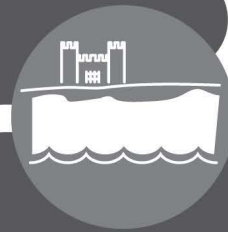


Kent Corridor to M25 Route Strategy

March 2017



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Route strategies

The division of routes for the programme of route strategies on the Strategic Road Network

- London to Scotland East
- London Orbital and M23 to Gatwick
- London to Scotland West
- London to Wales
- Felixstowe to Midlands
- Solent to Midlands
- M25 to Solent (A3 and M3)
- Kent Corridor to M25 (M2 and M20)
- South Coast Central
- Birmingham to Exeter
- South West Peninsula
- London to Leeds (East)
- East of England
- South Pennines
- North Pennines
- Midlands to Wales and Gloucestershire
- North and East Midlands
- South Midlands



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1. Introduction

The modernisation of England's motorways and major A roads, also known as the strategic road network (SRN), is making a vital contribution to economic wellbeing and growth. This Route Strategy – one of 18 such reports – provides a statement on the current performance of, and perceived pressures on, the Kent Corridor to M25 route to inform the planning of future investment.

The SRN supports national and local economic prosperity by:

- linking together major cities
- connecting with extensive local road networks
- providing links to major ports, airports, and rail terminals
- enabling good access to regions and cross-border routes between the nations of the United Kingdom

The establishment of Highways England through the Infrastructure Act 2015 has changed fundamentally the way we plan investment in the network. Funding is now determined every 5 years, in the [Road Investment Strategy \(RIS\)](#), which is set by Government. We are currently delivering on the commitments that were set out in the first RIS covering 2015 to 2020, which are already making a difference for road users across the network.

At the same time, we are working closely with the other 3 bodies with statutory responsibility for the RIS – Department for Transport, Office of Rail and Road and Transport Focus – on preparing for the next RIS (RIS2) for the period after 2020.





Purpose of Route Strategies

Route Strategies provide a high level view of the current performance of the SRN as well as issues perceived by our stakeholders that affect the network. They are one of the key components of research required for developing the RIS. This suite of Route Strategies builds upon the analysis underpinning the first set of Route Strategies undertaken between 2013 to 2015, which together provided the first comprehensive assessment of the entire network. This time the Route Strategies aim to:

- bring together information from key partners, motorists, local communities, construction partners, environmental groups and across the business
- achieve a better understanding of the condition and performance of our roads, and local and regional aspirations
- shape our investment priorities to improve the service for road users and support a growing economy
- help inform the next RIS¹

Strategic themes

The Government’s vision for transforming the SRN is described in the [Road Investment Strategy post 2020: Planning Ahead](#) document available on www.gov.uk. This vision builds on the 5 broad aims published in the [Road Investment Strategy for 2015-2020](#): economy; network capability; integration; safety; and the environment. It also builds on Highways England’s 5 strategic outcomes (see Figures 1.1 and 1.2). Using the evidence from this and the other 17 Route Strategies, we will develop proposals that can help bring the Government’s vision for roads to life.

RIS1 Strategic Vision as reiterated in “RIS Post 2020: Planning ahead”



Figure 1.1 - RIS1 strategic vision

Highways England Strategic Business Plan’s key outcomes

- Supporting economic growth** through a modernised and reliable network that reduces delays, creates jobs and helps business compete and opens up new areas for development
- More free-flowing network** where routine delays are more infrequent, and where journeys are safer and more reliable
- Safe and serviceable network** where no one should be harmed when travelling or working on the network
- Improved environment** where the impact of our activities is further reduced, ensuring a long-term and sustainable benefit to the environment
- More accessible and integrated network** that gives people the freedom to choose their mode of transport and enable safe movement across and alongside the network

Figure 1.2 - Highways England strategic outcomes

¹See Chapter 6 for more information on the next RIS

Stakeholder engagement

Building on the engagement we started in the first round of Route Strategies, we have continued to work closely with a wide range of stakeholders to enhance our understanding of the strategic road network, and identify where users and other stakeholders feel investment is needed.

We used a number of methods to collate information. For example, we launched an online tool for customers and stakeholders over the summer of 2016 to inform us of the issues and challenges on our roads that affected them. As well as information collated from a range of people within Highways England, more than 300 different stakeholder organisations provided important feedback on the network during the evidence collection period. There were also more than 370 individual members of the public who contributed information. In total, around 2,700 individual points were raised by external stakeholders.

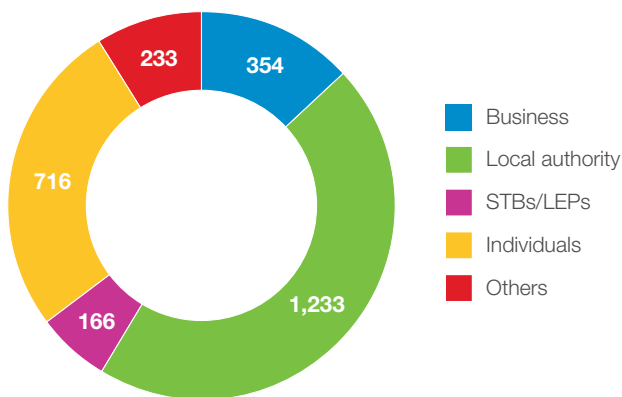


Figure 1.3 - External stakeholder responses

We are increasingly working with subnational transport bodies (STBs), including Midlands Connect, England’s Economic Heartland and Transport for the North, so we can ensure that their developing strategies and planning are integrated into our thinking (and vice versa).

Transport Focus

We commissioned Transport Focus, the road user watchdog, to undertake research on road user priorities. More than 4,400 interviews were undertaken with drivers across the SRN. Figure 1.4 below shows the breakdown by user type and purpose.

	Completed interviews	
	3,487	79%
	322	7%
	407	9%
	206	5%
Commuting	501	11%
Business	1,367	31%
Leisure	2,457	56%






































Figure 1.4 - Driver sample breakdown

250 fleet managers from a mix of industries, size and regions

The research found that the Kent Corridor to M25 route was very highly rated, with 84% of users rating their experience of the motorway sections as either extremely good or fairly good. A lower proportion (63%) gave the same rating to the A road sections. As Table 1.1 shows, 39% of users experienced problems using the route, with congestion and delays caused by accidents/roads closed cited as the two main causes.

The full report has been published on Transport Focus’s website www.transportfocus.org.uk/research-publications/publications/road-to-the-future.

We will continue to work closely with Transport Focus to understand customer priorities to ensure that the next RIS reflects their needs.

Experienced problems %	Route impacted	Largest problem	Second largest problem
61%	M25 to Solent		
58%	London Orbital and M23 to Gatwick		
50%	South Coast Central		
46%	Solent to Midlands		
44%	East of England		
43%	Birmingham to Exeter		
41%	South West Peninsula		
41%	North and East Midlands		
40%	London to Scotland East		
40%	South Pennines		
39%	Kent Corridor to M25		
37%	London to Scotland West		
32%	Midlands to Wales and Gloucestershire		 
30%	Felixstowe to Midlands		
30%	South Midlands		
28%	London to Leeds		
27%	London to Wales		
17%	North Pennines		



Congestion/traffic queuing



Roadworks



Delays caused by accidents/roads closed



Roads busy/high volume of traffic

Table 1.1 - Transport Focus summary

2. The route

The route's principal function is to provide key links between the UK and mainland Europe via Dover, Folkestone, Sheerness and the Channel Tunnel, and to support and facilitate national, regional and local travel, regeneration and growth.

The route covers 134 miles and is formed of motorway and trunk road sections, made up of the:

- southern or primary way to and from the Channel Tunnel, Folkestone and Dover:
 - M20 from M25 J3 to M20 J13/ Folkestone
 - M26 from M25 J5 to M20 J3
 - A20 from M20 J13 to Folkestone and Dover
- northern alternative way to and from Dover:
 - A2 (western trunked section) from M25 J2 to M2 J1 at Rochester/ Strood
 - M2 from M2 J1 at Rochester/ Strood to M2 J7 Faversham
 - A2 (Eastern trunked section) from M2 J7/ Faversham to Dover
- spur from M2
 - A249 from M2 J5 to Sheerness

The route is situated wholly within Kent and, except the A249, is part of the Trans-European Network-Transport (TEN-T) linking Dover and Folkestone to the M25 and the rest of the UK.

Dover is the third most important port in the country based on value of exports. The resilience of the Kent Corridor to M25 route is essential to the economic growth of the country.



Figure 2.1 - Route overview map

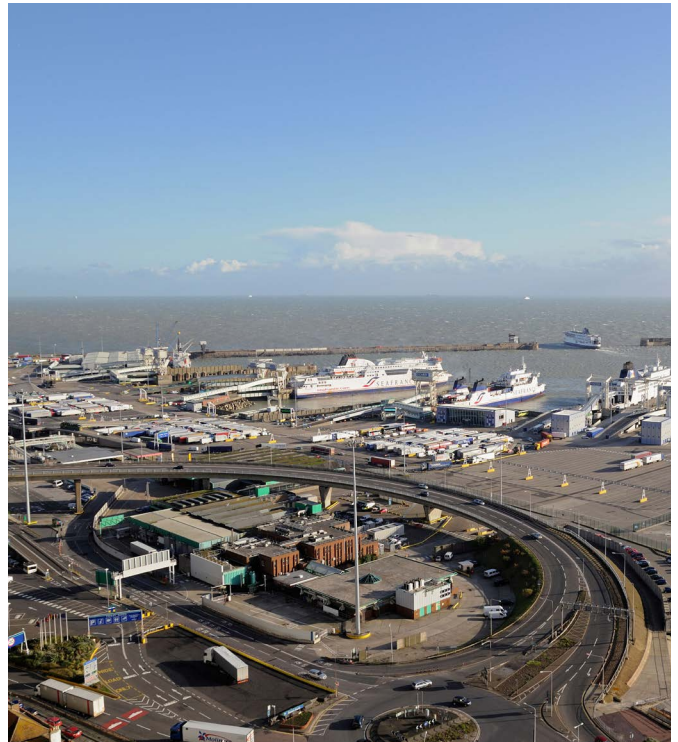
The route also provides the primary access to significant urban areas, many of which are centres for future housing and employment growth, notably around Dartford, Ebbsfleet, Gravesend, Chatham, Maidstone, Sittingbourne, Ashford and Canterbury. This means the route will have to support projected growth of freight and tourism entering the UK via Dover, Folkestone, Sheerness and the Channel Tunnel as well as planned housing and employment growth.

The South East Local Enterprise Partnership (LEP) Strategic Economic Plan identifies the region's ports, and the road and rail networks that serve them, as the UK's most important gateway to the rest of the world. However, access to the Channel Ports can be constrained, and expected increases in freight and passenger traffic through the Port of Dover and the Channel Tunnel are likely to put further pressure on both routes of the Kent Corridor, and particularly the A2/M2/A2 route.

The western edge of the Kent Corridor, where it meets the M25, is a key location for the industrial and logistics sectors. The M2 and, in turn, its link through to the Dartford Crossing, provides access to the Midlands and wider road network nationally, and in this respect is an integral part of the UK logistics network.

The M20 is at times used to queue goods vehicles when Operation Stack is activated, as a result of disruption to cross-Channel passenger and freight services. This is exacerbated by the unsuitability of the A2 for use as an alternative primary route for cross-Channel traffic. The Dover Traffic Assessment Protocol (TAP) is also sometimes activated on the A20 to minimise disruption from traffic using the port.

As well as the strategic importance of connecting traffic to and from the ports at Dover and Sheerness and the Channel Tunnel, the route links major conurbations in the county to each other and to the rest of the country, including Ashford, Canterbury, Chatham, Dartford, Faversham, Gillingham, Gravesend, Maidstone, Rochester, Sevenoaks and Sittingbourne.



The route's principal function is to provide key links between the UK and mainland Europe via Dover, Folkestone, Sheerness and the Channel Tunnel



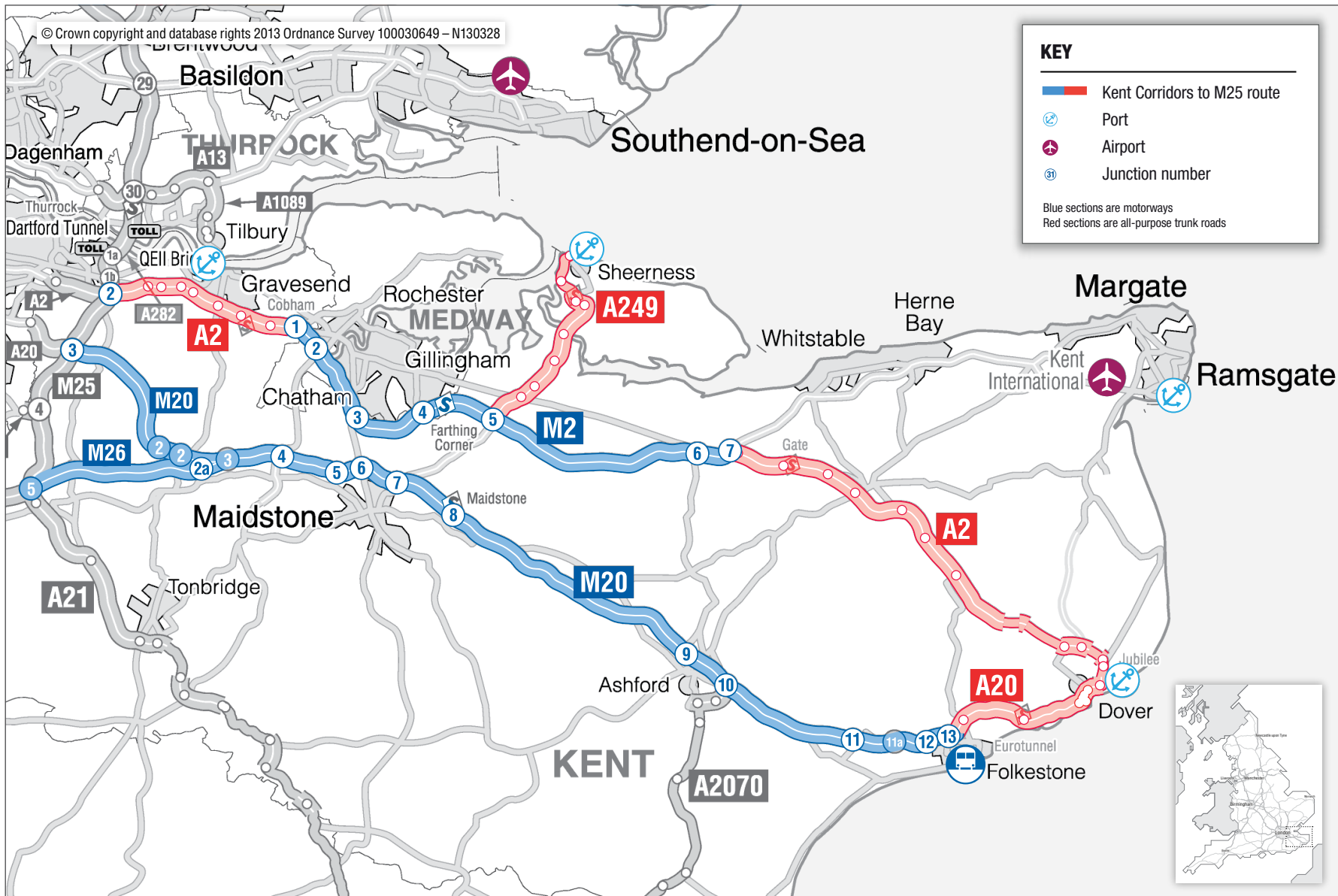


Figure 2.2 - Route Strategy overview map



3. Current constraints and challenges

This chapter outlines the emerging issues raised by stakeholders and is supplemented by Highways England information.

The following text and figures within this chapter provide a summary of the information collected and applied to our strategic themes.



A safe and serviceable network

There are concentrations of safety issues at various points along the route, particularly related to junction layouts.

The M26 is prone to breakdowns, accidents and roadworks causing regular delays and congestion. There is a limited traffic monitoring camera network on some sections of this route. The M2 junctions 5 and 7 (Brenley Corner) are in the top 50 casualty locations nationally on the SRN, and issues at junction 7 are forecast to worsen due to traffic growth.

On the M20, the outbound slip from London at junction 10 regularly queues back onto the main carriageway in the peak evening period. Drivers switching to the local road network lead to more road safety incidents. In addition, the carriageway at junction 2 floods on occasion during intense rainfall.

The lack of an alternative freight route to Dover can also affect the resilience of the network as M20 diversionary routes are often unsuitable for high volumes of freight and / or general traffic. This is particularly notable on the A2, because of route inconsistencies (variable route standard and number of lanes), and on the A249 and A229 which are used as informal links between the M20 and M2. Access to ports via the A2 can also be affected by adverse weather conditions.

The volume of Heavy Goods Vehicles (HGVs) using the route can result in additional maintenance requirements.



More free-flowing network

The evidence review highlights congestion as an issue at a number of specific locations. The M2, between junctions 2 and 3, and the M20 contain some of the worst-performing links for free flow network in the country. Congestion issues also arise where the SRN (typically north–south movements) interacts with the local road network (typically east–west movements).

Both the M20 and the M2 serve as trading routes to Europe with high volumes of HGV traffic using the routes daily. When there is disruption at the Port of Dover or the Channel Tunnel, sections of the M20 close and drivers must use other routes such as the M2 and local A roads.

The evidence review indicates that congestion regularly peaks at the M2 junction 7 (Brenley Corner) due to the lack of a direct, free-flowing route between the M2 and A2. The M2 junction 5 currently suffers from congestion (an improvement scheme is included in RIS1), although the improvement of traffic flow from this junction south on the A249 could result in increased congestion at M20 junction 7, which already has capacity constraints.

The M25 junction 5 does not cater for all-movements and consequently traffic from the A21 heading towards Maidstone is signed north along the M25 and then back down the M20. In order to avoid the substantial increase in the length of their journey, many drivers use the local road network (notably the A25) to make this journey, exacerbating local traffic congestion. Congestion is also an issue between M20 junctions 3 and 5.



Supporting economic growth

In addition to the Kent Corridor to M25 route providing access to Dover, Folkestone and the Channel Tunnel, the route serves an area of high-value economic activity in the South East, and has a critical function in serving very high-value growth in Greater London and around Folkestone and Dover.

Stakeholders see Operation Stack as a barrier to economic growth as it inhibits the attractiveness of the county to new business.

The impact of future economic growth is also a concern across the majority of the route. A significant increase in economic activity and housing growth is identified for the following locations:

- housing growth in Maidstone, Tonbridge and Malling
- housing growth in Ashford
- increase in HGVs through the Channel Tunnel and the ports by 2020
- growth at Bluewater shopping centre, Ebbsfleet garden city, Paramount, and more generally in Dartford and Gravesham

The Port of Dover, as part of 2012 Harbour Revision Order, has proposed schemes that will support growth and regeneration of the port and its surrounding areas. However, these schemes only cover the Union Street and York Street roundabouts, meaning that Jubilee Way and other sections of the A2 will continue to act as a barrier to growth.



An improved environment

There are a number of Noise Important Areas (NIAs) within the route, notably around the A2 between Faversham and Canterbury and at Dover, on the M20 around Maidstone and junction 2, and on the M26 west of Seal.

The A20 crosses through an Air Quality Management Area (AQMA) in Dover. When traffic is waiting to enter the Port of Dover, congestion and queuing worsen pollution levels, impacting on the health and wellbeing of Dover residents. Traffic which uses the local road network as a through route adds to air pollution and environmental damage in the local area, particularly around the A25.

Other environmental issues are also experienced in the following areas:

- the River Len (M20 near Maidstone) – suffers from silting issues throughout the whole area that collects water, which can be exacerbated by run-off from sources along the road network
- stakeholders have said that chalk grassland restoration is required along the Jubilee Way section of the A2, and that the verges along the A20 require management to encourage the return of rare species
- the A2 passes through the Blean Woods ancient woodland complex near Canterbury. The nature of the road restricts movement of species between different areas of the woodland
- the evidence review suggests there are some flooding issues around Dover, particularly on the A20 where it runs almost directly adjacent to the harbour



A more accessible and integrated network

Resilience and access to Dover, Folkestone and the Channel Tunnel is currently constrained by the lack of reliable alternative links between the southern route (M20/A20) and the northern route (A2/M2/A2) and vice versa.

There is poor network integration around Maidstone, mainly focused on connectivity between the M2 and M20 via the A229 and A249. Anticipated future growth as well as the new Lower Thames crossing are expected to impact the A229 and A249 sections.

Kent Corridors to M25 - Route Strategy: Map 1 of 2

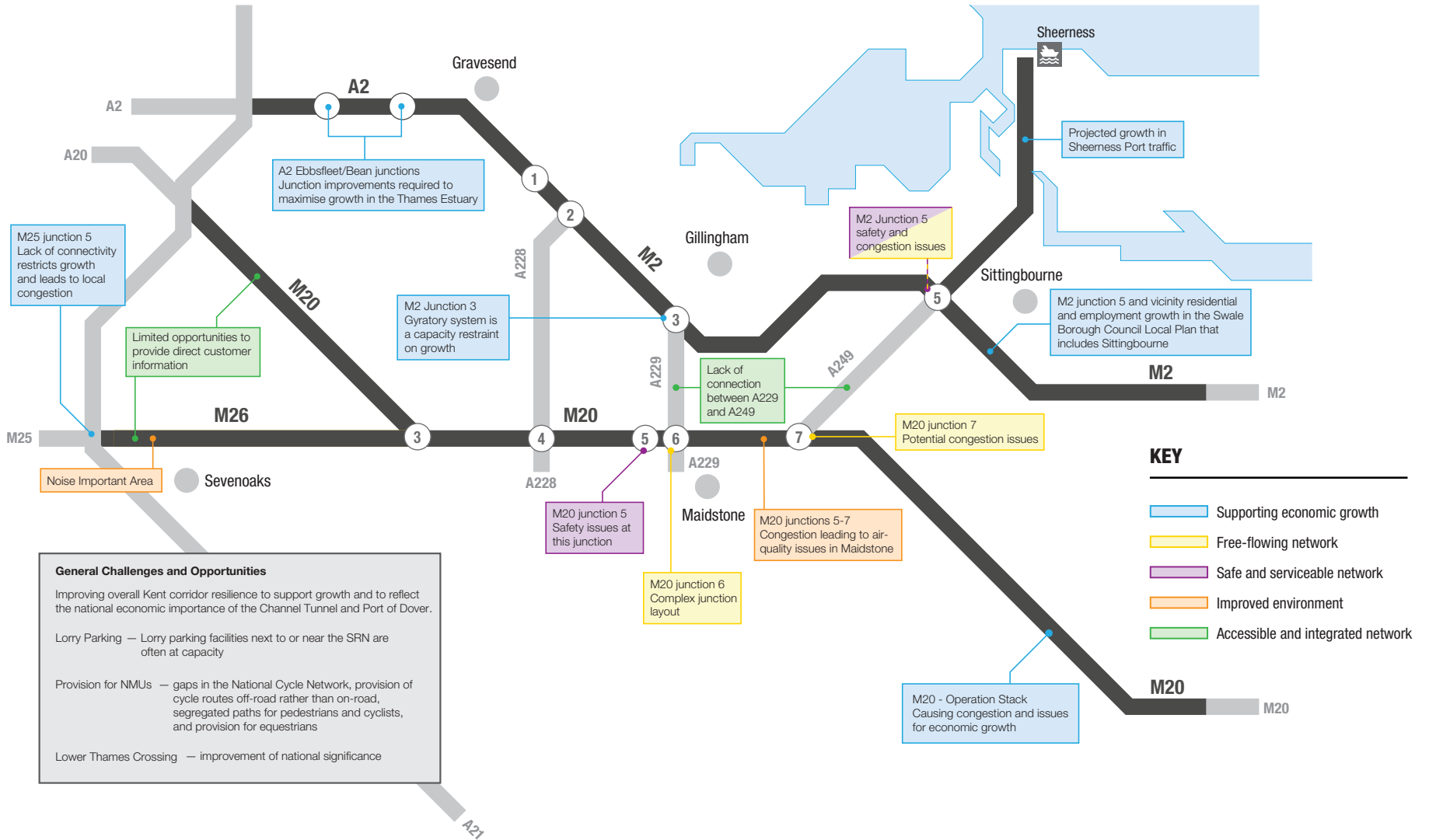


Figure 3.1 - Key challenges for the route

Kent Corridors to M25 - Route Strategy: Map 2 of 2

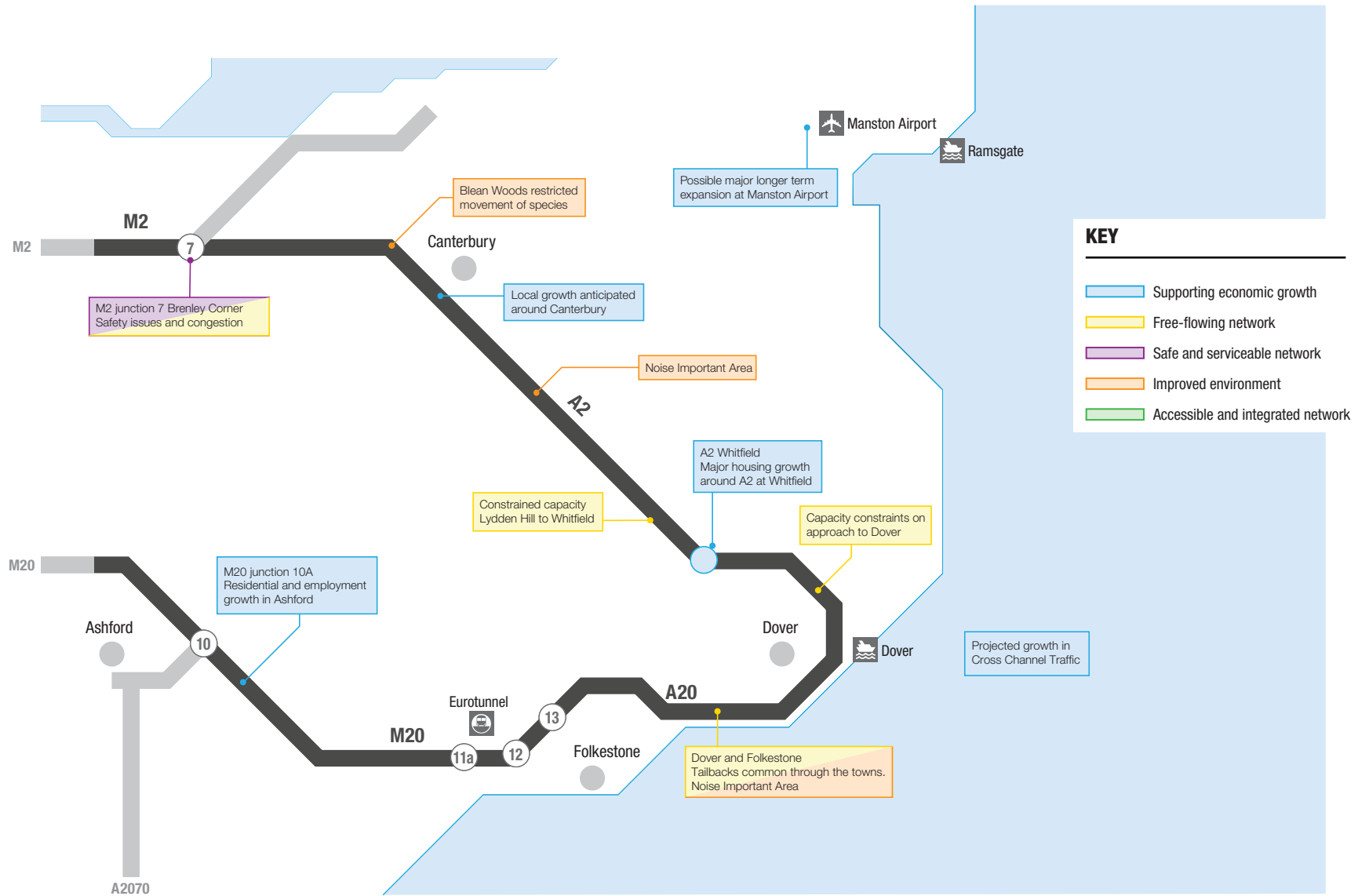


Figure 3.2 - Key challenges for the route

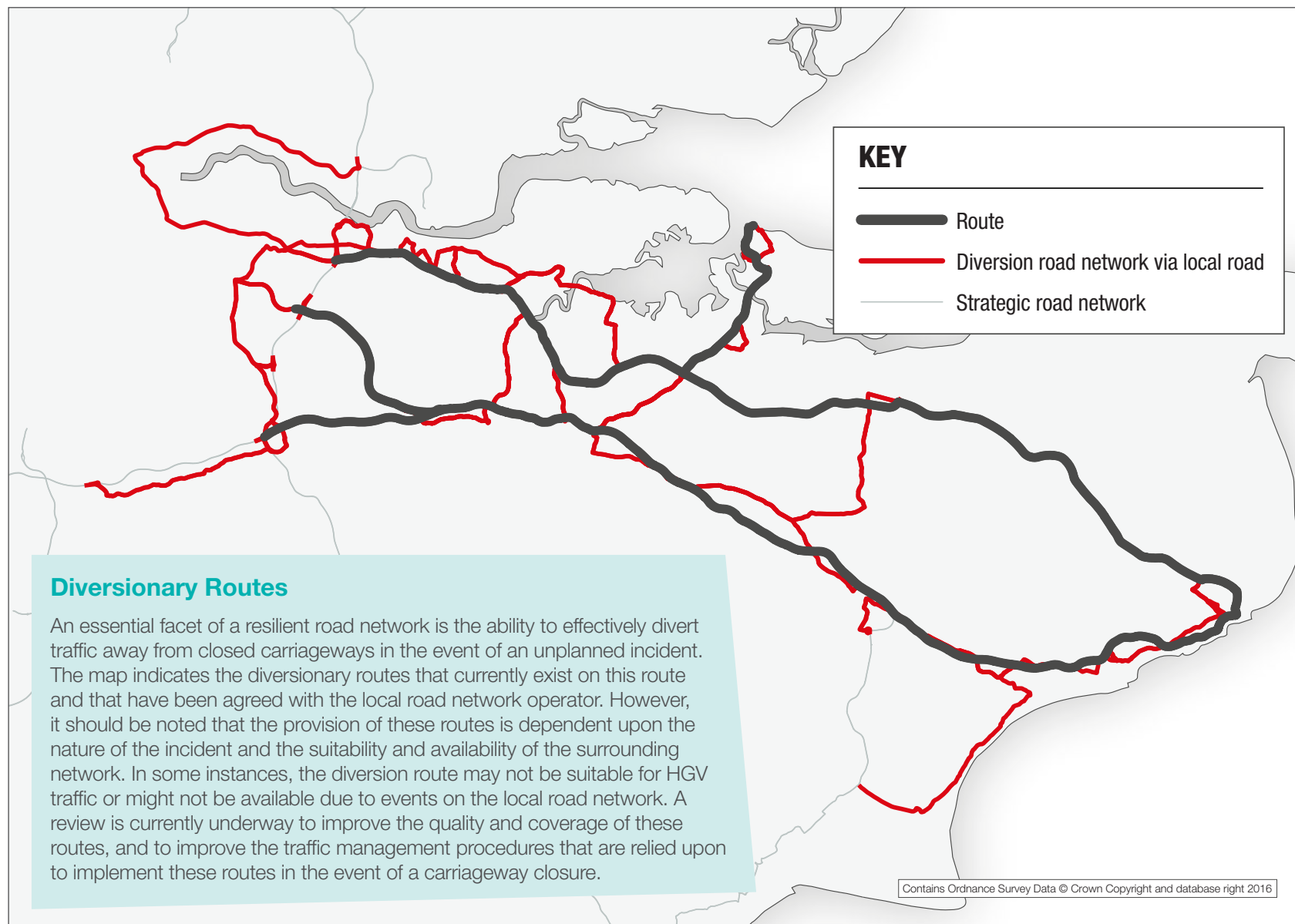


Figure 3.3 - Kent Corridors to M25 diversionary routes

Maintaining the strategic road network

We carry out routine maintenance and renewal of roads, structures and technology to keep the network safe, serviceable and reliable. We also ensure that our contractors deliver a high level of service on the SRN to support operational performance and the long-term integrity of the asset.

The heavy year-round use of all our routes means that they require regular maintenance and inspections for repairs to keep them fully operational, in order to support economic growth. Our maintenance regime focuses on 4 key aspects of the routes: road surfaces, bridges and structures, drainage and earthworks. The summary condition of each on this route is set out below:

Road surface

The surface condition across the route is considered to be sound or having some deterioration with less than 0.5% having severe deterioration that would require focused investigation.

Bridges and structures

The structures across the route are mostly in very good or good condition. According to an analysis of current data, fewer than 4% of our structures are in poor or very poor condition.

Drainage

Drainage assets are represented by both linear assets (for example pipes, channels, ditches, drains) and non-linear assets (for example gullies, chambers). Across the route, drainage assets are considered to be in good condition for linear assets and very good condition for non-linear assets. Of those assets inspected, just under 70% and just under 60% respectively of both linear and non-linear assets have been assessed as having no defects.

Earthworks

The geotechnical earthworks across the route are considered to be in good condition with the total length of earthworks that require further investigation amounting to less than 3%.

New assets have an operational 'life', during which, under normal conditions and maintenance, the risk of failure is expected to be low. Beyond this period, the risk of asset failure is expected to increase, although for many types of asset the risk of failure remains low and we do not routinely replace assets solely because they are older than their expected operational life. We use a combination of more regular maintenance and inspection, along with a risk-based approach to ensure that assets remain safe while achieving value for money from our maintenance and renewal activities.



Future developments

We have taken steps to transform our approach to maintenance by establishing an asset management programme that develops and implements the Asset Management Framework for Highways England.

The framework aligns strategic objectives with regional asset management plans and lifecycle asset management plans. It also includes the analysis required to plan the investment and expenditure on the strategic road network during the next road period, developing the business case options for capital renewals. It will provide a clear articulation of the total value that will be delivered by investment in RIS2, including the costs and benefits of delivering the capital renewals programme.

Operations

We are establishing a nationally consistent approach to the management of our operational capability through our Operational Excellence change programme. This will deepen our understanding of how our interventions impact on the performance of the network and on the journeys of our customers. We are using the latest analytical software to process traffic data and gain insight into:

- how our operational services can improve safety and provide security to road users
- how the attendance of a traffic officer has an impact on incident durations
- how information provided by Highways England can benefit road users who plan their journeys beforehand and then while on their journeys

By better understanding our current operational performance, we can create a baseline from which we can identify opportunities for improvement.

4. Current investment plans and growth potential

Investment in the strategic road network can make areas more attractive for inward investment, unlock new sites for employment and housing and facilitate regeneration.

From servicing the UK's logistics needs, linking our manufacturing heartlands and connecting to our international gateways, supporting services-driven activity in high-growth towns and cities, to meeting the needs of our visitor economy, the SRN is critically important to servicing the UK economy.

Economic context

Highways England has been working with a wide range of stakeholders to develop a strategic economic growth plan, which we are calling *The Road to Growth*. This plan explores the economic role of the strategic road network, and aims to explain how we will further increase our contribution to the UK economy. As part of the evidence base for *The Road to Growth*, over 400 economic hotspots – or economic opportunity areas (EOAs) – around the SRN have been identified in consultation with Local Enterprise Partnerships (LEPs). The figures in this chapter highlight the EOAs which most closely align and are supported by the route.

To inform the development of *The Road to Growth* and assess the relationship between the SRN and economic growth, a suite of evidence reports were completed. These reports were published alongside *The Road to Growth* discussion paper and were subject to public consultation from November 2016 to January 2017. Alongside the engagement we have undertaken with all LEPs across England, the following evidence reports have ensured we have a more comprehensive economic evidence base and a better understanding of future challenges and opportunities:

- economic growth and the SRN – an evidence review of the relationship between transport investment and economic growth
- commercial development – an assessment of the relationship between the main property sectors and the SRN
- international gateways – a review of principal international gateways (ports and airports) and their contribution to the economy
- socio-economic analysis and future forecasts – mapping of socio-economic data (population, deprivation and employment) and sectoral forecasts up to 2030. This included identification of the likely growth forecasts for all sectors with a particular focus on those sectors heavily dependent on the SRN

The Road to Growth sets out our evidence findings to date and the steps we will take to enhance our enabling role in supporting economic growth.

Innovation

In April 2016, we published our Innovation, Technology and Research Strategy which set out how Highways England will use pioneering behaviours to help support our strategic objectives and create value for customers and stakeholders.

The £150 million Innovation Designated Fund was established to support innovative capital projects and to support developing the use of emerging technologies, new materials and ways of working.

Investment plans

The following figures show the location of Highways England major improvement projects which have previously been announced to help tackle some of the issues on the network. The Highways England website and delivery plan updates should be consulted for the latest information.

The figures also show strategic studies which have been progressed during RIS1, innovation projects and economic opportunity areas.

Kent Corridors to M25 - Route Strategy: Map 1 of 2

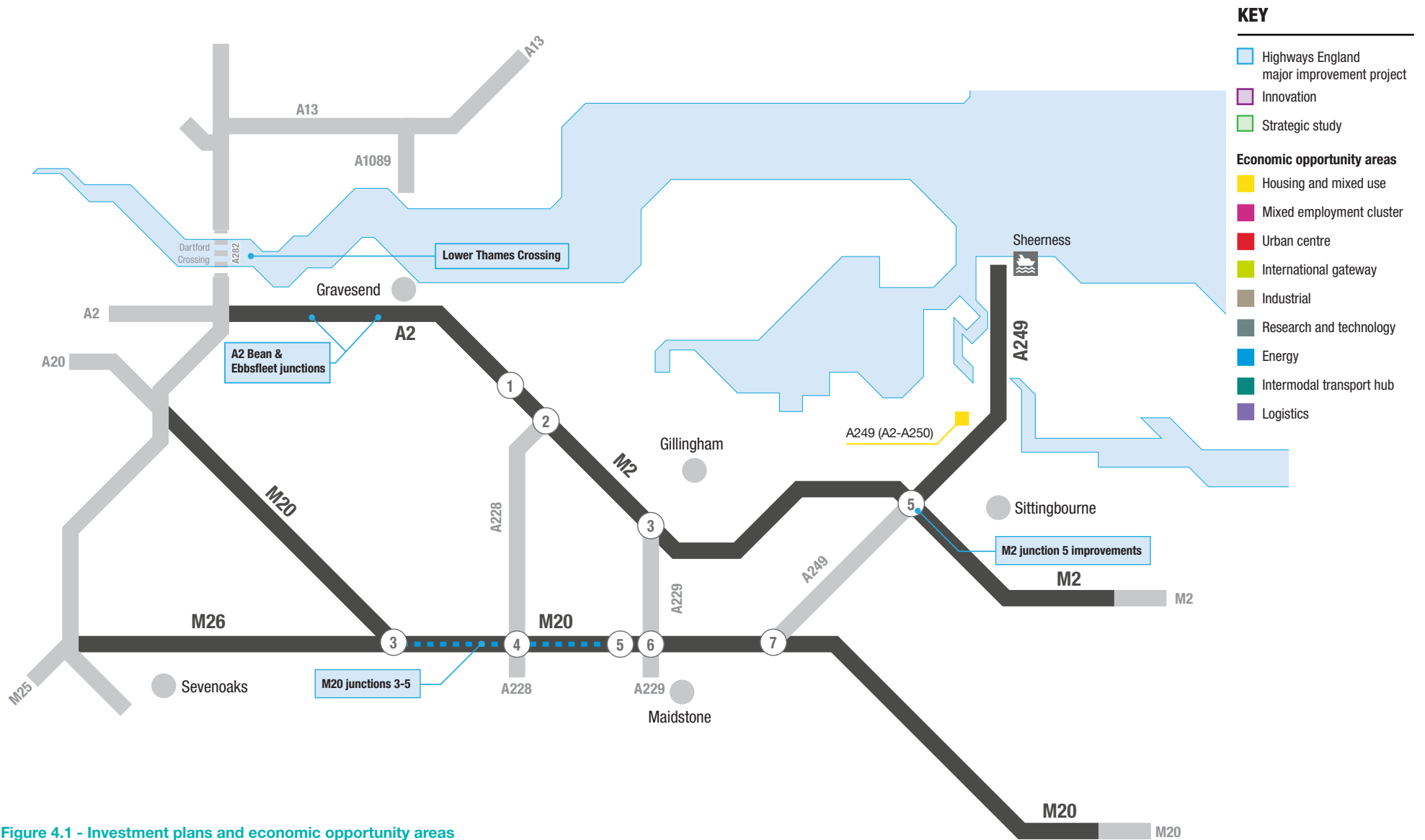


Figure 4.1 - Investment plans and economic opportunity areas

Kent Corridors to M25 - Route Strategy: Map 2 of 2

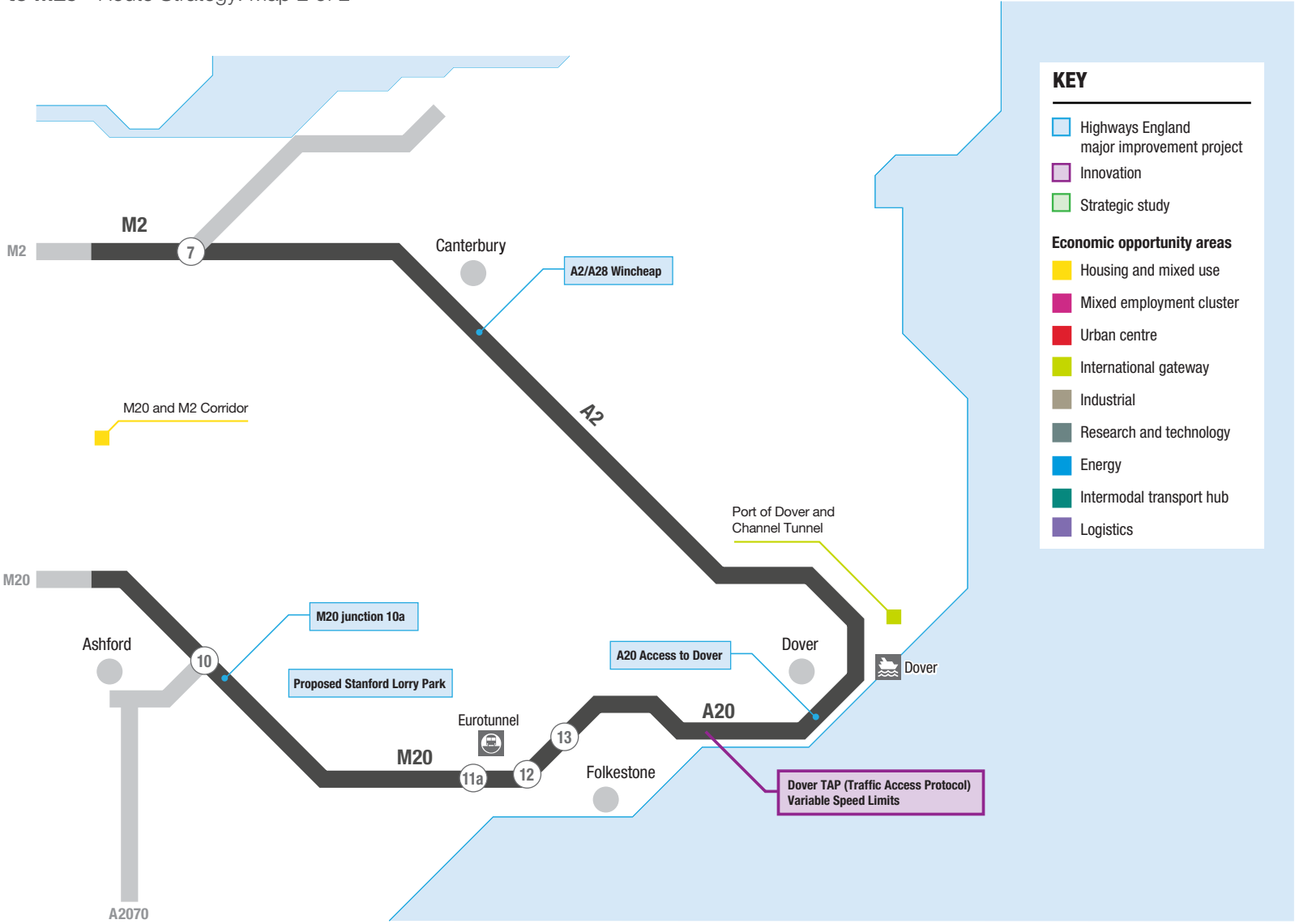


Figure 4.2 - Investment plans and economic opportunity areas



5. Future challenges and opportunities

Route Strategies have identified study areas on the strategic road network which require further investigation of the issues raised by stakeholders and identified through Highways England intelligence. These study areas will now be assessed further as part of our development for RIS2.

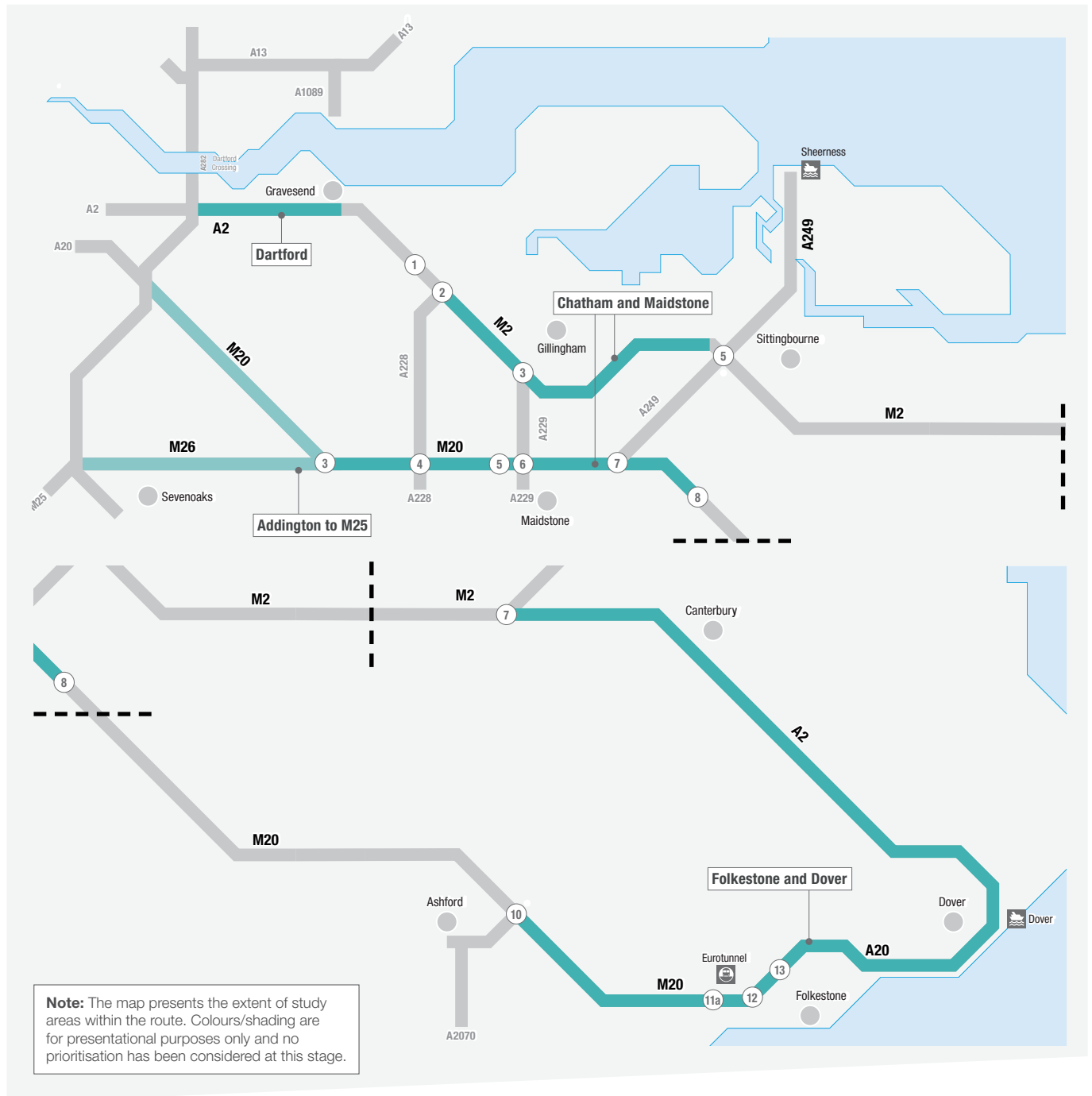


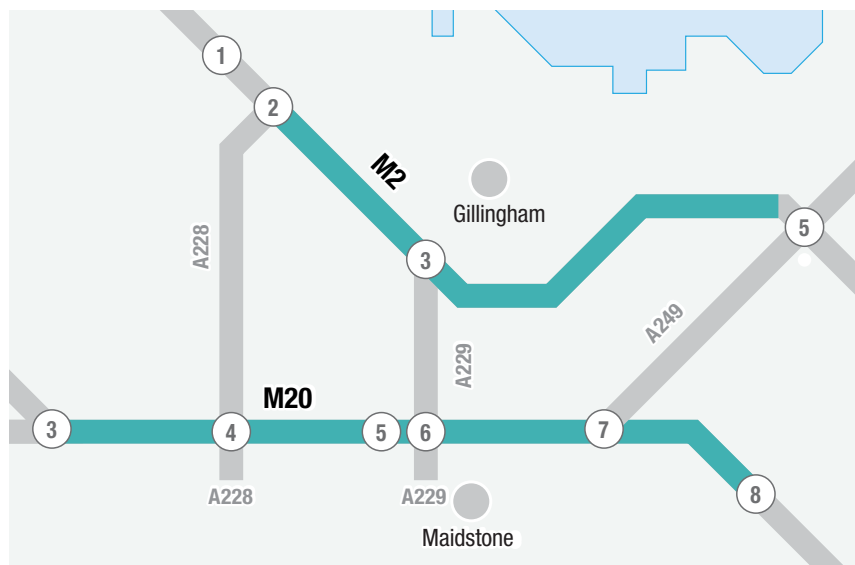
Figure 5.1 - Map of all study areas

Folkestone and Dover



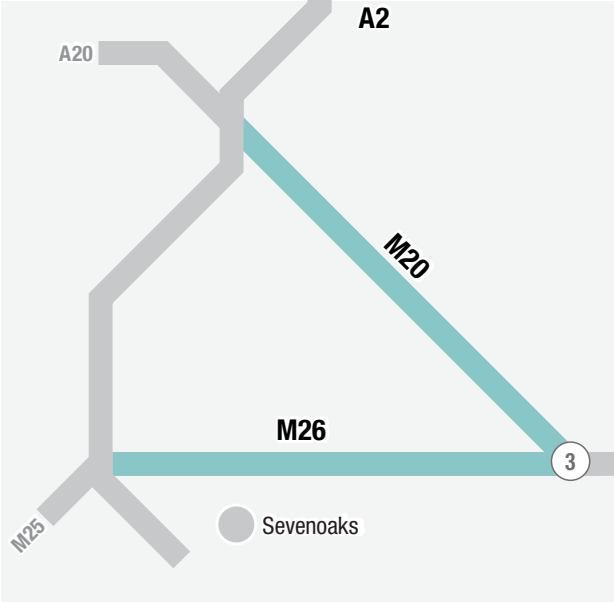
- Lack of network resilience — the A2/M2/A2 does not provide a reliable alternative freight route of sufficient trunk road standard between the M25 and Dover.
- Some existing issues are being alleviated by the RIS1 M20 10a, signalisation schemes on the A20 in Dover and improvements at the Wincheap junction (Growth and Housing Fund).
- The proposed lorry park and the formalisation of Dover TAP will reduce port-related congestion issues during times of disruption to cross-Channel services.
- There are congestion issues along the length of the route, specifically at Brenley Corner (M2 junction 7), Lydden Hill, Whitfield, and on approach to Dover (A2).
- Safety issues at Brenley Corner may become worse due to proposed major growth and increased freight volumes.
- There is severance for NMUs at Blean Woods.
- There is an opportunity to make better use of rail and water to transport goods to/from the port(s) to reduce the volume of goods traffic on the roads.

Chatham and Maidstone



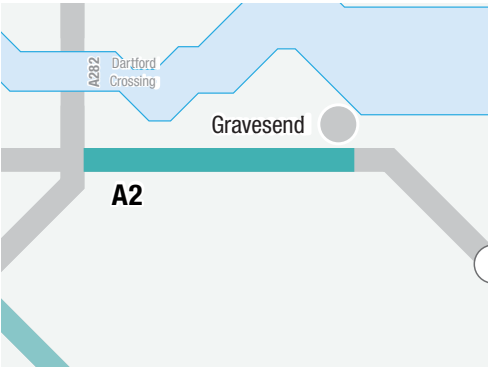
- The upgrade of the M20 to smart motorway between junctions 3 and 5 and planned improvements to M2 junction 5, should help in meeting strategic outcomes for: securing economic growth; safe and secure network; free-flow network; and improved environment.
- The importance of the link between the M2 and M20 will grow once the new Lower Thames Crossing is built.
- Traffic growth will also lead to increased travel between the M2 and M20, and potential capacity issues at M20 junction 7.
- Noise issues need to be addressed.

Addington to M25



- A new Lower Thames Crossing may affect the M25 at junction 5, and will increase the importance of connectivity between the M25, M26, M20 and M2.
- Smart motorway improvements on the M20 will end at junction 3 leaving both links to the M25 (via the M20 and M26) with no such measures.
- With the exception of the current improvements there is a lack of technology (both monitoring and smart motorway) across the study area.
- Flooding issues on the M20 junction 2 require further investigation.
- Noise issues need to be addressed.

Dartford



- Although there are improvements being made, such as on the A2 and the Lower Thames Crossing, the proposed programme of work may not accommodate significant future growth.
- There are safety issues on the A2.
- Incident response is affected by a relative lack of camera coverage.
- Long diversionary routes are required due to incidents or congestion, and these affect the local road network.
- There is scope for review of traffic management co-ordination.

6. Next steps

Our findings from this and other Route Strategies, as well as other research, will inform our first Strategic Road Network Initial Report which is to be published later this year. This will form the basis of a public consultation, which in turn will feed into decision-making on the next Road Investment Strategy (RIS2).

We are looking ahead to the next RIS and how we can support the Secretary of State in ensuring that value for money investments are made in the road network. The process for developing RIS2 is set out in our licence, and is in 3 phases: research, decision and mobilisation.

We are currently in the first phase – **research phase** – where we are gathering wide-ranging evidence on the state of the network and how we can ensure that improvements have maximum impact. The series of Route Strategies, of which this is one, is an important part of this phase alongside the outcomes of strategic studies which looked at particularly complicated problems on parts of the network and how to tackle them. Another key source of evidence is the Strategic Economic Growth Plan (*The Road to Growth*), which examines where and how the SRN can help support economic growth. This will emphasise that sectors dependent on the road network employ 7.4 million people, that we are already doing a great deal to support growth and that we want to do even more.

Now that this series of Route Strategies is published, we will continue our engagement with stakeholders, including other transport providers and authorities, on how best to address problems and maximise opportunities. For example, in working towards seamless end-to-end journeys for our customers, we will be focussing on how the strategic road network links with local roads and other modes of transport.

Findings from the research phase will feed into Highways England's Strategic Road Network Initial Report, expected to be published later this year, which will outline Highways England's ambitions for the network across 2020–2025 and beyond. The Initial Report will be the subject of public consultation.

In the **decision phase**, the consultation feedback will assist the Department for Transport in developing RIS2. In turn we will develop a Strategic Business Plan (SBP) setting out how we will deliver RIS2 as a business. Both the RIS and SBP will be reviewed by the regulator of roads, the Office of Rail and Road, to ensure that we have made the most efficient decisions. The final documents are to be published in 2019.



Figure 6.1 - RIS2 high-level process

In the final **mobilisation phase**, we will set out a Delivery Plan with a detailed programme of investment to be carried out in 2020 to 2025 on the basis of the commitments in RIS2.

Continued investment in modernisation, maintenance and operation will further improve the road network on top of the measures and schemes currently being undertaken, and will allow us to further support users of the strategic road network and the UK's economy. The rigorous process of developing RIS2 should ensure that the best use is made of taxpayers' money and that investments have the maximum impact.

The views and perspectives of different stakeholders, including motorists, are important to us. Stakeholders may also wish to contact one of the partner organisations. For example, stakeholders can keep up to date with Transport Focus' work, by signing up to their monthly electronic newsletter *Road User Voice*. Alternatively, stakeholders may prefer to make their views known through one of the many organisations involved in RIS2. They include the AA, RAC, RAC Foundation, Road Haulage Association, Freight Transport Association, Campaign for Better Transport, Confederation of British Industry and many others.

We will provide information about the process and emerging findings at events for representative organisations in spring 2017. At the same time, we are developing the dialogue with emerging STBs, local government, LEPs, business groups and environmental organisations. We want to align our analysis, and eventually our decision-making, with that of other organisations, so that we can maximise the benefit of investment, for example focusing on improving the interconnectivity between different modes and between the strategic and local road networks. This should lead to a richer discussion during public consultation on the Strategic Road Network Initial Report.





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