadow body and to help develop its growing engagement with transport organisations and users. The need for communications and engagement will accelerate as consultation begins, as the South East Transport Strategy takes shape and as the body moves towards official status. Therefore work done now should both prepare for that and to suggest ways to manage it in future.

The communications approach

- Explain and demonstrate the benefits that TfSE will bring to all transport users in the area. Emphasise ambition and innovations.

- Tell a clear story about the South East's economic power, its value to the nation and the restrictions which could hold these back without transport planning and investment at a strategic level.

- Support close engagement with government and politicians to ensure strategic improvements driven by TfSE are clear and understood.

- Champion public involvement in TfSE with user-friendly consultation and by emphasising how transport users are involved in the organisation.

- Help to build support for, and involvement with, TfSE among businesses. Maintain a 'whole South East' approach to communication to give equal weight to all parts of the TfSE area.

- Ensure partners in TfSE can draw on communications work and products to reuse through their own existing channels when needed.

- Streamline communication work during shadow phase so that it's proportionate, cost-effective and useful.

- Identify the likely communications resources needed in future and preparations needed to meet them.

Major milestones for TfSE
26 June 2017 – first meeting of TfSE Shadow Partnership Board, start of shadow operation
November 2017 - February 2018 - consultation with key stakeholders on vision and objectives
December 2018- March 2019 – full consultation on transport strategy for the South East
April 2019 - TfSE becomes fully operational (pending Government approval)

The vision for TfSE

'The South East is a powerful driver of the UK economy and the nation's major international gateway for people and businesses.

We will grow the South East's economy by delivering a quality, integrated transport system that makes us more productive and competitive, improves the quality of life for all and protects the environment.'

Key messages

Transport for the South East will improve the quality of people's lives and secure continuing economic growth for the area.

It will speak with a single voice on the South East's strategic transport needs, directly influencing how and where money is invested.

TfSE's ambition is not just to improve but to transform the quality of transport for the South East's residents, businesses and visitors.

It will measure its success in what it can achieve for those people as well as in sustaining the area's economic strength.

The South East is already a powerful motor for national prosperity, adding £200 billion to the UK economy - more than Scotland and Wales combined. Its transport network is nationally and internationally significant: it takes in the country's two biggest airports, many of its busiest motorways, a string of major ports and crucial railway links to London, the rest of Britain and to mainland Europe.

Growth in the South East has put pressure on the transport network which urgently needs investment:

- *To meet these pressures and remain resilient for travellers and businesses*
- *To unlock the potential for future growth, including in sustainable housing where lack of transport infrastructure has been a barrier to further development, and for the area's businesses - many of them world-class*

There is no existing single body which plans strategic transport across the South East. TfSE meets that need by bringing together representatives of 16 Transport Authorities and five Local Enterprise Partnerships.

They will work with transport operators and users, with the Department for Transport, Highways England, Network Rail, ports and airports to set priorities which benefit everyone who relies on the South East's transport network.

By acting as a single body, TfSE will be able to integrate different modes of transport so that journeys by road, rail, air and sea work more smoothly together.

It will harness and develop innovations in transport, including smart ticketing and other digital thinking and technology, to create better journeys and easier connections for all.

This ambition brings the potential to transform the way people connect to job opportunities and how employers find the skills they need.

TfSE is operating as a shadow body and is developing a Transport Strategy for the South East, on which it will consult closely with key partners, transport operators and users. It intends to start full operation, with Government approval, in 2019.

Visual identity
A visual identity for TfSE has been developed which includes a logo, typography, colour palette and simple guidelines on how to use them. This identity can be applied to web, letterheads, print documents, social media and other materials or channels to help TfSE project itself consistently and as a single entity. ***Attachment 2** – **draft visual identity***

Digital presence
Until now, TfSE's online presence has been limited to pages and agendas on the websites of individual partners, for example, this simple summary , which has been useful in giving a simple and authoritative summary for anyone googling the subject and a contact point for enquiries.

However a dedicated TfSE website www.transportforthesoutheast.org.uk is being developed and can be switched on immediately following the shadow board's first meeting on 26 June. The initial site is light and streamlined, designed to direct web search to a clear and authoritative statement of TfSE's aims and scope, show progress and updates and to provide a channel for questions and responses. When consultations begin, the website can help to direct people to where they can take part – this is likely to be an onward link to consultation software.

The website is built in wordpress and on the org.uk domain. When TfSE moves from shadow to official form it would be sensible to transfer the site to a gov.uk domain, to reflect its formal status. At that point we may also want to upgrade the site to a platform and content management system which does more than wordpress allows.

Social media accounts (Facebook, Twitter and LinkedIn) have been reserved in TfSE's name and can be used to promote the website and publicity material. For the short to medium-term it will also be sensible to use partners' existing accounts to cross-promote and a social media plan has been developed to co-ordinate this and to build up profile and influence. Suggested content for social media posts will be offered to partners.

Stakeholder management
Stakeholder mapping and analysis is being done by the project office with back-up from transport and communications groups, to understand where TfSE can draw on support and influence.

Contact with stakeholders will be monitored by the project team but the approach will be that contact with national stakeholders (such as Department for Transport, Highways England, Network Rail) will be delegated by the senior officers' group while conversation with local stakeholders should be led by their respective Transport Authority (for example Berkshire/Surrey for Heathrow, Kent for Dover, West Sussex for Gatwick etc).

A single database to log stakeholder contacts and enable group messages or event invitations (in addition to the one-to-one contacts with transport officers) would be very useful.

It is suggested that each Leader sends out a letter to their MPs immediately after the first meeting of the Shadow Partnership Board in order to brief them and to seek their support. This letter can be tailored by area but will capture a core narrative. If the Shadow Partnership Board agrees this approach, a suggested letter for MPs will be circulated within the next 24 hours.

It is suggested that an early briefing event in Westminster for all the area's MPs would be useful, particularly in light of the number of newly-elected MPs.

Media and publicity
We suggest some initial publicity immediately after the first meeting of the Shadow Partnership Board.

A draft press release will be circulated to Leaders immediately after the meeting for approval. It is suggested this is issued no later than the following day (Tuesday 27 June) to maximise the newsiness of this meeting. Coverage is likely to come from trade media and regional news at this stage – which would be proportionate to the current phase of TfSE's evolution. Arrangements have been made for each partner to distribute the news release to their usual distribution lists – national and trade contacts can be handled by one lead communications partner. It's suggested that the initial press release includes a quote from the Chair of the Shadow Partnership Board but also leaves space for the leader of each transport authority to add a quote for their own local media. The press release will be publicised and supported via social media.

Partners will also need to agree a framework for who speaks on behalf of TfSE. It is suggested that the elected chair acts as spokesperson for national and trade media with the leaders of individual authorities acting as spokesperson for local media or on a specifically local transport node (e.g. Southampton airport, the A2 in Medway, Reading railway junction).

Consultation approach
Two consultations are envisaged:
- From November 2017 to January 2018, South East transport organisations, businesses and interest groups will be asked if they agree with TfSE's current analysis of the transport network, its pressures and potential for improvement.
- From December 2018 to February 2019, a wide public consultation will propose a Transport Strategy for the South East and ask for views.

Both consultations will be open to all, but there will be more need to publicise and promote the second consultation as widely as possible. It is intended that the first will be launched at an event or events in the South East, to be designed to focus local transport and business thinking on the issue. Open events to launch and explain the second, public, consultation in 2018 may also be effective, although we'll need to guard against an overly-local focus in each place.

Both consultations could largely be carried out primarily online at relatively low cost, although provision also needs to be made for residents without digital access. An EQIA will also be needed as part of the consultation process and transport strategy more widely.

Careful architecture and question design will be needed in developing public consultation, not least to give a clear and empirically sound assessment of the public benefits that people believe TfSE could deliver and to help strengthen the case to government.

There may also be a case for commissioning additional independent polling research to test public support for a South East transport body, although this would be expensive.

Staff communication
It's assumed each partner organisation will take responsibility for internal communication about TfSE, drawing on the agreed messages, vision and other communications products, as required.

Risks

Risk	Mitigations
Perception of low public support or enthusiasm for TfSE delays or blocks Government backing	- Sustained and targeted engagement with political influencers - Careful consultation design - Communications emphasis on user improvements and user participation
Partners communicate differing aims or vision for TfSE	- Clear and consistent messaging from communications workstream - Early joint agreements from senior leaders on communications material
Over-emphasis on any particular part of the South East, or transport mode, undermines strategic presentation of TfSE	- Following a 'whole South East' approach to communication - Periodic review and audit of activity by communications leads
Unrealistic initial expectations of TfSE; for example that it can immediately replace under-performing rail franchises	- Clarity of public messaging - Early joint agreements from senior leaders on communications material

Evaluation

Suggested measures of communications impact would include:

- Response to consultations – by volume, completion rate, support, geography and demography
- Level of knowledge and engagement among elected members
- Levels of business engagement and support
- Positive media/publicity
- Online engagement and action rates

Summary of communications and engagement work – March to October 2017

When	What	Who
March 30	Agree shape of communications/engagement plan and draft materials	Communications working group
By April 13th	Share first draft of communications plan and materials with senior officers group at April 21st meeting	Project team *(Mark Vallely, Rachel Ford, Warwick Smith)*
Senior officer group meets – 21 April		
April-May	Build initial website	Surrey or Hampshire's communications team
By mid-May	Finalise communications materials	Media and publicity plan *(West Sussex)* Visual branding *(East Sussex)* Website *(Surrey or Hants)* Stakeholder map and plan *(Project team)*
By mid-May	Share final draft communications plan and materials with senior officers at late May meeting	Project team
Senior officer group meets – late May		
By 19 June	Submit full communications plan and materials to TfSE board meeting on 26 June	Project team
TfSE shadow board meets – 26 June		
Post 26 June	News release and publicity work Switch on website Send letter to MPs	Communications working group Leaders
July and August	Chairperson publicity interview(s) to build early momentum	Chair supported by communications group
July-October	Draft plan for first consultation and associated event(s).	Transport group, communications group and project office (jointly)

Resources and future work

The communications and engagement work to June has been relatively low level. Time and financial resources will need to rise as work on TfSE progresses. The future demand for communications and engagement work is likely to include:
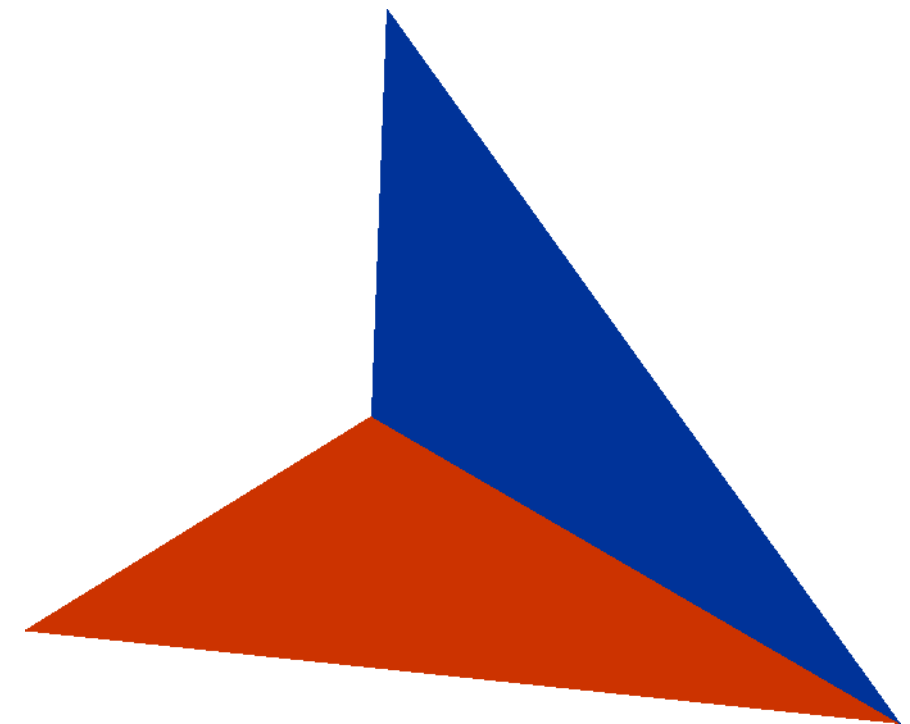
Event planning and management
Continued stakeholder messaging and monitoring
Managing and updating the initial website
Planning and developing a future enhanced website
Responding to enquiries (from the media and others)
Publicity as TfSE develops, including media and social media work
Design and launch of consultations
Communications evaluation

This workload is likely to become heavier from autumn 2017 as preparations for the first consultation and stakeholder events associated with it get underway. A second spike is likely in the run up to public consultation and engagement in 2018. At these points, TfSE may benefit from bringing in some temporary support to work on communications and engagement during these peaks in activity. Until October, work can be met, as now, by sharing it out among the communications teams of partner Authorities.

16 June 2017

Transport for the South East
Style Guide

May 2017

01 Introduction

Transport for the South East (TfSE) is a partnership to improve the transport network and grow the economy of the whole South East area. It covers an area stretching from the English Channel to the border of London, and from the Kent coast to Berkshire, Hampshire and the Isle of Wight. Not only does this area include major airports, ports, roads and rail routes, it is also a powerful economic motor for the whole of the UK – adding £200 billion a year to the national economy (more than Scotland and Wales combined).

The aim of TfSE is to support and grow this economy by choosing the right strategic transport priorities for investment.

This will also mean improvements for everyone who relies on the transport system; including more reliable journeys free of congestion and the possible introduction of integrated smart ticketing across the area.

TfSE represents all the area's Transport Authorities and its Local Enterprise Partnerships. It will speak with a single voice on the South East's strategic transport needs, directly influence how and where money is invested and drive improvements for the travelling public. There is no body which currently performs this role.

TfSE will also involve transport operators, users and businesses – and national bodies including the Department for Transport, Network Rail and Highways England. All these will be closely consulted as TfSE develops a Transport Strategy for the South East.

TfSE currently operates as a shadow body. The intention is that, with Government approval, it will begin full operation in 2019.

The full list of Transport Authorities involved in TfSE is:

- Berkshire Local Transport Body (encompassing the six Berkshire unitary authorities)
- Brighton & Hove City Council
- East Sussex County Council
- Hampshire County Council
- Isle of Wight Council
- Kent County Council
- Medway Council
- Portsmouth City Council
- Southampton City Council
- Surrey County Council
- West Sussex County Council

Also involved are the South East's five Local Enterprise Partnerships: Berkshire Thames Valley, Coast to Capital, Enterprise M3, Solent and South East. The Department for Transport, Highways England, Network Rail, Borough and District Councils, ports, airports, transport operators and users will also be represented.

02 Design concept

The design concept riffs on fondly remembered transport identities, such as *Transport For London*, *British Airways*, *British Rail* and *National Express*. The red, white and blue palette and italicised typography continue the British and forward-looking flavour common to those logos. The concept is both nostalgic and modern, utilitarian and playful.

The innovative arrow device represents the south east of the UK, the region covered by the TfSE partnership, and the points of the arrow suggest connectivity to the rest of the UK and abroad. The arrow also points in the direction of the region.

The following pages demonstrate visual standards, and how the identity can be applied across various media.

Minimum height:
20mm

03 Stationary

Letterhead

Compliment slip
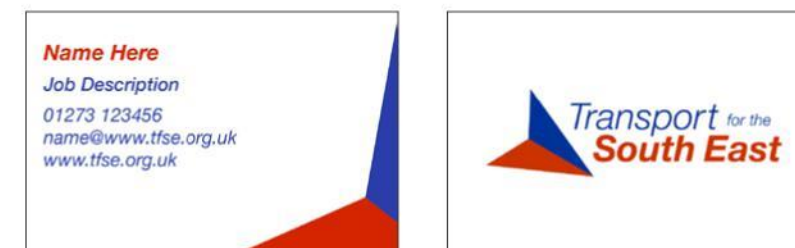
Business card (front and back)

04 In print

Use the arrow device at unusual angles and close-ups to add visual interest to publication covers. Include a 10mm white border for internal printing.
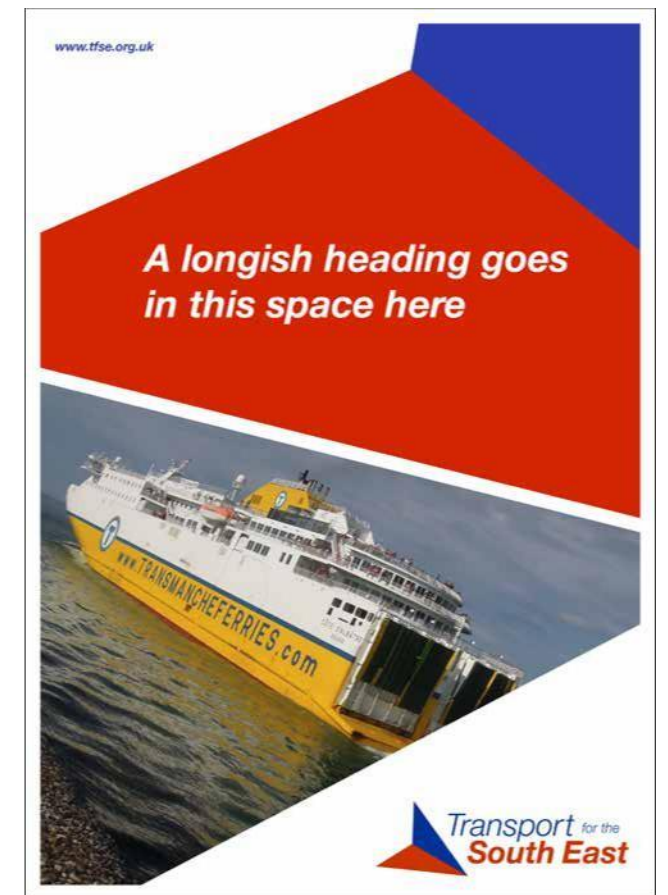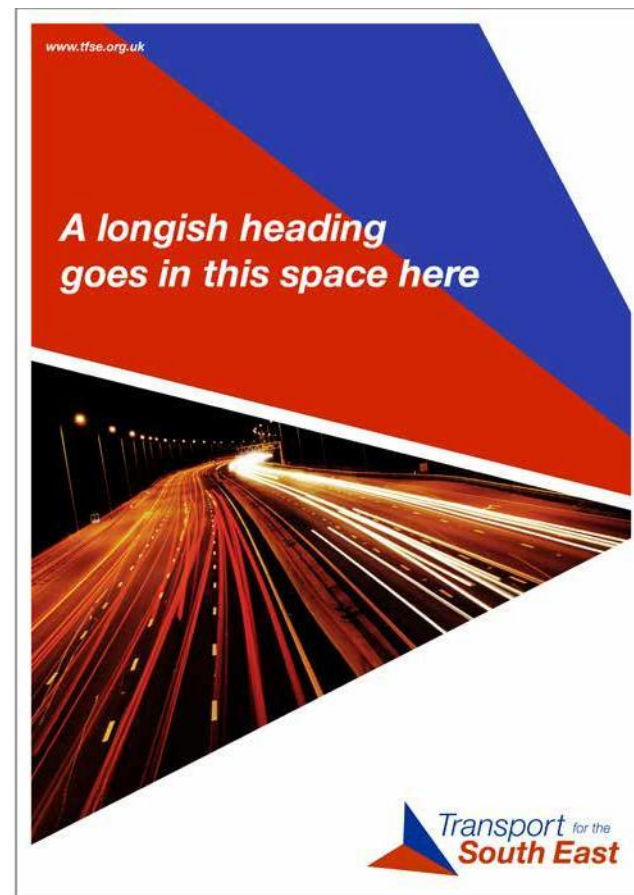
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To: **Shadow Partnership Board – Sub-National Transport Body for the**
                 South East
Date: **26 June 2017**
Title of report: **Priorities for the Road Investment Strategy 2020-2025**
Purpose of report: **To agree the priority schemes in the South East of England inclusion**
                 in Highways England's second Road Investment Strategy

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Recommendations: the members of the Shadow Partnership Board are recommended to:
i)   note the process that has been followed to identify and prioritise an initial list of proposed schemes for potential inclusion in Highways England's second Road Investment Strategy (RIS 2).
ii) agree that the proposed schemes shown in in Appendix 2 be submitted to the Department for Transport as the initial priority schemes in the South East for inclusion in RIS 2.

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1.   Introduction

1.1   This report has been prepared in response to a request from the Department for Transport (DfT) to all the emerging Sub-National Transport Bodies (STBs) to identify their top priority schemes for potential inclusion in the second Road Investment Strategy (RIS) covering the period 2020 - 2025.

1.2   The report sets out the approach that has been adopted to identify and prioritise the schemes in the South East of England for consideration and possible agreement by the Shadow Partnership Board.

2.   Background

2.1   The strategic road network (SRN) consists of the country's motorways and major A roads and is operated and maintained by Highways England. The long-term strategic planning and funding of the network is managed through the RIS process. The first RIS covers the period between 2015 - 2020 and committed over £15 billion of capital investment in the development and delivery of 127 schemes.

2.2   Work is underway to develop the second RIS, known as RIS 2, covering the period 2020 - 2025. The Government has committed to working with STBs to develop a long-term vision for transport in their area and to use their skills and expertise to inform decisions on RIS 2. This prompted a request to the emerging Transport for the South East, from the DfT, to identify the top priority schemes in the South East for potential inclusion in RIS 2.

2.3   The request presents some challenges at this early stage in the development of the STB, as the overall vision and priorities, against which proposed schemes can be prioritised, have not yet been considered and agreed by the Shadow Partnership Board. Nevertheless, the fact that this request has been made by the DfT is a clear demonstration that they recognise the significant progress that has been made with the development of proposals for an STB in the South East and gives it a similar status to the other STBs that are in the process of being established elsewhere in the country, including Transport for the North, Midlands Connect and Economic Heartlands.

2.4   One of the key drivers underpinning the establishment of STBs is to promote economic growth. Highways England recognise the role that investment in the SRN has in delivering economic growth. STBs have a specific role to influence the emerging priorities for RIS 2 and to ensure that investment decisions take account sectoral strengths of the economy and that investment takes place in locations which will deliver economic growth.

2.5   The DfT has requested a list of priority schemes by the end of June 2017 so that it can inform the ongoing research phase of the RIS 2 process and potentially influence the list of schemes which are identified in the Draft RIS 2 later this year.

2.6   The next stage in the RIS process is for Highways England to prepare their "Initial Report" setting out an assessment of the current state of the network, user needs, potential maintenance and enhancement priorities and future developmental needs and prospects for the SRN. This report will be completed by 30 November 2017 and will be subject to a public consultation following publication. The Shadow Partnership Board (and the individual constituent bodies) will have an opportunity to respond to this consultation and provide further information to support the priorities.

3.   Identification and prioritisation of RIS2 schemes

3.1   The DfT requested the top twelve priority schemes to be identified. At this time, the Government remains committed to delivering all of the schemes identified as part of RIS 1. As a consequence, each of the constituent bodies were asked not to include any RIS 1 schemes in their list of nominations except where it was felt there was a need for a significant modification or enhancements of the RIS 1 proposals. Another key parameter influencing the identification of the proposed priorities was that the schemes did not necessarily have to be on the SRN but could be on section of the local network where this would address an identified issue on the SRN.

3.2   An outline of the process to develop the recommended list of priority schemes is set out in Appendix 1. The process aimed to build upon existing evidence and information and needed to be completed in a relatively short timescale. The prioritisation criteria were based on a review of the draft TfSE vision and strategic priorities (set out in Item 6 on this agenda) and the objectives for RIS 2 that have been established by the DfT. Three of the five criteria were aimed at assessing the impact of the schemes on economic development, with a further assessment on the strategic economic fit of the scheme. The deliverability risks were also assessed, specifically focusing on whether a scheme can be delivered within the 2020-2025 time period.

3.3   The initial scoring was undertaken by the constituent bodies on the schemes that they had nominated and, where possible, these were then reviewed by a representative from another body.

3.4   A number of Authorities identified strategic corridors for further investigation, where it is considered that a broader review and development of a package of measures is required (e.g. upgrade A34 to motorway standard). This is in keeping with the approach adopted by Highways England during the current RIS period where a number of "Strategic Studies" have been undertaken to address complex problems about the future of the network. The number of such studies has been limited to six across the country, with the M25 South West Quadrant (Junctions 10 to 16) forming the subject of one of them.

4. Recommended Priority Schemes and Corridors

4.1 The twelve schemes which have been identified as the initial proposed priorities for possible inclusion in RIS 2 in the South East of England are shown in Appendix 2. This also identifies two corridors which have been identified as possible strategic studies for RIS 2. It is important to note that the schemes are not listed in any particular priority order.

4.2 The Oxford to Cambridge Expressway is also identified as an important scheme. It is outside the geography of Transport for the South East but it will provide a continuation of the A34 between the South East and the Midlands, with a specific impact upon the Thames Valley Berkshire area of TfSE. For this reason it has been proposed as a scheme that the Shadow Partnership Board may want to support for inclusion in RIS 2.

4.3 Full details of each of the proposed schemes shown on the map are set out in Appendix 3, which also sets out the strategic case for investment. The remainder of the schemes that were nominated by each of the partnership bodies but which were not included in the list of top priority schemes are shown in Table 4 in Appendix 3.

4.4 The proposed submission to DfT should include the following caveats:
- that the initial list of priority schemes has been developed on the assumption that all of the schemes identified as commitments in RIS 1 will be delivered; and
- that the Shadow Partnership Board may decide to change or add to the list of priority schemes in the light of additional information that is produced in the future by the Department for Transport on Highways England on the RIS 2 process or as the draft Transport Strategy is developed.

5. Conclusions and Recommendations

5.1 Investment in the road network is key to delivering economic growth. Following a request from the DfT, the Shadow Partnership Board has been given an opportunity to influence the priorities that are identified for investment on the SRN as part of RIS 2 covering the period 2020 - 2025.

5.2 Responding to this request has presented some challenges, given that the STB is at an early stage in its development and the limited amount of time available to respond to the request. However, it is also an important opportunity to inform the development of RIS2 and influence potential future investment in the area.

5.3 A high level scheme identification and prioritisation process has been used to help identify the proposed schemes which represent the proposed top priorities for investment in the South East of England. The Shadow Partnership Board is recommended to agree that the list of proposed schemes shown in Appendix 2 be submitted to the DfT as the initial list of priority schemes and corridors for inclusion in RIS 2 with the necessary caveats attached.
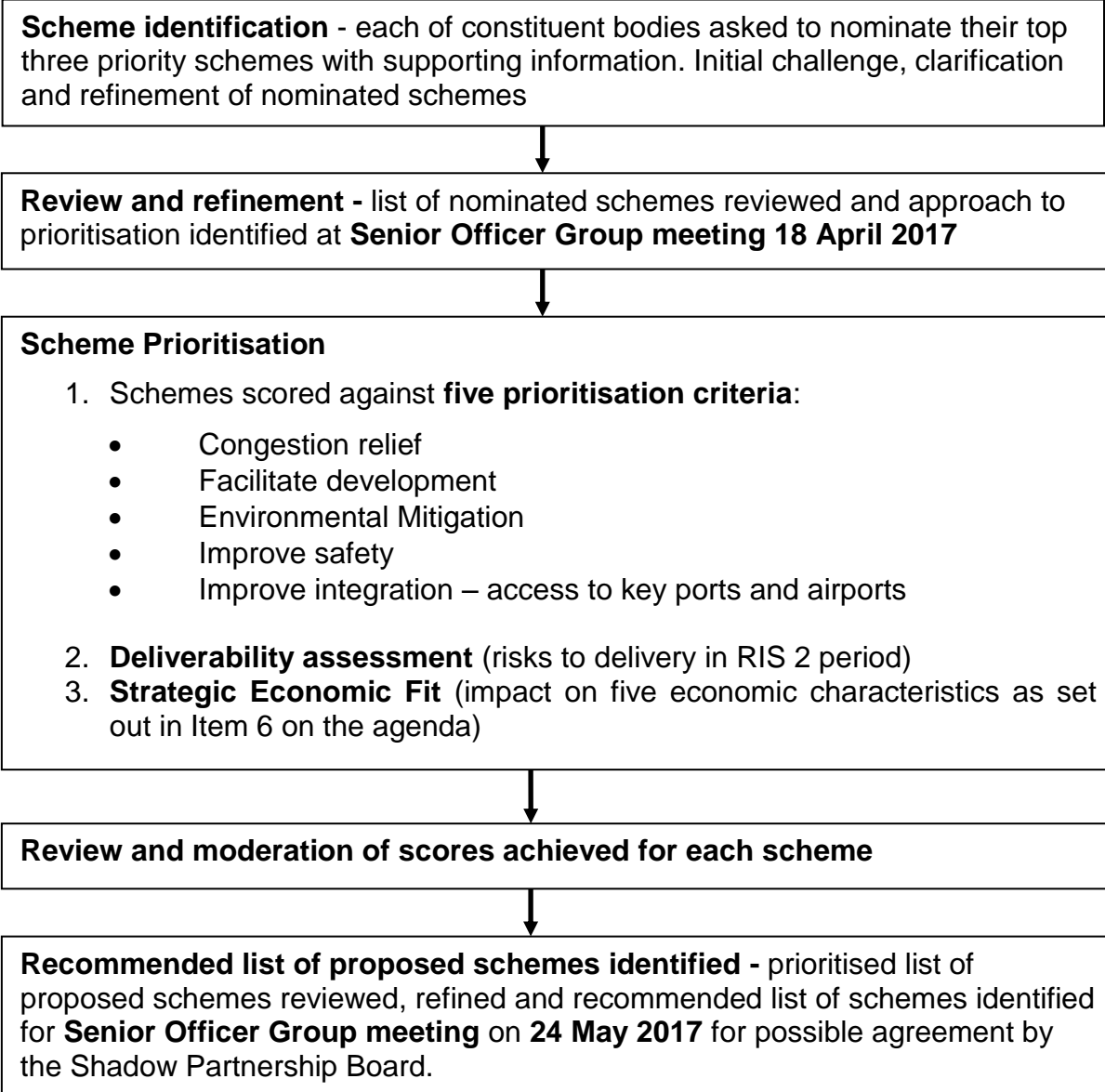
Rupert Clubb
Director of Communities, Economy and Transport
East Sussex County Council

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Appendix 1 – Methododolgy for Identifying and Prioritising RIS 2 Schemes

Introduction

This Appendix contains an outline of the various stages of the process that has been followed to identify and prioritise the proposed RIS 2 schemes.

Scheme identification - each of constituent bodies asked to nominate their top three priority schemes with supporting information. Initial challenge, clarification and refinement of nominated schemes

Review and refinement - list of nominated schemes reviewed and approach to prioritisation identified at **Senior Officer Group meeting 18 April 2017**

Scheme Prioritisation

1. Schemes scored against **five prioritisation criteria**:

   - Congestion relief
   - Facilitate development
   - Environmental Mitigation
   - Improve safety
   - Improve integration – access to key ports and airports

2. **Deliverability assessment** (risks to delivery in RIS 2 period)
3. **Strategic Economic Fit** (impact on five economic characteristics as set out in Item 6 on the agenda)

Review and moderation of scores achieved for each scheme

Recommended list of proposed schemes identified - prioritised list of proposed schemes reviewed, refined and recommended list of schemes identified for **Senior Officer Group meeting** on **24 May 2017** for possible agreement by the Shadow Partnership Board.

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**Appendix 2**

Figure 1 –
Location of Proposed RIS 2
Priority Schemes and Corridors

Strategic Corridor Number	Strategic Corridor
SC1	M23 Northern corridor
SC2	Upgrade A34 to motorway standard, including the southern section between Junction 13 of M4 and Junction 9 of the M3 and A34 safety improvements

Scheme Number	Other nationally significant scheme
ONS1	Oxford to Cambridge Expressway

Scheme number*	Scheme
1	Lower Thames Crossing & A229 upgrade including M20 Junction 6 and M2 Junction 3
2	A27 Lewes to Polegate
3	A27 between B2123 Falmer Interchange and A293 Junctions
4	M23/A23 Crawley to Burgess Hill
5	A27 Worthing & Lancing
6	A27 Chichester
7	M23/A23 Hooley Interchange
8	A3 Ripley to Guildford
9	M25 South West Quadrant (J10-16)
10	A27 Portsmouth East West - A27/A2030 junction to M27 Junction 12
11	Solent Metro
12	M27 J3 to M271/A35 Junction
*	Schemes listed by location, not priority order
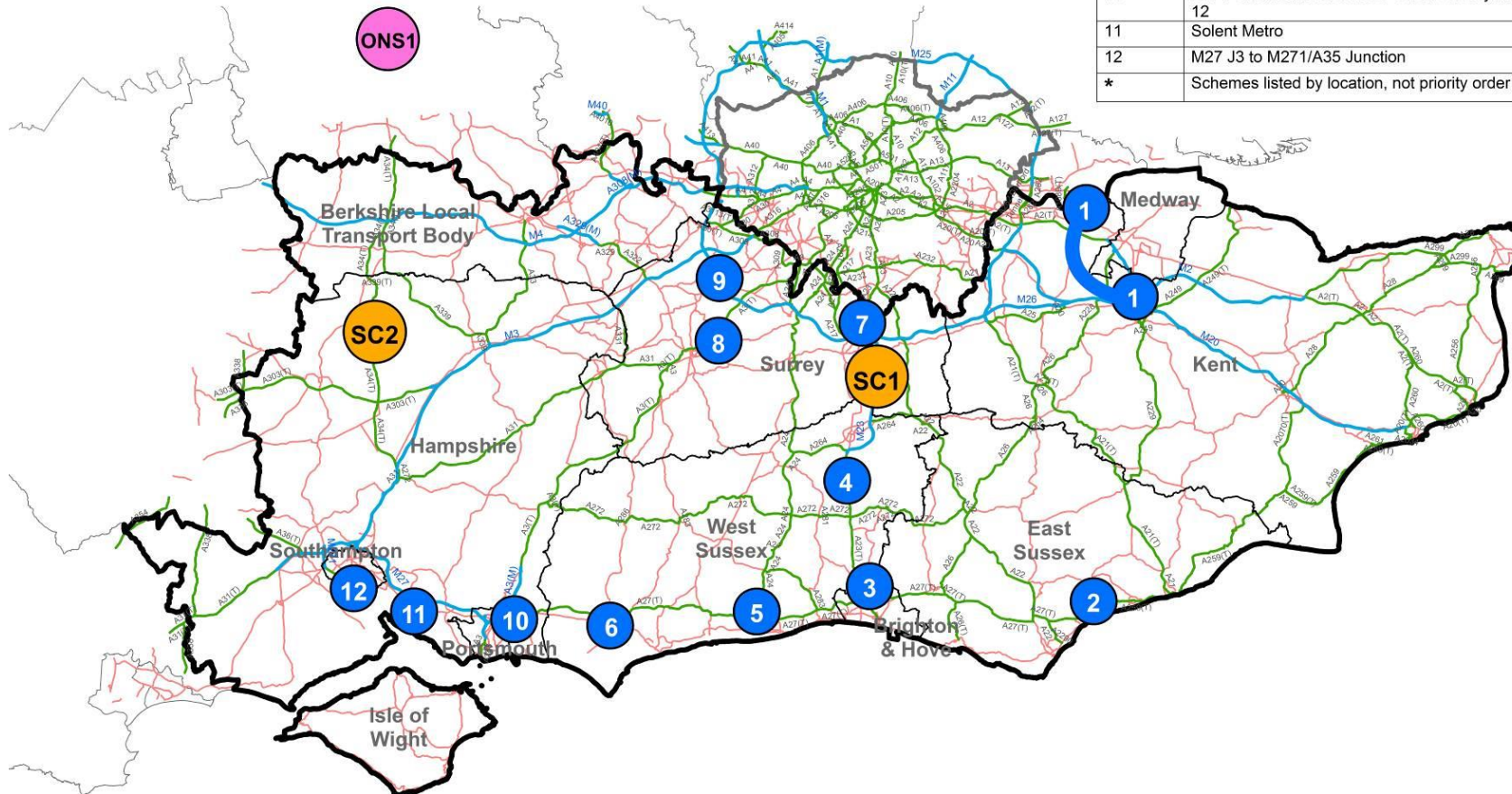
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Table 1 - Initial Top 12 Priority Schemes for Inclusion in RIS 2

Scheme	Location	Description	Strategic Case
Lower Thames Crossing & A229 upgrade including M20 Junction 6 and M2 Junction 3 (Lower Thames Crossing Option C Variant)	Kent / Medway	New Thames Crossing from Chalk in Kent to Thurrock, east of Tilbury, via a twin bored tunnel. Connecting roads to the A2 near Gravesend and to a new junction with the M25 north of South Ockenden. A229 upgrade between M2 and M20 is essential offset the increase in traffic due to the Lower Thames Crossing and would involve at least four structures of approximately 1km in length to take traffic from the existing carriageways to the new carriageways, without passing through existing junctions and overall 9km of motorway construction. An alternative solution is to consider a replacement road in tunnel and reconfiguring the junctions at either end accordingly.	The Lower Thames Crossing will provide over 70% additional crossing capacity, unlocking billions of pounds of investment and creating thousands of new jobs by removing a constraint that discourages business growth. Scheme will reduce traffic and delays at one of the busiest roads in the country - the Dartford Crossing - by providing a modern route which is faster, safer, and more reliable. It will create a new strategic route from the Channel ports to the Midlands and the North. Access to the Port of Dover and Eurotunnel will be made more reliable and resilient, unlocking a potential barrier to international trade (Proposition 5). 14% traffic transfer from Dartford forecast for opening year plus significant suppressed demand released. KCC commissioned studies by KPMG (2010) and URS (2012) that found that new crossing (Option C) would unlock significant job numbers of up to 32,300 in Kent and Essex and an additional 37,343 homes. The A229 is an important link for the Strategic Road Network (SRN) connecting the M2 and M20 at the shortest point. An upgrade of this link and its junction with the M2 (J3) and M20 (J5) will be essential alongside the new Lower Thames Crossing for traffic accessing Eurotunnel and journeys to West Kent using the new crossing. It is an essential part of the strategy for the bifurcation (splitting) of traffic between the two motorway corridors to enhance network resilience. The A229 currently experiences severe congestion, particularly at the two motorway junctions, as it serves not only as a link on the SRN, but also the access point to two motorways for two of the largest urban conurbations in Kent and an inter-urban corridor between two growing housing and employment areas (Medway with 22,000 new homes and 20,000 new jobs and Maidstone with 17,660 new homes and 7,933 new jobs). The Kent 'Killed and Seriously Injured' (KSI) data shows 1 fatal, 13 serious, and 115 slight injury accidents from 1/10/13 to 30/9/16 on the A229 between M2 and M20. This inadequate link requires improvement to maximise the benefits of the Lower Thames Crossing as well as mitigate any negative impacts, as originally proposed as the 'C Variant' in the 2013 DfT Lower Thames Crossing consultation.
A27 between B2123 Falmer Interchange and A293 Junctions	B&HCC	The scheme would consist of junction improvements at five junctions along the A27 where it bypasses Brighton and Hove. These junctions provide direct access into and out of the city and currently experience queuing at peak/busy times.	The A27 is the key east-west road corridor in the southern sector of the TfSE area. It plays a significant, strategic role for longer-distance movements and provides access to designated centres of growth/transport hubs, such as Brighton & Hove. These improvements will provide efficient and safe access both now, and for planned development, within the city's constrained area. They will reduce congestion by enabling traffic to flow more freely, especially at busy times, and will therefore help improve the productivity of the city and the wider Greater Brighton City Region. The 5 junction

			improvements are identified as necessary, future mitigation measures on the Strategic Road Network [SRN] within the city council's Strategic Transport Assessment [STA], in order to accommodate the planned growth to 2030 set out in its adopted City Plan.
A27 Lewes to Polegate – offline dual carriageway	East Sussex	Offline dual carriageway improvement along a 12 mile section of A27 between Lewes and Polegate.	This section of the A27 in the top 20% in terms of network delay along A27, significant journey time reliability issues, link will be over capacity in 2021 and 2031. It is in the top 10% worst sections of A27 in terms of total casualties per billion vehicle miles. The economic impact of an offline improvement is potentially transformative in improving the strategic connectivity of the Eastbourne/South Wealden area. Scheme needed to support significant housing and employment growth planned (10,000 new homes and 80,000sqm of employment space) identified in the Eastbourne/South Wealden area through the adopted Eastbourne and Wealden Local Plans. Further development in south Wealden over and above the existing allocations proposed as part of Wealden Local Plan review (additional 3 to 4,000 new homes). Transport modelling undertaken by ESCC to support the additional development coming forward in the south Wealden area, has identified that without the provision of a more comprehensive solution (e.g. an offline dual carriageway between Lewes and Polegate) the A27 will be severely congested.
A27 Chichester	West Sussex	Reinstatement of the RIS1 consisting of 5 options for improving 4 existing junctions on the A27 Chichester bypass scheme, pending further work with the community to develop a publicly acceptable solution.	The A27 Chichester scheme will provide additional capacity at junctions around Chichester which act as a bottleneck to through movement on the strategic corridor from South Hampshire to Brighton & Hove and also sever the City from its hinterland to the south. The Chichester Bypass has the 6th worst journey time reliability of the HE South Central Route and 61st worst nationally, with only 59% of vehicle miles on time and an average peak period speed of less than 30mph. The scheme is expected to achieve journey time savings of between £73.4m-£222.1m and improve casualty rates in an area with a poor accident rate within the top 10% on the SRN. There are three top 50 collision locations (junctions) for the SRN on the A27 Chichester Bypass and the accident rate has remained high, contrary to a declining trend on the wider network since 2002. The scheme will help to deliver prosperity on the Sussex coast, an underperforming part of the south-east economy which is suffering from a chronic housing shortage. The scheme directly supports delivery of 4083 dwellings at sites in Tangmere (1,215), Chichester (2,269) and Westhampnett (599) (based on Chichester Local Plan 2015), along with 25 hectares of employment space. The scheme also directly supports delivery of a proposed 3700 dwellings in the southwest of Arun District, located at Pagham (1,200) and West Bersted (2,500) based on the Arun Local Plan 2011-31 Publication Version with Modifications. The scheme will improve business productivity and widen customer and labour markets in the advanced automotive, horticultural and tourism sectors where global brands such as Goodwood and Rolls Royce will help to attract and maintain international investment.
A27 Worthing & Lancing	West Sussex	RIS1 scheme with increased scope and budget for A27 Worthing. The RIS1 scheme is a series of	The enhanced Worthing-Lancing scheme is needed to address daily peak hour congestion, safety and severance issues which affect

| | | improvements to the existing at-grade junctions, single and narrow dual carriageway sections in Worthing & Lancing. These are expected to leave residual congestion Larger scale improvements needed at the most congested junctions (Lyons Farm and Grove Lodge). The scheme is needed to address daily peak hour congestion, safety and severance issues which affect journey time reliability and constrain development and regeneration. Junctions in this section are in the top 250 collision locations on the SRN. An AQMA exists between Grove Lodge and Lyons Farm. Indicative cost for RIS2 scheme is £175-250m). | journey time reliability and constrain development and regeneration. The area is a severe bottleneck restraint on the strategic South Coast corridor from Southampton to Brighton and Hove. The A27 at Lancing has the 3rd worst journey time reliability of the HE South Central Route and 36th worst nationally, with only 57% of vehicle miles on time. At Worthing is the 5th worst reliability of the South Central Route and 54th worst nationally with 58% vehicle miles on time. The average peak period speed between Worthing and Lancing is under 20mph. Junctions in this section are in the top 250 collision locations on the SRN. An AQMA exists between Grove Lodge and Lyons Farm. Daily severe congestion at Worthing leads to large scale traffic rerouting through the South Down National Park.

Through improving journey times and improving reliability, the scheme will deliver long term improvements in business productivity and widen customer and labour markets in the advanced automotive, horticultural and tourism sectors where companies such as Ricardo AEA will help to attract and maintain international investment in the south east. Scheme would directly support the delivery of 1,836 dwellings in Worthing (based on Worthing Core Strategy 2011) and 1,083 dwellings at Lancing and Sompting, plus 1102 jobs at Lancing and Shoreham Airport (based on the Submission Version Adur Local Plan) as strategic development sites are expected to access directly onto A27. Worthing Borough Council are currently considering a further 1,737 dwellings for their upcoming Local Plan to 2033, which the scheme would also support. This figure may vary through the Plan process but can be viewed as indicative. The scheme also supports delivery of 1,050 homes in the eastern part of Arun District, located at Angmering, based on the Arun Local Plan 2011-31 Publication Version with Modifications. The scheme would support a further 1,270 dwellings and 4,207 jobs at the Shoreham Harbour JAAP area. |
| M23/A23 Crawley to Burgess Hill | West Sussex | Improvements to existing junctions between A23/A2300 Hickstead (for Burgess Hill) and M23 J9 (for Gatwick) and improvements to merge and diverge arrangements along the corridor to maintain safe operation. | The scheme is needed to facilitate planned strategic housing and employment development including 3500-4000 homes at Burgess Hill and 2000 homes at Crawley. Improvements to the A23 junctions have been identified in the Local Plan evidence bases as necessary to mitigate the severe impacts of planned development. As identified in the Route Strategy and expected to lead to worsening congestion and safety along the corridor in the 2020s. The Mid Sussex Local Plan Inspector's Interim Housing Requirement letter of 20-02-2017 raises the housing requirement in Mid Sussex for the period to 2031 up to 17,442 dwellings, an increase of 3,842 dwellings over the allocations assessed to date. Subject to further transport study work, most possible sites for the additional dwellings in Mid Sussex would create additional impacts on the A23 Crawley to Brighton corridor, which this scheme could unlock. The A23 Burgess Hill – Crawley scheme will help to sustain already high levels of economic growth in the Gatwick Diamond. Burgess Hill and Crawley are on the strategic M23/A23 corridor between London – Gatwick Airport – Brighton & Hove. The area is a 'global gateway' benefiting from excellent international connectivity via Gatwick Airport and already host to UK headquarters |

			of Nestle, Thales, Varian, Elekta, Doosan, Roche, and CAE. The A23 scheme is needed to support planned growth in the corridor to 2030 and to minimise impacts on protected areas such as South Downs National Park, High Weald AONB and Ashdown Forest.
M23/A23 Hooley Interchange	Surrey	Introduction of an all movement junction between the M23 and A23 to address unsafe manoeuvres at the junction and prevent large volumes of traffic having to use the local road network.	Scheme would improve link between London to Gatwick Airport and the south coast, and supports movements east-west along London's orbital routes - the M25, A25 and North Downs Line. Scheme is within Reigate & Banstead Borough which has a housing target of 6,900 additional homes between 2012 - 2027. Surrey Infrastructure Study (SIS) lists major housing developments in East Redhill/Merstham (circa 500-700 homes); these along with other key development sites would benefit from improved access and reduced congestion in the area. In addition, Croydon growth plans would significantly benefit from the scheme as the A23/M23 can act as a bottleneck for access north to Croydon. For example, Croydon is set to become London's biggest growth centre with more than £5.25bn worth of investment in the next five years. Croydon is identified as an opportunity area in the SIS with the potential for 7,300 new homes (London Plan and Local Plan published documents / SIS). Tandridge District Council is also identifying strategic sites for up to 4,000 new homes. These are still to be determined but some of the sites are known to be close to the scheme. Tandridge is working with the county council to consider infrastructure impacts arising from this.
M25 South West Quadrant (J10-16) including new or improved link between M3 and M4 and offline improvements to A329/A322 corridor in Bracknell	Surrey/ Berkshire	Development of multimodal and local road network improvements to relieve congestion on the M25. This could involve the construction of new roads and substantial upgrades to existing roads e.g. A320 Corridor, tactical diversion routes and M25 junctions improvements. Introduction of a new link between the M3 and M4 is being sought as part of the package and the dualling of Downshire Way between Twin Bridges and Bagshot Road Roundabouts in Bracknell - the last remaining single carriageway stretch in this corridor.	The SW Quadrant study covers the busiest part of the Strategic Road Network in the Country. It has identified that the M25 quadrant is at capacity through the whole of the day and that reliability and congestion issues are preventing growth. It concludes that is it not feasible to improve the M25 and that there is a need to now look at improving capacity of alternative routes to the M25. These include the possible introduction of a link between the M3 and M4 somewhere to the west of the M25 and east of the A34, and upgrades to sections of the surrounding local road network including the dualling of Downshire Way between Twin Bridges and Bagshot Road Roundabouts in Bracknell. The economic impact of such proposals is potentially transformative. The anticipated levels of new employment and housing, new homes, combined with aviation expansion centred on Heathrow, will increase the demand for travel across the M25 South West Quadrant area. Improvements in this area will help facilitate the Enterprise Zone secured by EM3, which includes Longcross development site. The package of improvements would facilitate better connectivity between Heathrow with Gatwick; connectivity between the two airports encourages retention of large international headquarters; examples of international HQs in the area include Gartner, Samsung (1000 employees), BP, McLaren in Woking, Proctor & Gamble (600 employees).
A3 Ripley to Guildford	Surrey	On-line and off-line solutions being investigated by Highways England. Further work is required to assess the likely improvements required for the Local Road Network to enable the A3 to operate efficiently. This	Scheme would improve strategic connectivity on key radial link between London and the south coast with better connections to Portsmouth and the airports via the motorway network. Improvements required to support 4227 new housing units and 6825 jobs to 2031

		could involve small off line junction improvements and road widening, medium scale online widening of the A3 or Large scale tunnelling to provide extra capacity for the A3.	(Runnymede) and 6712 units and 9000 jobs to 2031 (Guildford). Strategic sites in Guildford include Blackwell Farm, Gosden Hill, Wisley. Congestion at Painshill junction affects potential development sites. A number of HQs based in Guildford include Ericsson (800 employees) and Phillips Electronics (800 employees).
Solent Metro - Recognising that HE is open to investing off-network	Southampton / Portsmouth/ Hants	Off-network major improvement to the Botley railway line between Fareham and Eastleigh / Southampton Airport. The route would require re-doubling of the Botley Line and a widened tunnel, along with a new chord connecting the Weymouth / London Waterloo mainline and the Botley Line.	The Solent LEP Strategic Transport Investment Plan, published in May 2016 identified the key transport investments required to underpin economic growth and transform productivity and competitiveness in the Solent. The central recommendation of the Plan is a Solent-wide Integrated Metro service providing high quality, reliable and integrated public transport offer to better connect our two cities and the wider conurbation. Critically, Solent Metro would seek to offer an alternative to the M27 and transform rail connectivity. With rail connectivity between Southampton and Portsmouth being of very poor quality, with a limited number of services and journey time of 60 minutes for a 20 mile journey, the Solent rail offer benchmarks poorly by any comparison. As a consequence the M27 has become the default option, with the consequential chronic congestion being the result. With key international gateways, major planned housing growth, and an economy that is lagging behind in, Solent Metro is the key intervention required to respond to the Solent's infrastructure deficit and re-set economic growth. The M27 and rail infrastructure run broadly in parallel in the Solent, between Portsmouth and Southampton and the supply of one impacts on the demand for the other. The rail offer is of low quality under any comparison, and as such there is a strong view that a significant quality improvement of the rail infrastructure through Solent Metro would result in capacity, safety and environmental improvements for the M27. The rationale for the scheme was also recognised in the LEP commissioned Influencing Strategic Transport in the South East Study, in 2016. Areas adjacent to the M27 will see considerable new housing growth, with strategic housing allocation at Welborne (6,000 units), North Whiteley (3,500 units), as well as further strategic developments around Southampton at Hedge End and Eastleigh totalling several thousand. The M27 corridor has seen significant employment growth over the past two decades, and this continues with new development taking place at the former Ford factory at Eastleigh, expansion of Whiteley, North Harbour, and Southampton Science Park and at Nursling. This scheme provides an important opportunity for HE, Network Rail and local partners to consider infrastructure investment in an integrated way, across modes.
M27 J3 to M271/A35 Junction	Southampton / Hants	Major upgrades to the M27 J2, M27 Junction 3 and M271 to its junction with the A35 as part of a package of wider network improvements off the SRN (A326, A33, A35) to improve Strategic Access to Southampton Port.	The project will directly support the growth and competitiveness of the Port of Southampton which is UK's biggest export port, with over £40bn of UK manufactured goods exported from Southampton each year – 90% of these goods are exported outside the EU. 5000 direct jobs and 10000 indirect jobs created by port. To support 2035 growth plans at port the port expansion will require the development of the strategic land reserve. Supporting highway infrastructure both on

			SRN and LRN critical to supporting this growth as defined in this proposal for M271 and supporting LRN. Wider city centre housing development plans are set out in City Centre Action Plan. The proposed transport scheme supports the key western strategic transport corridor into Southampton city centre. CCAP 2026 development proposes a total of 16,300 new homes, 110,000sqm office and 90,000sqm retail. This scheme forms part of a wider package includes development of options for direct port access via Redbridge Roundabout (A271/A34 junction), A33 Western Approach, major enhancement to Redbridge Causeway and upgrades to the A326 to serve the Waterside. This will deliver improved and better managed highway capacity to support the Port of Southampton's planned growth to 2035 as set out in their 2016 Draft Masterplan as well as supporting wider housing and employment growth plans in Southampton and Hampshire.
A27 Portsmouth East/West including A27/A2030 Junction and M27 Junction 12	Portsmouth / Hants	Capacity improvements including A27/A2030 junction and Smart Motorway improvements at Junction 12 on the M27.	The A27/M27 is an essential east-west route along the south coast linking the port city of Portsmouth, and its significant regional and national economic contributions, to wider Hampshire and beyond. Indeed, Port of Portsmouth (including both the Council owned International Port and the HM Naval Base) assets provide the anchor for the Solent's global marine and maritime sector, contributing 20.5% of sub regional GVA, 5% of private sector jobs, and 7% of manufacturing in the area. Through the PUSH Spatial Strategy, there is a requirement to create an additional 14950 houses between 2011 and 2036, and 120,000m2 of employment floorspace within Portsmouth. The majority of traffic associated with this growth will access the city via the M275, indeed the corridor is expected to have a 41% increase in inbound traffic in the morning peak by 2026, and improvements along, and upgrades to motorway standards on the A27 corridor within the city limits (A27/M) will improve access to the M275 and to the east of the city via the A2030, helping to facilitate the city's planned development. Investment in this corridor will also help to address the existing congestion issues, and poor accident record as identified in RIS 1 and the Government's recent Safer Roads funding round respectively. Improvements to Jn 12 of the M27 through the application of Smart Motorways will also enable better management of the capacity of this junction and complement the city's own plans to create a new city centre road layout to further support the regeneration aims of the city.

Table 2 - Priority corridors to be taken forward as 'Strategic Studies' in RIS 2

Strategic Corridor	Location	Description	Strategic Case
M23 Northern corridor	Surrey	Strategic Study required of improvements required on M25 (j6-8) and M23 (Croydon to Gatwick).	M23 congestion and safety issues are likely to be worsened by additional demand pressures. Issues have been identified by Highways England. There is congestion on the A23 and no driver information to help alleviate this. Improvements required on this strategic link between London and Gatwick Airport. Would accommodate growth, particularly in Croydon and Redhill. Croydon is increasingly linked to the economy of the Gatwick Diamond and the wider South East. Scheme will address a key congestion hotspot currently restraining and limiting access in this area. Growth figures of 5,000 jobs and 7,300 new homes in centre of Croydon. It would facilitate access east-west along London's orbital routes: the M25, A25 and North Downs Line (C2C SEP). Would support main town centres hosting significant clusters of businesses many of which comprise regional, national and international Headquarters (ref: C2C SEP), e.g. Pfizer; Unilever, Esso and Canon. Surrey Infrastructure Study lists major housing developments in East Redhill/Merstham (circa 500-700 homes); these along with other key development sites would benefit from improved access and reduced congestion in the area. Reigate and Banstead draft development management plan (2016, Reg 18) lists potential development sites, including circa 550 new homes in Redhill town centre. Tandridge are also identifying strategic sites for up to 4,000 new homes.
Upgrade A34 to motorway standard, including the southern section between Junction 13 of M4 and Junction 9 of the M3 and A34 safety improvements north of the M4.	Hants/ Berkshire/ Portsmouth		The A34 corridor links the major ports on the south coast with the manufacturing areas of the Midlands and North. The Southern ports of Southampton, Portsmouth Poole and Bournemouth handle a significant proportion of UK exports and imports. The A34 is a major north-south commuter link with high volumes of HGV traffic, the A34 already faces major capacity constraints, compounded by a rising number of road accidents. Improving the safety and reliability of journey times along the whole of the A34, including the southern section between Junction 13 of M4 and Junction 9 of M3, is important for both domestic businesses and international trade. Already port related businesses cite poor land side access to the Port as a major constraint on their expansion plans. Left unaddressed the A34's capacity issues may seriously threaten the UK's ambitions, post Brexit, to maintain and expand its export industries. The Association of British Ports has recently made it clear that they could double trade levels through the Port of Southampton which already employs 15000 people and that this will require them to develop Dibden Bay to meet this demand.

Table 3 - Other nationally significant schemes for inclusion in RIS 2

Scheme	Location	Description	Strategic Case
Oxford to Cambridge Expressway	Oxfordshire Bucks, Bedfordshire, Cambridgeshire	Proposal for new and upgraded Road links from A34 south of Oxford to A14 near Cambridge, total length approx. 90 miles.	An Oxford to Cambridge Expressway would deliver substantial journey time savings along the entirety of the corridor, significantly improving business linkages within the study area. Biotechnology firms located within the Cambridge Science Park and Oxford Science Vale would benefit from improved opportunities for collaboration and knowledge-sharing, increasing the corridor's international competitiveness and attracting high-value firms from abroad. Improvements in east-west transport connectivity could induce changes in private investment (dynamic clustering) and hence the location of economic activity, with locations affected by transport improvements typically becoming more attractive for private investment. An Expressway intervention would bring the nationally important innovative and knowledge-intensive industries and world leading universities closer together, providing agglomeration benefits, creating larger labour and product markets, and boost technology and knowledge spill overs. Would facilitate access from Southampton/Portsmouth traffic northwards to Midlands and the North. Also addresses orbital connectivity around London tackling overdependence on radial links.

Table 4 - Other schemes nominated during the scheme identification and prioritisation process

Scheme	Location	Description	Strategic Case
M2 Junction 7 Brenley Corner	Kent	Traffic has to enter the roundabout (Junction 7) to continue on the A2/M2 whereas the free flow is between the M2 and the A299. The need is to provide A2/M2 traffic with uninterrupted flow without impacting on the A299 connection and local traffic. The solution is to form a new flyover from approximately the existing railway bridge to the existing A2 between Parsonage Farm and the Canterbury Road, leaving the current junction as it is with the exception of the A2 westbound carriageway between Parsonage Farm and Junction 7 will be abandoned.	Improvements to Brenley Corner will remove an acknowledged bottleneck on the strategic road network that is an inhibitor to growth in Canterbury and Swale districts. Access to the Port of Dover will be significantly improved with free-flow M2 – A2. Congestion and queueing will be removed and connectivity on the strategic road network enhanced. This scheme will directly support the maximisation and distribution of economic benefits from the Lower Thames Crossing and is part of a wider strategy of bifurcation to improve the reliability and resilience of Kent's motorways and provide reliable access to Kent's Channel ports.
Dualling of the A2 from Lydden to Dover	Kent	The dualling of the single carriageway sections of the A2 from Lydden to Dover is essential to complete the strategic route along the M2/A2 corridor to the Port of Dover.	The scheme is required to improve resilience of the current network and also to cope with the increased traffic flows once the new Lower Thames Crossing is opened. Additionally, growth is planned for Whitfield and the area north of Dover and the single carriageway sections are a constraint on capacity. Major housing growth at Whitfield forecast to deliver 3,027 homes by 2026 and over 1,100 jobs by 2021.

A21 Kippings Cross to Lamberhurst – offline dual carriageway	Kent	An offline dual carriageway (3 miles) between Kippings Cross and Lamberhurst would mean that the A21 would be dual carriageway standard between south of Lamberhurst to the M25.	The scheme aims to reduce accidents and congestion and improve journey times and is vital to addressing businesses concerns and improving transport conditions in the Bexhill/Hastings area by reducing its peripherality to the wider south east and thereby improve journey time reliability for businesses to Kent, the M25 and beyond. It will also support the £400m of economic regeneration funding that has already been invested in education, business and residential infrastructure projects in the two towns, as well as the Regional and Local Growth Fund allocations from the South East Local Enterprise Partnership (LEP) towards facilitating the development of employment (150,000sqm) and housing (nearly 7,000 homes) in Bexhill and Hastings.
A21 Flimwell and Hurst Green- Bypasses	Kent	Bypasses of the existing A21 trunk road between Flimwell and Ringdens Farm and of Hurst Green previously developed by Highways England to alleviate congestion, improve safety and accessibility and improve journey times and journey time reliability.	The proposed scheme would bypass the villages of Flimwell, Hurst Green and Silverhill in East Sussex. The scheme is vital to addressing businesses concerns and improving transport conditions in the Bexhill/Hastings area by reducing its peripherality to the wider south east and thereby improve journey time reliability for businesses to Kent, the M25 and beyond. It will also support the £400m of economic regeneration funding that has already been invested in education, business and residential infrastructure projects in the two towns, as well as the Regional and Local Growth Fund allocations from the South East Local Enterprise Partnership (LEP) towards facilitating the development of employment (150,000sqm) and housing (nearly 7,000 homes) in Bexhill and Hastings.
M27 Junction 10 (This is a RIS 1 scheme which was to be externally funded. The request is for it to be included in RIS as Highways England funded).	Hants	Upgrade of M27 Junction 10 to an all movement junction to support the delivery of one of the 12 Garden Villages bringing forward 6,000 homes as well as new land for employment.	M27 Junction 10 (identified as a developer funding / LGD funded scheme in RIS1, but likely to slip to RIS2), supports the delivery of one of the 12 Garden Villages - a Government flagship policy - bringing forward 6,000 homes as well as new land for employment. The Government have said that it will work with Garden Villages to ensure that development and infrastructure investment are as closely aligned as possible. The delivery of new housing is a key component of the Solent growth strategy. The Solent scale of the housing challenge in the Solent and its role in supporting economic growth is such that this development is a critical component of the spatial planning approach of the area and the junction is a critical enabler.
M27 Junction 5 (A335)	Southampton / Hants	Major upgrades to M27 J5 and route to Southampton Airport and into Southampton via A335. This includes the replacement and widening of the Wide Lane road over rail bridge which provides the sole access to the Airport and redevelopment of the former Ford factory in Southampton.	The scheme will provide essential capacity and congestion relief and support employment growth at Southampton Airport Gateway, University of Southampton and wider housing growth plans in Southampton and Hampshire. The project will directly support the growth and competitiveness of the Port of Southampton which is UK's biggest export port, with over £40bn of UK manufactured goods exported from Southampton each year – 90% of these goods are exported outside the EU.

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