TRANSPORT FOR THE South East

Future mobility strategy: strategic plan
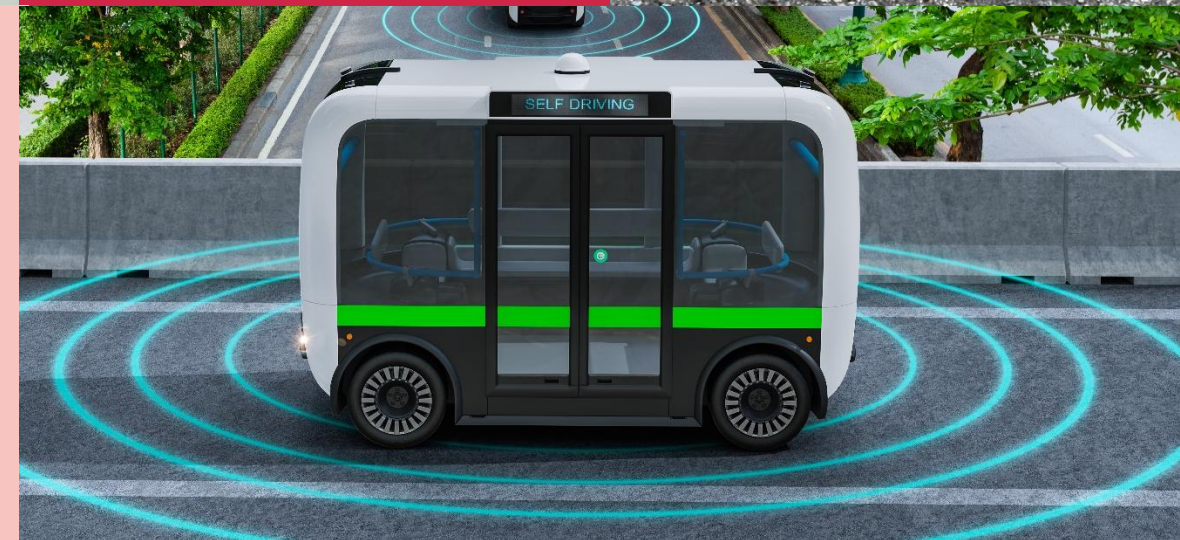
Transport for the South East

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Introduction

1. Introduction

This strategic plan has been developed to set out the approach and resources needed to deliver future mobility (FM) in the South East through Transport for the South East's future mobility strategy and forms one of three documents for the strategy:

- Transport for the South East's future mobility strategy;
- Future mobility strategy: strategic plan; and
- Future mobility strategy: technical report.

The plan has two parts; an action plan and a monitoring and evaluation framework. The action plan provides the delivery approach through setting out the following:

- The prioritisation of the strategy's proposals over the next five years;
- The locations where the proposals could be delivered;
- The roles and responsibilities of Transport for the South East, its partners and stakeholders;
- Delivery interdependencies and challenges;
- Potential funding opportunities; and
- Delivery pathways for each intervention.

The delivery pathways are a key element of the action plan. They provide a standard set of information for each of the strategy's interventions guiding their initial delivery.

The monitoring and evaluation framework provides a high-level approach for Transport for the South East and its partners to track the progress of the strategy and the development of future mobility more broadly across the South East. The framework sets out the following:

- How wider development and deployment of future mobility across the South East could be tracked including those deployments delivered outside of the strategy;
- How the delivery of strategy's interventions and the strategy as a whole could be tracked, and their success measured;
- How the results of the monitoring and evaluation could be reported; and
- When the strategy should be updated.

Resources are vital to the delivery of the strategy and this plan identifies the Transport for the South East staff resources needed to deliver the strategy. However, further resources, including funding from a range of sources, will also be needed for partners and stakeholders across the South East to ensure that the strategy delivers its proposals.

Action plan

2. Action plan

Interventions

The main strategy document provides an overview of the proposals to be taken forward and introduces two sets of interventions:

- Place-based bundles – Mode, service model and infrastructure interventions grouped together in separate 'bundles' to support the delivery of future mobility in four distinct place types across the South East:

  - Major economic hubs (MEHs) – A contiguous area of relatively high population and employment density. They are urban areas with either a resident population of more than 50,000 or employment of more than 20,000. This is used as a proxy for the level economic activity in a contiguous urban area which would constitute an MEH.

  - Urban areas – Other larger settlements with over 5,000 inhabitants.

  - Rural area – Smaller settlements with populations of less than 5,000 inhabitants.

  - Remote rural areas – Settlements under approximately 150 and the remaining population dispersed in rural areas in small hamlets and standalone properties.

The bundles, which are presented in Appendix A, set priorities for the long list of interventions but with those priorities varying across the four place types. The bundles provide a priority for interventions rather than a definitive list for each place type as local variation may have a bearing on which interventions are actually brought forward. Providing a priority enables local areas to be steered towards which interventions would be most appropriate for delivery but provides flexibility to take account of local conditions (such existing operations, funding availability, user demand and commercial conditions).

- Supporting interventions: These are additional, largely policy, engagement and guidance interventions that will support the delivery of the bundles and wider piloting of future mobility across the South East. These interventions (shown in Table 1) also include some that support the development of dependencies that future mobility will rely on including improving the electricity and digital communication networks. These interventions are presented in the following table.

Prioritisation

The delivery of the future mobility strategy actions has been prioritised to ensure that interdependencies between actions are taken into account and so that resources can be channeled to the most important actions. In developing this prioritisation, consideration has been given to:

- Whether they are dependent on the completion of other interventions to provide support or guidance;

- Some may already be being delivered; and

- Which need a significant period of preparation (business case, detailed design etc.) before delivery can commence.

As a result of the above, the actions have been prioritised into the following categories:

- Priority 1 – the actions which provide the foundations for delivering the strategy as a whole and require early deployment;

- Priority 2 – the actions that represent the wide-scale delivery of the strategy but which are dependent on earlier priority actions; and

- Priority 3 – the actions which are already ongoing, through other means, but which the strategy aims to support and, where possible, accelerate once work on other priority actions has been delivered.
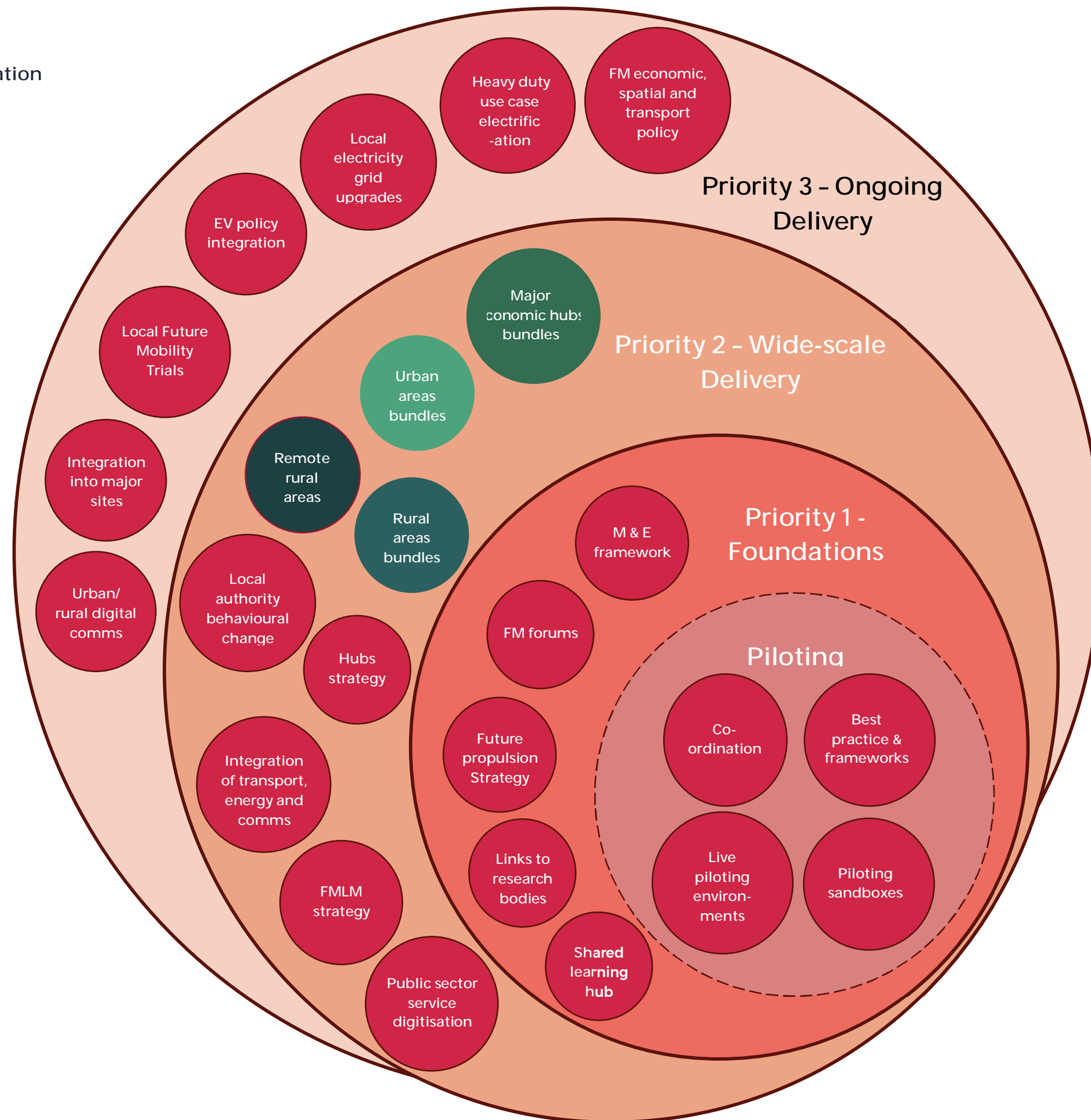
Figure 1 presents the prioritisation of the interventions.

Table 1 – Supporting Interventions

Intervention	Detail
South East future mobility forum	Transport for the South East to lead a future mobility forum for the South East to bring together key public and private sector players from across transport and adjacent sectors.
Future of rural mobility forum	Transport for the South East to lead a future of rural mobility forum for the South East to bring together key public and private sector players from across transport and adjacent sectors.
FTZ engagement	Transport for the South East to continue working with Solent Transport in supporting its Solent Future Transport Zone (FTZ) programme, one of only four FTZs across the country. If successful, Transport for the South East will support further roll out of FTZs in the South East.
Ties with national research bodies	Develop strong ties with DfT, Innovate UK and other research bodies so that research, trials and early stage deployments consider the specific needs of the networks and customers in the Transport for the South East area.
Future mobility shared learning hub	The future mobility shared learning hub will be used as a common location for information, learning and best practice relating to future mobility. This will be a virtual platform for collating and disseminating learning with partners and stakeholders across the South East.
Future propulsion strategy	The strategy, covering electrified propulsion (both electric and hydrogen) should define the outcomes which Transport for the South East are aiming to achieve (with the focus on customers), set out priorities and a high-level plan to achieve them. This could cover, amongst other matters, the strategy for delivering a common approach to charging and fueling infrastructure across the South East.
Hubs strategy (mobility hubs / community hubs)	Develop a Hubs strategy for the Transport for the South East area with associated guidance and toolkit
First mile/last mile strategy	Develop a first mile/last mile strategy for the Transport for the South East area (inclusive of micro-mobility and active travel modes).
EV policy integration	Local authorities to incorporate support for EVs into a range of policies e.g. Traffic regulation orders, parking tariffs, residential parking zones and charges, EV only infrastructure, etc.
Future mobility integration into economic, spatial and transport policy	Undertake engagement with local authorities and their economic, planning and transport teams in order to integrate future mobility into related policy.
Integration of transport, energy and digital communications strategy	Transport for the South East setting a vision and strategy for interaction and integration of transport, energy and digital communications across the South East with local authorities leading on the integration within their policies.
Local authority future mobility behavioural change	Local authorities will use issued guidance to develop and implement a range of policy and funding tools to build in future mobility into their behavioural change and demand management programmes.

Intervention	Detail
Future mobility integration into major sites and assets	Engagement with influential property portfolio and major asset owners who will have commercial interests in trialing new modes, service models and infrastructure across their estates (e.g. airports, logistics, business parks).
Local electricity grid upgrades	Engage with central Government to provide funding to support local grid upgrades and implementation of EV infrastructure in the area.
Heavy duty use case electrification infrastructure	Local authority-led engagement to secure funding to support infrastructure for electrified propulsion in heavy duty uses cases (e.g. freight and mass transit).
Local future mobility trials	Supporting and encouraging partner authorities to participate in trials/projects across different geographies to test various future mobility models to collate evidence to their efficacy.
Future mobility monitoring and evaluation framework	Developing a framework to encourage continuous monitoring and evaluation of future mobility modes, service models and infrastructure interventions in the South East.
Public sector service digitisation	Local authorities to lead on the development of standards for digitisation of public sector services across the South East.
Urban digital communications	Utility companies to deliver digital connectivity in urban areas to meet demands across use cases to support Digital-as-a-mode and connected mobility.
Rural digital communications	Utility companies to deliver digital connectivity in rural areas to meet demands across use cases to support Digital-as-a-mode and connected mobility.
Piloting co-ordination group	A Piloting co-ordination group should be set up to provide oversight of piloting across the South East, particularly those activities supported by the future mobility strategy.
Piloting best practice guidance	Working with Other sub-national transport bodies to develop best practice guidance for piloting and evaluation of future mobility.
Live eco-system piloting environments	Across the South East, public sector partners should identify areas of their operations where they can offer 'live eco-system' piloting environments, focusing on specific strategic or operational challenges they face across different mobility use cases.
Piloting sandbox locations	Partners and stakeholders, across the public, private and academic sectors should work together to identify potential piloting 'sandbox' locations across the area.
Piloting monitoring and evaluation framework	Developing a framework to encourage active, ongoing monitoring and evaluation of future mobility piloting in the South East.

Figure 1 – Prioritisation

Priority 3 – Ongoing Delivery

Priority 2 – Wide-scale Delivery

Priority 1 - Foundations

Piloting

- Heavy duty use case electrific-ation
- FM economic, spatial and transport policy
- Local electricity grid upgrades
- EV policy integration
- Local Future Mobility Trials
- Integration into major sites
- Urban/ rural digital comms
- Major conomic hubs bundles
- Urban areas bundles
- Remote rural areas
- Rural areas bundles
- M & E framework
- Local authority behavioural change
- Hubs strategy
- FM forums
- Integration of transport, energy and comms
- Future propulsion Strategy
- Co-ordination
- Best practice & frameworks
- Live piloting environ-ments
- Piloting sandboxes
- FMLM strategy
- Links to research bodies
- Public sector service digitisation
- Shared learning hub

Funding

The delivery of the actions outlined above is reliant on securing funding. Whilst some of the actions are in ongoing delivery and have some funding secured, many of the other actions do not have funding allocated and this needs to be sourced before work can commence.

Funding will be required by Transport for the South East for staff resources to steer and deliver the strategy while other partners and stakeholders will need funding to pilot, plan, deploy and monitor future mobility interventions.

The DfT's Future of Mobility: Urban Strategy outlines the national context for the funding mechanisms available to enable the development of new mobility solutions. Through the future mobility strategy, Transport for the South East can be an enabler, helping the South East to secure a larger proportion of funding to support future mobility research, development, innovation and intervention.

Over the last few years, a range of funding mechanisms have been available aimed at supporting industry and local leaders. The table below provides typical examples.

Table 2 – Funding for industry and local leaders

Total funding available	Title	Funding for:
£90 million Funding allocated	Future Transport Zones (formerly Future Mobility Zones).	Foster experimentation and trialing (as part of the Transforming Cities Fund).
£1 billion Funding available	Advanced Propulsion Centre.	Support the automotive industry to adapt.
£248 million Funding to 2025	Faraday Battery Challenge (Industrial Strategy Challenge Fund).	Supporting the automotive industry to adapt.
£80 million Competition closed	'Driving the Electric Revolution' Challenge (Industrial Strategy Challenge Fund).	Supporting the automotive industry to adapt.
£26 million Competition closed	Manufacturing and Future Materials Challenge (Industrial Strategy Challenge Fund).	Supporting the next generation of affordable light-weight composite materials including for aerospace and automotive.
£28 million Competition closed	Self-Driving Cars Challenge (Industrial Strategy Challenge Fund).	Supporting three projects to develop next generation AI and control systems for driverless cars (DRIVEN, RoboPilot and Streetwise).

Supporting the Future of Mobility: Urban Strategy, some £29 million has been awarded to the Solent Transport bid to the FTZ fund.

The Solent FTZ programme complements wider transport investment through the delivery of the Southampton and Portsmouth TCF programmes, which are being delivered in partnership with Hampshire County Council and the Isle of Wight Council. The investment of £57 million and £56 million respectively will transform how people and goods move around the city regions, including measures that make up future mobility intervention bundles described in this strategy.

With the possible publication of a rural-focused follow up to the Future of Mobility: Urban Strategy (following the recent call for evidence), there has been significant pressure on the DfT to replicate the funding associated with the Urban Strategy and provide funding for rural-focused future mobility projects.

The Advanced Propulsion Centre funding continued with its £1 billion funding over 10 years with three further competitions in 2020. The Industrial Strategy Challenge Fund projects also continue, with, for example, the Faraday Institute's four initial projects in 2018 and a further five projects launched in the autumn of 2019.

Other funding mechanisms aimed at technology specific development programmers have included:

Table 3 – Funding mechanisms aims at technology specific development programmes

Total funding available	Title	Funding for:
£400 million Funding closed	Charging infrastructure investment fund.	Zero emission vehicles.
£2 million Funding closed	E-Cargo Bike Grant Programme.	Zero emission vehicles.
£125 million Competition closed	Future Flight Programme (Industrial Strategy Challenge Fund).	Drones and future flight.
£120 million – bidding open	Zero Emission Bus Regional areas scheme (ZEBRA).	Zero emission vehicles.

There were further funding announcements from the DfT in 2020 including:

Table 4 – DfT funding announcements

Total funding available	Title	Funding for:
£50 million – winners announced (Coventry and Oxford)	All-Electric Bus Town (A Better Deal for Bus Users).	A pilot to electrify an entire town or city's bus fleet.
£20 million – winners announced	Rural Mobility Fund.	Funding to trial on-demand bus services in rural or suburban areas.

In addition to the above, there have been further ongoing funding mechanisms via Innovate UK with regular opportunities to bid. The following is a summary of current relevant funding opportunities:

Table 5 – Innovate UK funding

Total funding available	Title	Funding for:
£30 million Competition closed July 2020	Future flight challenge phase 2.	UK registered businesses can apply for a share of up to £30 million to develop integrated aviation systems and vehicle technologies that enable new classes of electric or autonomous air vehicles. This funding is from the Industrial Strategy Challenge Fund.
£2.5m Competition closed June 2020	NATEP: helping SMEs innovate in aerospace, spring 2020.	UK micro, small and medium-sized enterprises (SMEs) can apply for a share of up to £2.5 million for industry led civil aerospace research projects.
£3.9billion across whole programme Funding ongoing	Aerospace Technology Institute Programme.	The ATI Programme provides funding for industrial research and capital projects to encourage innovation in UK civil aerospace.
£25m Competition closed May 2020	Innovate UK Smart Grants.	Opportunity to apply for a share of up to £25 million to deliver ambitious or disruptive R&D innovations that can make a significant impact on the UK economy.

Funding for future mobility is not restricted to innovation funding streams with the potential to link into established sources of funding in the public and private sector.

The Draft Transport for the South East Transport Strategy Funding & Financing Options Report[1] highlights a range of opportunities open not just to the overall strategy itself but potentially to the future mobility strategy. It should be noted that the majority of these opportunities are outside of the scope for Transport for the South East itself to directly utilise and are reliant on others to secure funding or finance.

Table 6 – Other national and local funding mechanisms

National funding

- Direct DfT funding to Transport for the South East.
- Periodic DfT funding opportunities for local authorities such as the Housing Infrastructure Fund, National Productivity Investment Fund and Transforming Cities Fund.
- Network Rail/Great British Railways Enhancement, Renewals and Innovation Funding and future Control Periods.
- Highways England, through RIS2 (and RIS3 and beyond).
- National Roads Fund.
- Funding in response to COVID-19.

Local revenue

- Direct contribution from stakeholders.
- Workplace Parking Levy.
- Intelligent or Congestion Charging, Road User Charging.
- Community Infrastructure Levy (CIL) and Section 106 (S106) contributions.
- Strategic Infrastructure Tariff.
- Business Rate Increment Retention.
- Business Rate Supplement.
- Council Tax Increment Retention.
- Council Tax Precept.
- Farebox Surplus/Premium Fare.
- Asset Utilisation (e.g. property assets, road and car park assets).
- Community-led funding (e.g. Community Interest Company, Community Benefits Society, crowdfunding).

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[1] https://transportforthesoutheast.org.uk/wp-content/uploads/2019/10/Funding-and-Financing-Options.pdf

Financing
• Public Works Loan Board.
• Policy Bank Lending via a possible National Infrastructure Bank.
• Commercial Lending.
• UK Municipal Bonds Agency.
• Corporate Finance.
• Non-recourse Finance (Project Finance).
• Asset Backed Vehicle.

In addition to the above, there may be funding opportunities through:

• local authority capital funding through the DfT's Integrated Transport Block which may facilitate the application of future mobility projects; and

• City Regions and Local enterprise partnerships from their own budgets and the government funding they secure.

Whilst funding may be available in the short term to support the different stages of delivery of future mobility modes, service models and infrastructure, the long-term sustainability of many interventions is presently unclear. Whilst interventions may be led and funded, at least in part, by the public sector, many may need to become commercially sustainable in the long term to secure their continued operation. Where public sector funding remains, that needs to be financially sustainable alongside all the other calls on the public purse.

In developing operationally sustainable interventions, consideration needs to be given to the following:

• How the intervention meets local user needs and identifying the strongest use cases for a particular intervention;

• The scale and density of demand in specific areas;

• The technological maturity of an intervention and whether continued development, through piloting or full deployment is required. Does the level of maturity support the proposed use cases including different users and places;

• The existing commercial maturity of an intervention delivered elsewhere for specific use cases including different users and places;

• The extent of competition for market share in a specific area and whether this presents a risk to the sustainability of either the new intervention or existing operations;

• Where an intervention has succeeded or failed previously and what lessons can be learned;

• Can the operation of interventions be optimised or are there conditions which reduce the efficiency of operations and increase costs (e.g. sub-optimal locations or scale of operational sites);

• How the intervention will integrate with the wider mobility eco-system to maximise its market;

• Whether there are aggregation opportunities to bring interventions together to share resources including funding and cross-subsidisation;

• The ability of the existing mobility eco-system, including infrastructure and resources to support an intervention's operation;

• The ability and willingness of public, commercial and third sector partners to engage and deliver;

• The extent of stakeholder and political support; and

• The full extent of funding available across different sources and whether there are cross-sectoral approaches to maximise funding through meeting non-mobility focused public sector objectives e.g. environment, economic or social.

Locational prioritisation

This section provides a broad indication of locations where the delivery of bundles could be prioritised. The development of the bundles is based on an assessment of how a set of different mode, service model and infrastructure interventions can support different types of people across different places in the South East. This was coupled with an assessment of the deliverability of these interventions in those places.

The development of the bundles has been progressed to support a number of aims:

• To support areas that are already leading the delivery of future mobility in the South East and enable them to go further;

• To increase the reach of future mobility into areas which have yet to deliver related interventions;

• To support the piloting of future mobility in areas where there is presently limited interest or investment from commercial operators;

• To identify new use cases for future mobility interventions can be tested;

• To test new approaches to funding; and

- To support areas which have had no or limited future mobility-related funding to date.

Using those aims the following are characteristics of places where the bundles could be prioritised:

- Locations which are delivery significant future mobility programmes; and
- Locations with limited delivery of the key bundle interventions or have not received any government funding of future mobility interventions to date (See interventions in Appendix A).

An assessment has therefore been made using readily available information on locations where the following modes/service models/infrastructure are currently operated or known to be under development:

- Shared mobility – e-bike;
- Shared mobility – e-scooter;
- Shared mobility – business to customer vehicle sharing (e.g. car club);
- Shared mobility – Digital DRT (DDRT);
- Low level air (drones) – freight;
- Hubs (Mobility / community asset / service); and
- MaaS Platform.

Furthermore, a review of DfT funding of future mobility programmes and the awarding that that funding to authorities in the South East has been undertaken, including the following:

- Future Transport Zones;
- All-Electric Bus Towns; and
- Rural Mobility Fund.

The following local transport authority areas have presently the highest levels of future mobility delivery:

- Brighton & Hove Council;
- Kent County Council; and
- Solent Future Transport Zone area – Hampshire County Council, Isle of Wight Council, Portsmouth City Council, Southampton City Council.

The following local transport authority areas have presently the fewest of the assessed modes/service models in place or under development and have not received the identified funding from the DfT:

- Bracknell Forest Council;
- East Sussex County Council;
- Medway Council;
- Reading Borough Council;
- Royal Borough of Windsor and Maidenhead;
- West Berkshire; and
- West Sussex County Council.

Typical locations that could be considered in the above local transport authority areas under each of the place types (MEH, urban and rural) are presented in Table 7 below. These are 'typical' locations and further analysis would be required to confirm this initial assessment. In terms of remote rural, it is suggested that National Parks and Areas of Outstanding Natural Beauty may provide appropriate locations for piloting the bundles.

Table 7 – Potential locational priorities for bundles

Local transport authority	MEH	Urban	Rural
Brighton & Hove Council	Brighton	Saltdean	University of Sussex
Kent County Council	Canterbury	Sevenoaks	Aylesham
Solent FTZ area	Portsmouth/ Southampton	Cowes	Stockbridge
Bracknell Forest Council	Bracknell	-	Cranbourne
East Sussex County Council	Hastings	Lewes	Rye
Medway Council	Gillingham	Rochester	High Halstow
Reading Borough Council	Reading	-	-
Royal Borough of Windsor and Maidenhead	Maidenhead	Windsor	Burchett's Green
West Berkshire Council	Newbury	Hungerford	Goring
West Sussex County Council	Crawley	Billingshurst	Arundel
Wokingham Borough Council	Wokingham	Twyford	Finchampstead

The locational prioritisation of the supporting interventions is presented in the delivery pathways in Appendix B.

Roles and responsibilities

Transport for the South East's role and responsibilities

As highlighted in the strategy, Transport for the South East should have specific roles and responsibilities in delivering this strategy and will need appropriate resources to be allocated to this specific agenda. The potential overall role for the organisation may include the following:

- Setting the policy framework and more detailed policies to develop future mobility in the South East;
- Engaging with central government on national policy, funding and governance in relation to future mobility;
- Co-ordinating future mobility policy and practice with the Other sub-national transport bodies;
- Advising, guiding, co-ordinating and working in partnership with the South East's constituent authorities to develop and embed future mobility across the area and support the delivery of associated policy, services and infrastructure;
- Monitoring and evaluating the development of future mobility in the South East and co-ordinating and disseminating learning and evidence;
- Engaging and working with the full range of partners and stakeholders with roles in delivering future mobility within the South East area to support the co-ordination of delivery; and
- Identifying what, if any, other future mobility-related activities should come under the remit of Transport for the South East and make proposals accordingly to central government.

However, this strategic plan has also identified in more detail the role that Transport for the South East could perform in delivering specific interventions under this strategy. These details are provided in the delivery pathways presented in Appendix B and can be summarised as:

- Leading the development of future mobility engagement through forums and working groups;
- Leading the delivery of individual interventions;
- Acting as partners and stakeholders in future mobility interventions led by other organisations;
- Working with stakeholders to encourage them to fulfil their roles in delivering the strategy and future mobility more widely;

- Working with stakeholders to ensure there is best practice, consistency, sharing of resources and wider partnering in delivering future mobility;
- Working with stakeholders to build future mobility and integration of mobility, energy and digital communications into their policies and practices;
- Working with stakeholders to support the delivery of the infrastructure necessary for future mobility;
- Developing guidance and tools to support the delivery of future mobility interventions, pilots and monitoring;
- Developing more detailed strategies for specific subject areas (e.g. hubs and future propulsion);
- Leading the development of tools through which future mobility knowledge, understanding and skills can be increased (e.g. the shared knowledge hub);
- Engaging with stakeholders to make the case for the funding of future mobility; and
- Developing monitoring and evaluation frameworks.

In setting out the role of Transport for the South East to deliver the bundles and supporting interventions, the delivery pathways have identified the approximate resource requirements for Transport for the South East (as shown in Appendix C). Analysis of the pathways indicates that the resource needs for Transport for the South East are significant and amount to approximately one Full-Time Equivalent (FTE) officer role plus additional time resource to manage the development of specific policies and strategies. In addition, the monitoring and evaluation framework identifies further staff resources needs including approximately one day per week plus time to undertake an annual review of progress and a range of reporting and dissemination tasks. In total, this could amount to approximately 1.5 FTEs.

It is therefore suggested that Transport for the South East recruit a Future Mobility Officer to lead the delivery of the strategy with further administrative support also considered. Such a role is likely to require the following knowledge, connections and capabilities, based on the activities described in the delivery pathways:

- Knowledge of cross-sectoral policy and strategy;
- Knowledge of future mobility trends and technologies and their applications
- Knowledge of innovation and trialing;
- Connections to many of the following: future mobility mode, service and infrastructure providers, technology manufacturers, research organisations and

academia, in addition to different tiers of government, cross-sectoral public sector organisations and the established mobility/transport operators;

- Capabilities in delivering a people and place-focused strategic programme;
- Capabilities in cross-sectoral engagement;
- Capabilities in programme delivery and management; and
- Capabilities in monitoring and evaluation.

Other organisations

The interventions and actions identified in this strategy cannot be delivered by Transport for the South East alone as there are many organisations with stakes in how mobility evolves to meet the future needs and challenges.

The organisations needed to deliver future mobility are from the public, private and third sectors and from transport and non-transport focused industries. They also include those currently involved in delivering the established mobility eco-system and new entrants into the market and their users:

- Central, sub-national and local government;
- Other sub-national transport bodies;
- Local enterprise partnerships;
- Other Major public sector organisations including focusing on education, healthcare, environment, etc;
- Major transport infrastructure providers and developers e.g. Network Rail/emerging Great British Railways, Highways England, airport companies, port companies, construction companies, etc;
- Research organisations and education, academia, universities and colleges;
- Professional institutions e.g. Institution of Civil Engineers, Chartered Institution of Highways and Transportation, Chartered Institute of Logistics and Transport, Transport Planning Society, Royal Town Planning Institute, etc;
- User groups e.g., disability groups, cycle groups;
- Industry and trade organisations e.g. Confederation of British Industry, Transport Focus, CoMoUK, Rail Delivery Group, Rail Freight Group, Chambers of Commerce, Freight Transport Association, National Farmers' Union, etc;
- Utility companies including electricity and communication network and service providers;
- Major landowners, developers and holders of portfolios of economic sites (e.g. retail, industrial and enterprise parks);

- Established, new and emerging mobility operators and service providers including traditional and new modes and services, e.g. bus and train operators, freight, logistics and storage operators, ride-sourcing, MaaS providers, shared mobility operators;
- Third sector mobility providers e.g. operators of community transport;
- Vehicle and technology manufacturers;
- Specialist interest groups e.g. Campaign to Protect Rural England, Transport Focus, Sustrans, Public Transport Groups, etc;
- Arts and entertainment e.g. Arts Council; and
- Other adjacent sectors including agriculture, forestry and fishing; mining and quarrying; retail; accommodation and food services; finance and insurance; real estate; health and social care.

Stakeholder roles

In developing this strategy and delivery plan, four high level roles have been identified for stakeholders to explain their involvement in each intervention:

- Lead: the stakeholder or stakeholder group taking overall responsibility for driving and delivering an intervention;
- Partner: organisations with an active and direct practical role in delivering an intervention without which it could not be successfully delivered;
- Stakeholder: organisations to be engaged and consulted with who have an interest in the successful delivery of the intervention; and
- No specific role: an organisation that has no specific role in the delivery of a particular intervention but may be a stakeholder, partner or lead for others.

In some instances, Transport for the South East will act as a partner or stakeholder in the delivery of strategy interventions.

Delivery roles

The delivery roles for the supporting interventions have been set out within each of the delivery pathways. However, delivering the bundles is more complicated and less practical to set out in detail at a strategy level.

The future mobility strategy describes five steps to delivering future mobility mode, service model or infrastructure interventions, as contained within the bundles. This focuses on delivering early through pilots and testing and using evaluation and learning to shape future plans for wider deployment. Monitoring and evaluation at each stage of piloting, planning and deploying will be vital to continue facilitating

learning and development whilst continuous engagement between partners and stakeholders will be needed throughout all stages of delivery.

Figure 2 – Five stages of future mobility delivery
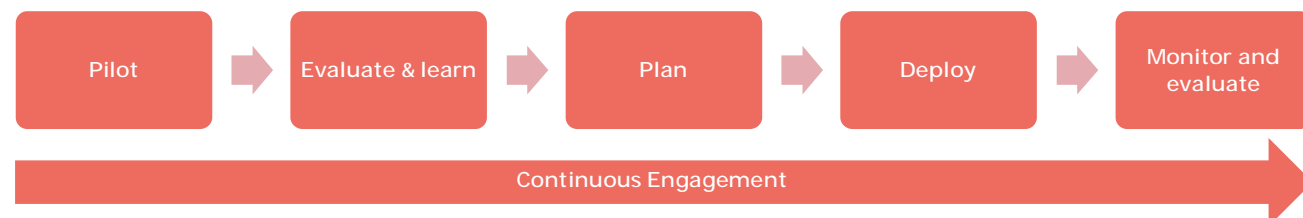
However, this framework is not intended to stifle innovation or the rapid adoption of solutions. Delivery leads and partners could enter that five-stage process at a point of their choosing. Their particular proposition may already be supported by work previously undertaken, by themselves or others, covering the previous stages, or they may be content that the risks are appropriately mitigated for their proposition.

For example, whilst Digital Demand Responsive Transport (DDRT) remains in its infancy, and pilots and evaluation have been undertaken in few areas, a local authority or private sector organisation may decide to enter the five-stage process at the plan stage as evidence shows DDRT may be appropriate for their particular use cases. In other instances, there may be very little evidence that DDRT may support a specific use case and a local authority could start at the pilot stage to reduce the risks compared to a full-scale deployment.

The roles and responsibilities of lead and partner organisations in the five-stage process will vary across interventions and their types (engagement, policy, service and infrastructure). Broadly, the roles and responsibilities could include:

Pilot

- Development: Adapting learning from previous trials, undertaking research, feasibility studies, initial design, business case development, piloting, testing

Evaluate & Learn

- Evaluate and learn: Information and data collection assessment, engagement and evaluation of interventions and the summarising and dissemination of findings.

Plan

- Policy development: Development of specific policies and regulations;
- Commissioning: Specifying and procuring interventions; and

- Funding: Influencing, enabling, securing or providing funding to support the delivery of interventions.

Deploy

- Delivery: Final design, manufacturing, construction, programming, testing and trialing up to initial operation; and
- Operation: Day-to-day operation, management and maintenance of services, modes and infrastructure including the dependencies of energy and digital communications.

Monitor and evaluate

- Monitoring and evaluation: information and data collection assessment, engagement and evaluation of interventions and the summarising and dissemination of findings; and
- Review: reviewing and updating of the strategy as implementation progresses and as signals, trends and trajectories appear and evolve over time.

Engagement

- Acting as a stakeholder to provide views and information as an organisation into the delivery process at various stages.

The roles of organisations in delivering modes, service models and infrastructure will also vary over the course of project delivery. The range of organisations in pilots may be limited but full-scale deployment at bundle level, where multiple interventions are delivered concurrently, could require a significant complexity of organisations. Table 8 presents for each of the organisations or types of organisations, the asks and actions the future mobility strategy has of them, their interdependencies, and their potential roles in each of the five stages of delivery. Appendix C also presents the suggested roles that each organisation may play in the delivery of each intervention.

Table 8 – Roles in delivery

Organisation	Asks and Actions	Interdependencies	Pilot		Plan			Deploy		Monitor and Evaluate		Engagement
			Development	Evaluate and Learn	Policy Development	Commissioning	Funding	Delivery	Operation	Monitor and Evaluate	Review	
Transport for the South East	• Setting the policy framework and more detailed policies. • Engaging with central government • Co-ordinating future mobility policy and practice with the Other sub-national transport bodies. • Advising, guiding, co-ordinating and working in partnership with the South East's constituent authorities. • Monitoring and evaluating the development of future mobility. • Engaging and working with the full range of partners and stakeholders with roles in delivering future mobility within the South East. • Identifying what, if any, other future mobility-related activities should come under the remit of Transport for the South East and make proposals accordingly to central government. • Leading the development of future mobility engagement through forums and working groups. • Leading the delivery of individual interventions. • Act as partners and stakeholders in future mobility interventions led by other organisations. • Working with stakeholders to encourage them to fulfil their roles in delivering the strategy and future mobility more widely. • Working with stakeholders to ensure there is best practice, consistency, sharing of resources and wider partnering in delivering future mobility. • Working with stakeholders to build future mobility and integration of mobility, energy and digital communications into their policies and practices.	• Funding and staff resourcing. • Future mobility and supporting skills and knowledge. • Project and programme management. • Connections to future mobility stakeholders including mode, service and infrastructure operators.	Y	Y	Y	N	Y	N	N	Y	Y	Y

Organisation	Asks and Actions	Interdependencies	Pilot		Plan			Deploy		Monitor and Evaluate		Engagement
			Development	Evaluate and Learn	Policy Development	Commissioning	Funding	Delivery	Operation	Monitor and Evaluate	Review	
	• Working with stakeholders to support the delivery of the infrastructure necessary for future mobility. • Developing guidance and tools to support the delivery of future mobility interventions, pilots and monitoring. • Developing more detailed strategies for specific subject areas (e.g. hubs and electrified mobility). • Leading the development of tools through which future mobility knowledge, understanding and skills can be increased (e.g. the shared knowledge hub). • Engaging with stakeholders to make the case for funding future mobility. • Developing monitoring and evaluation frameworks.											
Central Government	• Embed future mobility into policies and programmes • Provide funding to support future mobility programmes and supporting infrastructure (including digital and electivity networks). • Investigate potential for tax relief for future mobility delivery. • Develop and update national standards to support future mobility delivery e.g. ticketing systems, highway design, TROs and EV charging infrastructure. • Evolve monitoring, appraisal and evaluation to include future mobility. • Support cross-sectoral engagement and sharing of information and best practice. • Support public sector service digitisation.	• Funding and staff resourcing. • future mobility and supporting skills and knowledge. • Project and programme management. • Connections to future mobility stakeholders including mode, service and infrastructure operators.	Y	Y	Y	N	Y	N	N	Y	Y	Y
Local authorities	• Identify local leads for future mobility within authorities. • Support the development of more detailed future mobility policies and strategies. • Lead the drive for local electricity grid upgrades and integrate EVs into local policies. • Increase knowledge and skills in future mobility and supporting subjects (e.g.	• Funding and staff resourcing. • future mobility and supporting skills and knowledge. • Project and programme management. • Connections to future mobility stakeholders	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y

Organisation	Asks and Actions	Interdependencies	Role in delivery									
			Pilot		Plan			Deploy		Monitor and Evaluate		
			Development	Evaluate and Learn	Policy Development	Commissioning	Funding	Delivery	Operation	Monitor and Evaluate	Review	Engagement
	piloting, monitoring & evaluation) of officers and members. • Play an active part in trialing, piloting and deploying future mobility interventions including working with Transport for the South East to develop live and sandbox piloting environments. • Work with other local authorities to ensure consistency and efficiency in delivery. • Embed future mobility into transport, economic and spatial policies and programme including electrification and digital communications. • Embed future mobility in behavioural change programmes. • Support the deployment of future mobility in new developments. • Share data and information with other local authorities and stakeholders. • Support the identification of live and sandbox locations and local use cases piloting. • Drive the further digitisation of public sector services. • Work with partners to deliver improved urban and rural digital communications supported by local policies.	including mode, service and infrastructure operators.										
Local enterprise partnerships	• Embed future mobility into policies and programmes. • Open funding channels to future mobility interventions. • Support cross-sectoral engagement and sharing of information and best practice.	• Funding and staff resourcing. • future mobility and supporting skills and knowledge. • Project and programme management. • Connections to future mobility stakeholders including mode, service and infrastructure operators.	Y	Y	Y	N	Y	N	N	Y	Y	Y
Other sub-national transport bodies	• Embed future mobility into policies and programmes • Work with other STBs to ensure standardisation in delivering future mobility.	• Funding and staff resourcing.	N	N	N	N	Y	N	N	N	N	Y

Organisation	Asks and Actions	Interdependencies	Pilot	Evaluate and Learn	Plan			Deploy		Monitor and Evaluate		Engagement
			Development	Evaluate and Learn	Policy Development	Commissioning	Funding	Delivery	Operation	Monitor and Evaluate	Review	Engagement
	• Working together on cross-boundary future mobility issues. • Working on joint funding of future mobility interventions. • Support cross-sectoral engagement and sharing of information and best practice.	• future mobility and supporting skills and knowledge. • Project and programme management. • Connections to future mobility stakeholders including mode, service and infrastructure operators.										
Major public sector organisations	• Embed future mobility into policies and programmes. • Embed future mobility into day-to-day operations including staff, user and freight travel/transport. • Embed future mobility into new developments.	• Funding and staff resourcing. • future mobility and supporting skills and knowledge. • Project and programme management. • Connections to future mobility stakeholders including mode, service and infrastructure operators.	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
Major transport infrastructure providers	• Embed future mobility into policies and programmes. • Deliver future mobility interventions within their networks. • Work with stakeholders to fund future mobility interventions.	• Funding and staff resourcing. • future mobility and supporting skills and knowledge. • Project and programme management. • Connections to future mobility stakeholders including mode, service and infrastructure operators.	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
Research organisations, academia, universities and colleges	• Work with other stakeholders to develop, test, deploy, monitor and evaluate future mobility interventions. • Embed future mobility into teaching to increase skills of workforce entering related industries.	• Funding and staff resourcing. • future mobility and supporting skills and knowledge. • Project and programme management.	Y	Y	Y	N	N	N	N	Y	Y	Y

Organisation	Asks and Actions	Interdependencies	Role in delivery									
			Pilot	Evaluate and Learn	Plan			Deploy		Monitor and Evaluate		
			Development	Evaluate and Learn	Policy Development	Commissioning	Funding	Delivery	Operation	Monitor and Evaluate	Review	Engagement
		• Connections to future mobility stakeholders including mode, service and infrastructure operators.										
Professional institutions	• Provide industry leadership in promoting future mobility knowledge and practice amongst members.	• Funding and staff resourcing. • future mobility and supporting skills and knowledge. • Project and programme management. • Connections to future mobility stakeholders including mode, service and infrastructure operators.	N	N	Y	N	N	N	N	N	Y	Y
User groups	• Engage with future mobility trials, deployment, monitoring and evaluation. • Take a lead in promoting user-centric and inclusive design in future mobility.	• Funding and resourcing.	Y	Y	Y	N	N	N	N	Y	Y	Y
Industry and trade organisations	• Embed future mobility into policies and programmes • Lead the embedding of future mobility into industries and trades. • Lead the development of knowledge and skills in future mobility within industries and trades.	• Funding and staff resourcing. • future mobility and supporting skills and knowledge. • Project and programme management.	Y	Y	Y	N	N	N	N	Y	Y	Y
Utility companies	• Continue to lead the deployment of utilities to support the development of future mobility interventions across all areas of the South East. • Work with local authorities to develop policies and programmes for the development of supporting utility networks	• Funding and staff resourcing. • future mobility and supporting skills and knowledge. • Project and programme management. • Connections to future mobility stakeholders including mode, service and infrastructure operators.	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y

Organisation	Asks and Actions	Interdependencies	Role in delivery										
			Pilot		Plan			Deploy		Monitor and Evaluate		
			Development	Evaluate and Learn	Policy Development	Commissioning	Funding	Delivery	Operation	Monitor and Evaluate	Review	Engagement
Major land owners, developers and holders of portfolios of economic sites	• Embed future mobility into policies and programmes. • Embed future mobility into new developments.	• Funding and staff resourcing. • future mobility and supporting skills and knowledge. • Project and programme management. • Connections to future mobility stakeholders including mode, service and infrastructure operators.	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
Mobility operators and service providers	• Embed future mobility into policies and programmes • Work with other stakeholders to develop, test, deploy, monitor and evaluate future mobility interventions.	• Funding and staff resourcing. • future mobility and supporting skills and knowledge. • Project and programme management. • Connections to future mobility stakeholders including mode, service and infrastructure operators.	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
Third sector mobility providers	• Embed future mobility into policies and programmes • Work with other stakeholders to develop, test, deploy, monitor and evaluate future mobility interventions.	• Funding and staff resourcing. • future mobility and supporting skills and knowledge. • Project and programme management. • Connections to future mobility stakeholders including mode, service and infrastructure operators.	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
Vehicle and technology manufacturers	• Work with other stakeholders to develop, test, deploy, monitor and evaluate future mobility interventions.	• Funding and business models. • Development of future mobility interventions appropriate to specific Transport for the South	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y

Organisation	Asks and Actions	Interdependencies	Pilot		Plan			Deploy		Monitor and Evaluate		Engagement
			Development	Evaluate and Learn	Policy Development	Commissioning	Funding	Delivery	Operation	Monitor and Evaluate	Review	
		East locations and conditions.										
Specialist interest groups	• Embed future mobility into policies and programmes. • Lead the embedding of future mobility into specialist interests. • Lead the development of knowledge and skills in future mobility within specialist interests	• Funding and staff resourcing. • future mobility and supporting skills and knowledge.	Y	Y	Y	N	N	N	N	Y	Y	Y
Arts and entertainment	• Embed future mobility into policies and programmes • Promote high quality and inclusive design in future mobility.	• Funding and staff resourcing. • future mobility and supporting skills and knowledge.	Y	Y	Y	N	N	N	N	Y	Y	Y
Other adjacent sectors	• Embed future mobility into policies and programmes. • Work with other stakeholders to develop, test, deploy, monitor and evaluate future mobility interventions.	• Funding and staff resourcing. • future mobility and supporting skills and knowledge.	Y	Y	Y	N	N	N	N	Y	Y	Y

Delivery interdependencies

The delivery pathways presented in Appendix B identify the interdependencies between different interventions across the strategy. However, there are a number of broader interdependencies for the strategy and its interventions as a whole, which need to be considered:

- National policies – the development of national policies will continue to shape future mobility and funding is increasingly steered by specific strategies and bidding opportunities that come with them. Bus Back Better, the emerging Great British Railways and the awaited Future of Mobility: Rural Strategy will all have an influence on the further development and delivery of future mobility.
- Other Transport for the South East studies and strategies – As this Strategic Plan is being written, there are a number of other studies and strategies under development by Transport for the South East which this future mobility strategy has direct links with. These include five Area Studies and the Freight Logistics and Gateways Strategy. It is likely that interventions highlighted within the future mobility strategy will have direct bearing on each of these parallel workstreams.
- Existing mobility eco-system – Future mobility should not be viewed in isolation and any interventions delivered will be within and have relationships with the existing mobility eco-system particularly established bus and rail networks. Delivery of these interventions therefore need to integrate with that existing system and be adapted for specific local circumstances.
- Existing programmes and proposals – The delivery of future mobility interventions also needs to integrate with wider transport interventions; policy, behaviour change, demand management, as well as service improvements and infrastructure projects.
- Future Transport Zones – The Solent Future Transport Zone, along with three others, is leading the development of area-wide programmes of future mobility interventions in the UK context. Within the South East, the Solent FTZ is leading future mobility piloting and therefore the implementation of the future mobility strategy is dependent, to a degree, on the findings from the programme.
- Spatial planning – Future mobility interventions, like the existing mobility eco-system, will help to shape future land use. However, spatial planning policies may be needed to ensure best use is made of the opportunities presented while also helping to shape future land use that mitigates the impact of previous changes in mobility (e.g. the impact of private car use and dominance).

- Taking the people-led and place-led approaches – Both Transport for the South East's transport strategy and future mobility strategy have taken people and place-led approaches putting the user at the centre of the future mobility eco-system. For this approach to continue and have positive effects it needs to be embedded into wider policy development across the South East.
- Legal and regulatory challenges – The rapidly and constantly evolving future mobility space means that legal and regulatory frameworks lag behind. Key to facilitating many interventions, as well as mitigating potential negative impacts, will be to review and update these frameworks, both nationally and locally.
- New modes, service models and infrastructure – New signals, trends and trajectories will continue to appear and become the next issues on which future mobility focuses as those that are currently evolving become business as usual. A key issue for Transport for the South East and its partners will be to monitor these changes to ensure that the South East is at the leading edge of developments in the mobility field.
- Energy – The energy generation, distribution and storage networks are already central to the mobility eco-system but as energy needs change, through battery electric and hydrogen-electric propulsion, the future of mobility will become increasingly reliant on delivering enhancements to these networks.
- Digital communications – Digital connectivity is increasingly important to mobility and constraints, particularly in rural areas, place limitations on future mobility developments. Enhancements to the digital networks will facilitate the delivery of new modes, services and infrastructure.
- Education – Skills and knowledge of future mobility need to grow rapidly to enable the opportunities presented to be delivered. Upskilling of the current and future workforce is necessary to ensure that the future skills are in place.
- Partners and stakeholders – Future mobility cannot be delivered by one organisation, and as shown in this strategic plan, there is a multitude of partners and stakeholders necessary to secure interventions.
- Monitoring and evaluation – Learning from both success and failure will enable better future delivery and the future mobility strategy and the interventions it contains need to be monitored and evaluated to facilitate that learning. That learning should also be shared and disseminated widely.

Delivery challenges

In addition to the interdependencies there are a number of key challenges to the delivery of the strategy:

- Funding and resources – Limitations on funding and other resources may reduce the ability of partners and stakeholders to engage with and invest in future mobility.
- Decarbonisation – The drive to reduce carbon emissions is getting stronger and is dominating national and international policymaking. This may influence which future mobility interventions are delivered and influence the targeting of funding made available by Government.
- Post-COVID priorities – The global pandemic has had major impacts on society and economies including how people and goods move. The priorities that Government sets in the post-pandemic period will help to shape whether future mobility interventions are deployed and succeed.
- Devolution of decision-making – Devolution in England continues to evolve and the delivery of future mobility will need to be supported by clear roles and governance across all tiers of government.
- Buy-in from partners and stakeholders – Without the engagement and investment from other organisations, the interventions contained within the strategy cannot be delivered.
- Alignment of public and private sectors – Future mobility requires both the public and private sectors and close co-operation between them. There is a challenge to balance the priorities of the two sectors to ensure interventions can be delivered to the benefit of both.
- Cross-boundary working – To make the most of opportunities that future mobility presents, collaboration across public sector administrative boundaries will be needed and this can be challenging due to differing priorities and resources.
- Pace of policy development – Policy development can be slow and inflexible and may struggle to keep up with future mobility changes.
- Brexit – The impact of leaving the EU may have specific ramifications for the South East's mobility network, particularly due to the number of important gateways. This may result in resources being focused on resolving these issues.

Delivery pathways

Central to this strategic plan is the identification of an approach to delivering each of the interventions included in the future mobility strategy. This plan provides this through the presentation of a tabulated delivery pathway for each bundle and supporting intervention.

Each pathway includes the following details:

- Intervention title;
- Intervention description;
- Transport for the South East's role
- Lead organisation and alternative lead;
- Partners and stakeholder organisations;
- Prioritisation;
- Locational prioritisation (based on current levels of future mobility deployment across the South East);
- Steps to delivery;
- Specific interdependencies with other interventions;
- Specific challenges;
- Specific funding opportunities; and
- Transport for the South East resource requirements.

System map

The following figure presents a system map of the strategy setting out the people-centric approach within the five steps to delivering future mobility and the ongoing need for engagement and information dissemination. This also highlights the bundles, the supporting interventions, interdependencies, piloting support and the place of the strategy alongside other Transport for the South East strategies and studies.

Figure 3 – System Map

Bundles
- Major economic hubs
- Urban areas
- Rural areas
- Remote rural areas

Delivery Leads, Partners and Stakeholders

Engagement — Dissemination

- Pilot
- Monitor & evaluate
- Evaluate & learn
- Deploy
- Plan
- People & places

Piloting
- Co-ordination
- Best practice & frameworks
- Live piloting environments
- Piloting sandboxes

Supporting interventions
- Sub-strategies
- FM forums
- Electrification infrastructure
- Major site integration
- Policy integration
- Behaviour change
- Links to research bodies
- Public sector digital
- Digital infrastructure
- M & E framework

Interdependencies
- Funding & resources
- Legal & regulatory framework
- New modes, service models and infrastructure
- Energy
- Digital comms
- Education & skills
- Future Transport Zone
- Existing programmes and proposals
- Existing mobility eco-system

- Future mobility strategy
+
- Area studies
→ TfSE transport strategy
+
- Freight, logistics and gateways study

Monitoring and evaluation framework

3. Monitoring and evaluation framework

Introduction

The future mobility strategy is the first by a sub-national transport body and both its delivery and the resulting learning can help to inform policy across the UK. The strategy focuses on a complex and rapidly evolving area and it needs to be agile and adaptable to changing circumstances. A robust monitoring and evaluation framework is vital to enable the strategy to remain contemporary, being informed of its own progress, but also the changes in the wider future mobility space. At the heart of the framework, it needs to be a vehicle to accelerate change through developing, learning and disseminating valuable experiences of its implementation to stakeholders.

Future mobility by its very essence is a rapidly changing area of activity and Transport for the South East with its partners and stakeholders need to keep pace with and be agile to that change. Whilst monitoring and evaluation has often been an overlooked activity in transport and mobility, it is a vital activity in ensuring that the South East and the wider UK stay in step with, or indeed ahead, of the signals, trends and trajectories of change.

Monitoring and evaluation requires resources and commitment to deliver the valuable insights needed to keep pace and it can appear burdensome. However, this monitoring and evaluation framework aim to be flexible, with modular components enabling activities to be tailored to the resources available. The modules presented later in this section are prioritised so that if resources are constrained, they can be focused on the most important tasks, with higher priority modules being resourced first. This prioritisation focuses firstly on modules that monitor and evaluate the strategy and its interventions with wider future mobility activities given lower priority.

Overview

Approaches to monitoring and evaluation are changing and there is now a greater focus on outcomes as well as outputs. However, this framework goes a step further by proposing the monitoring of the wider mobility ecosystem. This will not only assess the impact of the strategy itself, but also the secondary effects of the strategy on the different facets of mobility.

The strategy will incorporate the five key stages of future mobility delivery, as set out in the strategy, with ongoing engagement happening in parallel, from pilot stage

Figure 4 – Five stages of future mobility delivery
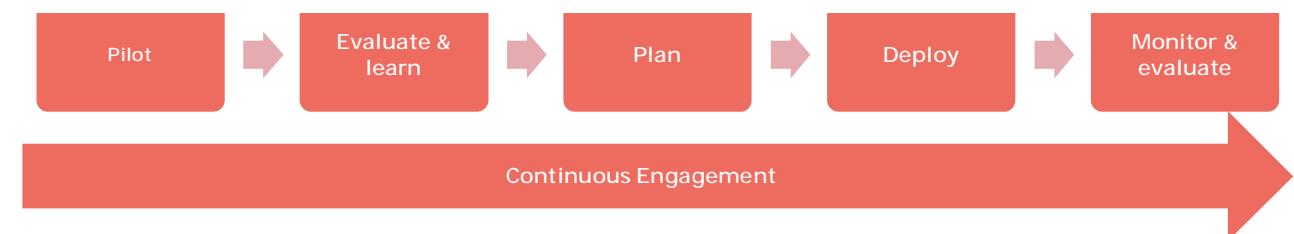
through to eventual deployment and monitoring and evaluation. This approach will ensure that iterative feedback is produced through the period of implementation and that learnings are incorporated early on as they emerge. The frequency of the engagement should reflect the complexity of the framework element being monitored.

The framework outlines the approaches to engagement and dissemination of findings to lead the integration of future mobility into business as usual and support future business plans and cases. The framework is supported by a set of Key Performance Indicators (KPIs) against which progress in achieving the overall strategy vision and objectives could be monitored.

The development of this framework has considered a number of key issues:

- The framework must look forward to what the strategy may need to face in coming years as well as the existing visible trends and trajectories;
- Whilst the strategy will shape future mobility in the area, not all such activity will be under its influence and this wider activity, both within and outside of the South East, needs to be understood to inform future policy setting and intervention development;
- The history of mobility encompasses both success and failure, but recognising and understanding reasons why things fail is vital. There can be positive outputs from failure if it results in lessons that can be applied to bring about improvements and reduced rates of failure in the future or, avoiding repeating previous mistakes;
- Learning and dissemination of findings are at the centre of delivering a future of mobility that benefits every person and every place. To enable this, learning needs to be on an open basis and shared widely;

- Learning from monitoring and evaluation can help to create the conditions for success and support innovation. Capturing data can enable the acceleration of development and move change more quickly to becoming business as usual; and
- Monitoring and evaluation should not simply be about measuring numerical outputs but it should also consider what outcomes and objectives have been achieved and whether the vision has been delivered.

In summary, the Monitoring and Evaluation Framework includes the following modules and elements:

- Monitoring signals, trends and trajectories modules – assessing the progress of the range of changes and challenges that are or may shape the future of mobility and the monitoring of policy and activities across the South East, nationally and globally;
- Early deployment monitoring and evaluation module – assessing the success of the delivery of new modes and service models, and using the findings to support downstream business cases for future intervention;
- Intervention monitoring and evaluation module – assessing the progress and impact of individual interventions contained within the future mobility strategy;
- Strategy evaluation module – based on the monitoring of signals, trends and trajectories and the monitoring and evaluation of the individual interventions, the overall strategy could be evaluated for progress against its objectives; and
- Reporting, dissemination and engagement – providing outputs from the monitoring and evaluation of the strategy, which are shared widely.

Monitoring signals, trends and trajectories module

To inform the ongoing development and implementation of the future mobility strategy and enable the context and focus of the strategy to reflect a continuously updated understanding of contemporary changes and challenges, a number of key issues in the future mobility space could be monitored.

This monitoring could include tracking the key signals, trends and trajectories not only of mobility but those that may affect the people, places and activities which mobility supports. These could be monitored by closely following the constantly evolving issues and global changes such as shock events and environmental, economic and social challenges.

Definitions of signals, trends and trajectories are as follows:

- Signals – early indications of a change or challenge that may affect the mobility eco-system;
- Trends – observable change or challenges that are starting to affect the mobility eco-system;
- Trajectories – changes or challenges that are becoming a stable part of the mobility eco-system; and
- Business as usual – trajectories that have become stable. Future mobility is largely focused on signals, trends and trajectories before they become business as usual. However, business as usual activities may remain in focus if they become influenced or changed by those signals' trends and trajectories.

Using the signals, trends and trajectories approach, key changes and challenges could be monitored and periodically reviewed by Transport for the South East for their transition through the above four stages and the emergence of any new changes or challenges at the beginning (signal) stage of this transitional process.

To do this, a live database of future mobility evidence containing research reports, articles, industry news and other sources should be maintained. As the technical and commercial maturity of each future mobility theme progresses, periodic reviews of the status of each change should be conducted as means of expressing their likely and observed impacts on the mobility ecosystem. These impacts should be observed and reconsidered in the context of the key changes, to identify the emergence of new additions.

The signals, trends and trajectories identified in the future mobility strategy could form the starting point for this monitoring. A summary of the current signals, trends and trajectories are presented below.

A summary of the approach to monitoring and evaluation for the signals, trends and trajectories is provided in the following table.

Table 9 – Summary of signals, trends & trajectories monitoring and evaluation framework

Priority	Medium priority
Lead	Transport for the South East.
Transport for the South East resource requirements	Ongoing officer time (1hr/week). In addition, other officers, partners and stakeholders could feed information into the live database.
Approach	Monitoring of key changes and challenges through ongoing development of a live 'database' of future mobility evidence containing research reports and articles, news, etc. Periodic review of current status of changes and challenges according to the signals, trends, trajectories and business as usual.
Engagement	Future mobility evidence to be a standard item in future mobility forum Agenda and other subject matter forums.
Dissemination	Updates to future mobility shared learning hub as learning developed (widely available and open source). Quarterly updates. Annual report.

'Seven key changes' module

In addition to the signals, trends and trajectories, the six key changes in the DfT's Future of Mobility: Urban Strategy could be monitored by Transport for the South East alongside the additional seventh change (aggregation) identified in the future mobility strategy:

1. Cleaner transport;
2. New modes;
3. Data and connectivity;
4. New business models;
5. Changing attitudes;
6. Automation; and
7. Aggregation.

A summary of the approach to monitoring and evaluation for the seven key changes is provided in the following table.

Table 10 – Summary of seven key changes monitoring & evaluation framework

Priority	Low priority
Lead	Transport for the South East.
Transport for the South East resource requirements	Ongoing officer time (1hr/week). In addition, other officers, partners and stakeholders could feed information into the live database.
Approach	Monitoring of key seven key changes through ongoing development of a live 'database' of future mobility evidence containing research reports and articles, news, academic studies etc. Periodic review of current status of the changes.
Engagement	Future mobility evidence to be a standard item in future mobility forum Agenda and other subject matter forums.
Dissemination	Updates to future mobility shared learning hub as learning developed (widely available and open source). Quarterly updates. Future mobility forum and subject matter forums Annual report.

Service models module

The developments in the service models identified within the future mobility strategy could also be monitored by Transport for the South East, including:

- Ride-sharing;
- Ride-sourcing (sole use);
- Ride-sourcing (shared use);
- Mobility asset sharing;
- MaaS platforms;
- Parking and kerb space management;
- Digital-as-a-mode;
- Operator-focused freight models; and
- Consumer-focused freight models.

A summary of the approach to monitoring and evaluation for the service models is provided in the following table.

Table 11 – Summary of the service models monitoring and evaluation framework

Priority	Lowest priority
Lead	Transport for the South East
Transport for the South East resource requirements	Ongoing officer time (1hr/week). In addition, other officers, partners and stakeholders could feed information into the live database.
Approach	Monitoring of key service models through ongoing development of a live 'database' of future mobility evidence containing research reports and articles, news, academic studies etc. Periodic review of current status of service models.
Engagement	Future mobility evidence to be a standard item in future mobility forum Agenda and other subject matter forums.
Dissemination	Updates to future mobility shared learning hub as learning developed (widely available and open source). Quarterly updates. Future mobility forum and subject matter forums Annual report.

Table 12 – Summary of the policy monitoring and evaluation framework module

Priority	Medium/high priority
Lead	Transport for the South East.
Transport for the South East resource requirements	Ongoing officer time (1hr/week). In addition, other officers, partners and stakeholders could feed information into the live database.
Approach	Monitoring of developments in government policy affecting future mobility. Periodic review of current status of the future mobility strategy's policy context.
Engagement	Future mobility evidence to be a standard item in future mobility forum Agenda and other subject matter forums.
Dissemination	Updates to future mobility shared learning hub as learning developed (widely available and open source). Quarterly updates. Future mobility forum and subject matter forums Annual report.

Public sector policy module

Public sector responses to the signals, trends and trajectories and the seven key changes are reflected in the formulation of policy, therefore this monitoring and evaluation framework includes the tracking of changes in policy. The policy context can either be directive, as a means of realising a vision or policy objective, or it can highlight that technology has outpaced policy. In this instance, a review of policy context might highlight that new regulatory frameworks are needed to manage change effectively, and to prevent undesirable outcomes such as the formation of monopolies or social and economic exclusion from new modes and services. The focus for this element will not simply be on mobility but on the wider environmental, economic, social, spatial, digital and energy policy that influences the mobility eco-system and related policy. A summary of the approach is provided in the following table.

Non-strategy future mobility delivery

As stated earlier, whilst the strategy will shape future mobility in the area, not all future mobility activity will be under the strategy's influence. There may therefore be activity occurring across the South East area which may not be part of the strategy but from which learning may be useful to the strategy and the wider group of stakeholders. The monitoring and evaluation framework therefore include the monitoring and review of future mobility activity across the South East.

It will also be necessary engage widely to understand best practice in how schemes have been implemented elsewhere, what outputs they delivered and how they have been funded. As the first sub-national transport body to adopt a future mobility strategy, Transport for the South East will ensure that this process is reciprocal to ensure a culture of openness, knowledge sharing and innovation across the sector.

A summary of the approach to monitoring and evaluation for the wider future mobility activity is presented in the following table.

Table 13 – Summary of non-strategy delivery monitoring and evaluation approach

Priority	High priority
Lead	Local authorities supported by Transport for the South East.
Transport for the South East resource requirements	Ongoing officer time (1hr/week). Local authorities would collate the information necessary.
Approach	Engage with partner authorities on future mobility delivery occurring in their area and collate information related to each project/programme. Actions taken. Outputs delivered. Delivery team. Approach taken to delivery. Approach taken to funding. Impact on local objectives. Lessons learnt. Periodic review of future mobility delivery across the South East.
Engagement	Direct engagement with individual partner authorities. Future mobility evidence to be a standard item in future mobility forum Agenda and other subject matter forums.
Dissemination	Updates to future mobility shared learning hub as learning developed (widely available and open source). Quarterly updates. Future mobility forum and subject matter forums Annual report. Inputs into future mobility business case guidance.

Early deployment monitoring and evaluation module

The establishment and success of future mobility modes, service models and infrastructure as business as usual across the South East is dependent on early deployment and the learnings gained. This framework therefore includes monitoring and evaluation of the early deployment of modes and service models both through the strategy and those that are independent of it. The framework takes a 'deploy, test, insights and dissemination' approach so that learning from the initial roll out of future mobility can quickly inform further developments. Crucially, this approach should allow information to be gained to support the development of local authority business cases promoting these new modes and service models across the South East.

Due to the scale of information that could be gained from this monitoring, compared to the earlier modules, a monitoring dashboard could be created for each intervention as they come forward for delivery. Each dashboard would have a consistent set of information including:

- Intervention name;
- Definition and scope of intervention – a detailed description and scope of the intervention including specific objectives;
- Specific KPIs and learning goals – Specific KPIs against which the intervention could be monitored (these may be KPIs from the list used for the overall monitoring of the Strategy or developed specifically for an intervention). The KPIs could include non-mobility related elements (see Strategy KPIs below). This should also set out, separately, what the specific learning goals for the intervention could be;
- What monitoring activity is to be undertaken to support the KPIs – what monitoring activity could be undertaken specific to the intervention that could enable progress towards the specific KPIs to be assessed;
- Approach taken to delivery – the overall approach to delivery including project plan, operational, commercial and resource models, governance and accountability, project management, programme and risk management;
- Tasks – specific technical tasks and actions taken at each stage of deployment to deliver the intervention and the current assessment of technical readiness for wider deployment;
- Outputs delivered – what has been delivered by the intervention (e.g. engagement, policy, services, infrastructure, etc);
- Delivery team – who has been involved in the delivery of the intervention including the lead and partner organisations;
- Engagement – approach taken to engagement with partners, stakeholders, users and communities;
- Approach taken to funding – how has funding been secured and deployed
- Performance against KPIs – how has the intervention performed against the KPIs and reasons for divergence;
- Impact on the future mobility strategy vision and objectives – contribution made by the intervention to delivering the strategy specifically against KPIs to measure the objectives;

- Learning affecting the future mobility strategy and other interventions – what learning has been taken and how has or can this be used to influence other interventions and maintain the strategy as an active document; and

- Sharing and dissemination activities – what actions have been taken to disseminate learning to partners and stakeholders via open sources. How has the learning fed into business case development elsewhere across the Transport for the South East area and beyond (i.e. influencing the agenda).

The above approach may need to differ depending on whether the interventions are public or private sector led or funded as private sector stakeholders may deem some of the above information as commercially sensitive. However, where possible, public and private sector delivery should be monitoring using the same approach.

A summary of the approach to monitoring and evaluation for the early deployment of modes is provided below.

Table 14 – Summary of early deployment monitoring and evaluation framework

Priority	High priority
Lead	Delivery leads supported by Transport for the South East.
Transport for the South East resource requirements	Ongoing officer time (1hr/week).
Approach	Engage with partners involved in early deployment of future mobility modes and service models and collate the following information: Actions taken. Outputs delivered. Delivery team. Approach taken to delivery. Approach taken to funding. Impact on local objectives Lessons learnt.
Engagement	Direct engagement with individual partner involved in early deployment.
Dissemination	Updates to future mobility shared learning hub as learning developed (widely available and open source). Quarterly updates. Annual report. Inputs into future mobility business case guidance.

Intervention monitoring and evaluation module

The delivery of interventions within this strategy could be monitored on an ongoing basis to support continuous shaping and refinement of both the strategy itself and future mobility eco-system as a whole across the South East.

Similar to the early deployment monitoring and evaluation, a series of dashboards could be collated for each intervention which outline the relevant aspects to be monitored, such as specific KPIs, approach taken to delivery and outputs etc as outlined above. These dashboards could provide a benchmark for comparison as they mature and transition through the signals, trends trajectories model. A summary of the approach to the intervention monitoring and evaluation is provided below.

Table 15 – Summary of the Intervention and monitoring and evaluation framework

Priority	Highest priority
Lead	Delivery leads supported by Transport for the South East.
Transport for the South East resource requirements	Ongoing officer time (1hr/week).
Approach	Each delivery team to develop monitoring and evaluation dashboard to summarise findings. Dashboards to be updated throughout each project stage as new learning is developed. The dashboards could include the following: Actions taken. Outputs delivered. Delivery team. Approach taken to delivery. Approach taken to funding. Impact on local objectives. Lessons learnt.
Engagement	Direct engagement with intervention delivery teams Future mobility evidence to be a standard item in future mobility forum Agenda and other subject matter forums.
Dissemination	Updates to future mobility shared learning hub as learning developed (widely available and open source). Quarterly updates. Future mobility forum and subject matter forums Annual report. Inputs into future mobility business case guidance.

Monitoring of the interventions should be undertaken continuously, from the earliest deployments of new modes, service models and infrastructure, through to becoming business as usual. This could help to ensure that lessons are learnt and disseminated at each stage of deployment, providing insight for practitioners as they transition through their own delivery programmes.

Strategy evaluation module

The strategy itself could be monitored through the collation of the monitoring dashboards to assess the overall level of delivery compared to the plans. This could be supported by the monitoring of the set of KPIs against which the overall progress of the strategy towards its vision and objectives could be assessed.

An overview dashboard could collate the outputs of the dashboards created for each of the framework elements. As each intervention or framework element is reviewed as part of the processes outlined above, commentary could be provided on the extent to which it has transitioned and evolved. An indication of development could be denoted by a red, amber or green rating to provide a summary showing how each aspect has evolved with respect to the overall level of delivery against a benchmark for each. This benchmark could be determined by the status of the framework element at first review.

The KPIs could provide measurable indications of progress towards the objectives outlined in the future mobility strategy. Together, these supportive indicators measure progress at a more strategic level and are complementary to the more detailed outputs from the dashboards for each framework element. As previously stated, the future mobility strategy must also be cognisant of developments beyond its remit that could impact progression towards achieving the stated visions and objectives. The KPIs could allow Transport for the South East to consider the impacts of the strategy.

The following table presents the draft KPIs for the Strategy:

Table 16 – Strategy KPIs

Objectives (Outcomes)	Outputs
Passenger and freight transport will be decarbonised, achieving net zero by 2050 or earlier, while also delivering reductions in the consumption of energy and resources.	• Carbon emissions from transport. • Zero emission vehicles as a proportion of the public vehicle fleet. • Zero emission HGVs/LGVs as a proportion of the logistics fleet. • Number of publicly available EV charging points. • Number of hydrogen fueling points.
Mobility will have reduced wider environmental impacts and be delivering environmental net gains.	• Vehicle kilometres travelled per year. • Number of private car trips per year. • Household car ownership. • Number of air quality management areas (including levels of NOx and PM_{10} emissions).
Active travel will be the first choice for local journeys, for those who are able, supporting better air quality and the improved wellbeing of communities.	• Active travel journeys per year. • Number of air quality management areas (including levels of NOx and PM_{10} emissions).
Zero emission mass transit will be at the centre of the mobility eco-system, reducing car dependency and ownership.	• Zero emission vehicles as a proportion of the mass transit vehicle fleet. • Mass transit journeys per year.
The connectivity, capacity, efficiency, reliability and resilience of the mobility eco-system will be optimised, making best use of existing assets and investments in services and infrastructure.	• Proportion of population covered by mobility asset sharing, ride-sourcing and ride-sharing systems. • Number of mobility hubs.
Future mobility will be integrated with the established passenger and freight transportation networks, delivering safe, seamless journeys and making planning, using and	• Proportion of population covered by MaaS systems.

paying for mobility simpler and easier.	
Future mobility will be integrated with spatial and economic planning, making high quality people-focused places, securing funding, supporting investment in the region's economy and targeting investment where it is needed most.	• Number of local plans and local transport plans, planning and developing future mobility services and initiatives.
The mobility eco-system will be people-centric and accessible to all, supporting the lives of everyone through integrating the needs of communities and urban and rural places, with policy, modes, services and infrastructure.	• Proportion of the population covered by a mobility credits system (or similar).
Fit for purpose digital connectivity will be universal, improving access to services and reducing the need to travel.	• Percentage of households with >100MB broadband connection. • Percentage of households with >1GB broadband connection.

The information used to monitor these KPIs will require a number of sources to be used including national datasets, local authorities, utilities providers and wider publicly available information.

In addition, the following non-mobility related KPIs have been identified:

• Future mobility pilots or trials undertaken;
• Number of SMEs engaged;
• Number of new future mobility-related jobs created / course places taken up; and
• Future-mobility funding leveraged.

With the analysis from each element of the Monitoring and Evaluation Framework, an overall assessment of the strategy delivery could be made through an assessment of the following questions:

• How have the signals, trends and trajectories, seven key changes, service models and policy changed?
• What is the South East delivering in the field of future mobility?

• What has the strategy delivered?
• What have been the impacts of delivery?
• Are the vision and objectives of the strategy being delivered?
• What are the key lessons learnt from the analysis?
• What impact do the findings have on business cases to support further development of future mobility?

This activity would be led by Transport for the South East supported by partners and stakeholders. The resources required to deliver this could be in the region of 75 hours over the period in which the evaluation and reporting is undertaken leading up to the reporting of the findings.

Reporting and dissemination

Reporting and dissemination of the findings of the monitoring and evaluation will be key to the strategy continuing to facilitate change and deliver future mobility. Whilst some dissemination should be periodic, providing overall longer-term findings, it is imperative that learning is also rapidly distributed around the South East, so that practitioners can be reactive to findings and ensure that there is continuous improvement. Future mobility cannot wait for an annual report, information must be shared continuously. Therefore, the following presents a structure for reporting and dissemination:

• Reporting could be provided through:
  - Future Mobility learning notes – rapidly developed and distributed to stakeholders as and when learning occurs;
  - Ongoing updates to future mobility shared learning hub as learning developed;
  - Quarterly M&E updates;
  - Annual M&E report – 'State of the future of mobility in the South East'; and
  - 'Open source' inputs into future mobility business cases elsewhere.
• Dissemination could be facilitated through
  - Updates via e-mails to stakeholders;
  - A specific section on future mobility on the Transport for the South East website;
  - Future Mobility Forum and subject matter forums; and
  - An annual South East future mobility conference.

The resources needed to provide all these channels of dissemination should be assessed against the number of which modules are delivered and the residual resources available.

Updating the strategy

The field of future mobility is a rapidly changing one with signals often quickly transitioning through trends to trajectories and eventually to business as usual. During the development of this strategy, the world of future mobility changed and it will continue to do so as the strategy is implemented. With such a dynamic area of focus, this is not a strategy that can be fixed and rigid as it would soon be left behind by developments.

The monitoring and evaluation framework, and the engagement that supports it, would ensure that the evidence behind the strategy is continually updated and always contemporary. The process for updating the strategy must therefore reflect both the dynamic nature of its subject and the contemporary evidence.

Providing fixed timescales for a full update to this strategy may not be appropriate. As we saw during 2020 and 2021, major shock events can bring rapid change to many aspects of our lives. However, the rate of change as we move beyond the COVID-19 pandemic is unpredictable. The resulting economic impact of the pandemic may slow some aspects of change and investment decisions as we rebuild and may accelerate others. A key task of the monitoring and evaluation framework will, therefore, be to assess when is the right time to undertake a partial or full review of this strategy.

Appendix A: Bundles

Appendix A: Bundles

Intervention	MEH Bundle	Urban Bundle	Rural Bundle	Remote Rural Bundle
Shared mobility - e-bike	H	M	L	L
Shared mobility - e-scooter	H	M	L	L
Shared mobility - P2W (powered two-wheeler)	H	M	M	L
Shared mobility - peer to peer vehicle sharing	H	H	H	M
Shared mobility - ride-sharing platforms	H	H	H	M
Shared mobility - business to customer vehicle sharing (e.g. car club)	H	H	H	H
Shared mobility - ride-sourcing - 'on-demand private hire/taxi'	H	H	M	M
Shared mobility - digital demand responsive transport (DDRT)	H	H	VH	VH
Automated (and ultimately autonomous) road mass transit	L	L	L	VL
Automated (and ultimately autonomous) FM/LM shuttles	L	L	L	VL
FM/LM delivery robots / shuttles (land-based)	M	M	L	VL
Low level air (drones) - freight	L	L	M	M
Low level air (drones) - passenger	L	L	L	L
Shared mobility - e-cargo bike	H	H	L	L
Digital-as-a-mode communications / services	H	VH	VH	VH
Hubs (mobility / community asset / service)	VH	VH	VH	VH
MaaS platform (including mobility credits and gameification)	H	H	M	L
Digital kerbside management applications	L	L	L	VL
Consolidation centres (regional, urban, micro)	H	M	L	VL
Business to business freight capacity exchanges	H	H	M	M
Business to customer freight capacity exchanges	H	H	M	M
Flexible streetscape	H	M	L	VL
Road space reallocation to future mobility modes e.g. lanes, kerb space	H	M	L	VL
Hydrogen refueling infrastructure (all modes)	M	M	L	L
EV charging infrastructure (all modes)	H	M	M	L

Appendix B: Delivery pathways

Appendix B: Delivery pathways

Intervention title	Major economic hub bundle
Intervention description	The delivery of a bundle of future mobility interventions within the Major Economic Hub areas of the South East. 'High' and 'very high' priority interventions in the MEH areas include: • Shared mobility - e-bike. • Shared mobility - e-scooter. • Shared mobility - P2W (powered two-wheeler). • Shared mobility - peer to peer vehicle sharing. • Shared mobility - ride-sharing platforms. • Shared mobility - business to customer vehicle sharing (e.g. car club). • Shared mobility - ride-sourcing - 'on-demand private hire/taxi'. • Shared mobility - digital demand responsive transport (DDRT). • Shared mobility - e-cargo bike. • Digital-as-a-mode communications / services. • Hubs (mobility / community asset / service). • MaaS platform (including mobility credits and gameification). • Consolidation centres (regional, urban, micro). • Business to business freight capacity exchanges. • Business to customer freight capacity exchanges. • Flexible streetscape. • Road space reallocation to future mobility modes e.g. lanes, kerb space. • EV charging infrastructure (all modes).
Transport for the South East's role	Transport for the South East's role in delivering the bundle will be through leading and assisting in delivering the supporting interventions highlighted in this strategic plan. Local authorities will need to take the lead in delivering any bundles in their areas, but Transport for the South East activities will provide them with information, guidance, support and potentially sources of funding and resources. Transport for the South East will also monitor and evaluate delivery through the future mobility strategy.
Lead organisation and alternative lead	Lead: Local authorities Alternative Lead: Major land owners, developers and holders of portfolios of economic sites
Partners and stakeholder organisations	Partners: • Transport for the South East. • Central Government. • Local authorities. • LEPs. • Other sub-national transport bodies. • Major public sector organisations. • Major transport infrastructure providers.

	• Research orgs, academia, universities and colleges. • User groups. • Utility companies. • Major land owners, developers and holders of portfolios of economic sites. • Mobility operators and service providers. • Third sector mobility providers. • Vehicle and technology manufacturers. Stakeholders: • Professional institutions. • Industry and trade organisations • Utility companies. • Specialist interest groups. • Arts and entertainment. • Other adjacent sectors.
Prioritisation	Priority 2 – Wide-scale delivery.
Locational prioritisation	Typical locations could be: Brighton, Canterbury, Portsmouth, Southampton, Bracknell, Hastings, Gillingham, Reading, Maidenhead, Newbury, Crawley and Wokingham.
Steps to delivery	The steps to deliver the bundles are set out below. However, different interventions, groups of interventions or bundles as a whole, may enter these steps to delivery at different points and, indeed, some interventions may already be undertaking some of these steps. The exact steps to take will need to be defined by each delivery lead and this Strategic Plan cannot be prescriptive as local conditions will vary, including the exact mix of interventions to be delivered in each locally-specific bundle. **Pilot** • Development: undertaking research, feasibility studies, initial design, business case development, piloting, testing. **Evaluate & learn** • Evaluate and learn: information and data collection assessment, engagement and evaluation of interventions and the summarising and dissemination of findings. **Plan** • Policy development: development of specific policies and regulations. • Commissioning: specifying and procuring interventions. • Funding: influencing, enabling, securing or providing funding to support the delivery of interventions. **Deploy** • Delivery: final design, manufacturing, construction, programming, testing and trialing up to initial operation. • Operation: day-to-day operation, management and maintenance of services, modes and infrastructure including the dependencies of energy and digital communications. **Monitor and evaluate** • Monitoring and evaluation: information and data collection assessment, engagement and evaluation of interventions and the summarising and dissemination of findings. • Review: reviewing and updating of the strategy as implementation progresses and as signals, trends and trajectories appear and evolve over time. **Engagement** • Engagement with stakeholders through each step of delivery.

Specific interdependencies	• South East future mobility forum. • Future mobility shared learning hub. • Local future mobility trails. • Future mobility monitoring and evaluation framework. • Ties with national research bodies. • Hubs strategy. • First mile/last mile strategy. • FTZ engagement. • Future of rural mobility forum. • Piloting co-ordination group. • Piloting best practice guidance. • Live eco-system piloting environments. • Piloting sandbox locations. • Piloting monitoring and evaluation framework.
Specific challenges	• Scale and complexity of delivery programme. • Securing funding and resources. • Buy-in from stakeholders and partners. • Attracting and integrating delivery partners. • Impact of COVID-19.
Specific funding opportunities	• Central Government and agency funding including for transport and innovation including periodic bidding opportunities and Innovate UK. • National infrastructure providers. • Transport for the South East if budgets are delegated in future. • Local enterprise partnerships. • Local authority budgets, funding and financing sources covering transport and cross-sectoral areas. • Private sector investment from future mobility technology developers and operators. • Private sector investment from developers (e.g. major residential or commercial development sites).
Transport for the South East resource requirements	• Resources provided in supporting interventions.

Intervention title	Urban area bundle
Intervention description	The delivery of a bundle of future mobility interventions within the urban areas of the South East. 'High' and 'very high' priority interventions in the urban areas include: • Shared mobility - peer to peer vehicle sharing. • Shared mobility - ride-sharing platforms. • Shared mobility - business to customer vehicle sharing (e.g. car club). • Shared mobility - ride-sourcing - 'on-demand private hire/taxi'. • Shared mobility - digital demand responsive transport (DDRT). • Shared mobility - e-cargo bike. • Digital-as-a-mode communications / services. • Hubs (mobility / community asset / service). • MaaS platform (including mobility credits and gameification). • Business to business freight capacity exchanges. • Business to customer freight capacity exchanges.
Transport for the South East's role	Transport for the South East's role in delivering the bundle will be through leading and assisting in delivering the supporting interventions highlighted in this Strategic Plan. Local authorities will need to take the lead in delivering any bundles in their areas but Transport for the South East activities will provide them with information, guidance, support and potentially sources of funding and resources. Transport for the South East will also monitor and evaluate delivery through the future mobility strategy.
Lead organisation and alternative lead	Lead: Local authorities Alternative Lead: major land owners, developers and holders of portfolios of economic sites
Partners and stakeholder organisations	Partners: • Transport for the South East. • Central Government. • Local authorities. • LEPs. • Other sub-national transport bodies. • Major public sector organisations. • Major transport infrastructure providers. • Research orgs, academia, universities and colleges. • User groups. • Utility companies. • Major land owners, developers and holders of portfolios of economic sites. • Mobility operators and service providers. • Third sector mobility providers. • Vehicle and technology manufacturers.

	Stakeholders: • Professional institutions. • Industry and trade organisations • Utility companies. • Specialist interest groups. • Arts and entertainment. • Other adjacent sectors.
Prioritisation	Priority 2 – Wide-scale delivery.
Locational prioritisation	Typical locations could be: Saltdean, Sevenoaks, Cowes, Lewes, Rochester, Windsor, Hungerford, Billingshurst and Twyford.
Steps to delivery	The steps to deliver the bundles are set out below. However, different interventions, groups of interventions or bundles as a whole, may enter these steps to delivery at different points and, indeed, some interventions may already be undertaking some of these steps. The exact steps to take will need to be defined by each delivery lead and this Strategic Plan cannot be prescriptive as local conditions will vary, including the exact mix of interventions to be delivered in each locally-specific bundle. Pilot • Development: undertaking research, feasibility studies, initial design, business case development, piloting, testing. Evaluate & learn • Evaluate and learn: information and data collection assessment, engagement and evaluation of interventions and the summarising and dissemination of findings. Plan • Policy development: Development of specific policies and regulations. • Commissioning: specifying and procuring interventions. • Funding: influencing, enabling, securing or providing funding to support the delivery of interventions. Deploy • Delivery: final design, manufacturing, construction, programming, testing and trialing up to initial operation. • Operation: day-to-day operation, management and maintenance of services, modes and infrastructure including the dependencies of energy and digital communications. Monitor and evaluate • Monitoring and evaluation: information and data collection assessment, engagement and evaluation of interventions and the summarising and dissemination of findings. • Review: reviewing and updating of the strategy as implementation progresses and as signals, trends and trajectories appear and evolve over time. Engagement • Engagement with stakeholders through each step of delivery.
Specific interdependencies	• South East future mobility forum. • Future mobility shared learning hub. • Local future mobility trails. • Future mobility monitoring and evaluation framework. • Ties with national research bodies. • Hubs strategy.

	• First mile/last mile strategy.
	• FTZ engagement.
	• Future of rural mobility forum.
	• Piloting co-ordination group.
	• Piloting best practice guidance.
	• Live eco-system piloting environments.
	• Piloting sandbox locations.
	• Piloting monitoring and evaluation framework.
Specific challenges	• Scale and complexity of delivery programme.
	• Securing funding and resources.
	• Buy-in from stakeholders and partners.
	• Attracting and integrating delivery partners.
	• Impact of COVID-19.
Specific funding opportunities	• Central Government and agency funding including for transport and innovation including periodic bidding opportunities and Innovate UK.
	• National infrastructure providers.
	• Transport for the South East if budgets are delegated in future.
	• Local enterprise partnerships.
	• Local authority budgets, funding and financing sources covering transport and cross-sectoral areas.
	• Private sector investment from future mobility technology developers and operators.
	• Private sector investment from developers (e.g. major residential or commercial development sites).
Transport for the South East Resource Requirements	• Resources provided in supporting interventions.

Intervention title	Rural area bundle
Intervention description	The delivery of a bundle of future mobility interventions within the rural areas of the South East.
	'High' and 'very high' priority interventions in the rural areas include:
	• Shared mobility - peer to peer vehicle sharing. • Shared mobility - ride-sharing platforms. • Shared mobility - business to customer vehicle sharing (e.g. car club). • Shared mobility - digital demand responsive transport (DDRT). • Digital-as-a-mode communications / services. • Hubs (mobility / community asset / service).
Transport for the South East's role	Transport for the South East's role in delivering the bundle will be through leading and assisting in delivering the supporting interventions highlighted in this Strategic Plan. Local authorities will need to take the lead in delivering any bundles in their areas but Transport for the South East activities will provide them with information, guidance, support and potentially sources of funding and resources.
	Transport for the South East will also monitor and evaluate delivery through the future mobility strategy.
Lead organisation and alternative lead	Lead: Local authorities.
	Alternative Lead: Major land owners, developers and holders of portfolios of economic sites.
Partners and stakeholder organisations	Partners:
	• Transport for the South East. • Central Government. • Local authorities. • LEPs. • Other sub-national transport bodies. • Major public sector organisations. • Major transport infrastructure providers. • Research orgs, academia, universities and colleges. • User groups. • Utility companies. • Major land owners, developers and holders of portfolios of economic sites. • Mobility operators and service providers. • Third sector mobility providers. • Vehicle and technology manufacturers.
	Stakeholders:
	• Professional institutions. • Industry and trade organisations • Utility companies.

	• Specialist interest groups.
	• Arts and entertainment.
	• Other adjacent sectors.
Prioritisation	Priority 2 – Wide-scale delivery.
Locational prioritisation	Typical locations could be: University of Sussex, Aylesham, Stockbridge, Cranbourne, Rye, High Halstow, Burchett's Green, Goring, Arundel and Finchampstead.
Steps to delivery	The steps to deliver the bundles are set out below. However, different interventions, groups of interventions or bundles as a whole, may enter these steps to delivery at different points and, indeed, some interventions may already be undertaking some of these steps. The exact steps to take will need to be defined by each delivery lead and this Strategic Plan cannot be prescriptive as local conditions will vary, including the exact mix of interventions to be delivered in each locally-specific bundle.

Pilot

• Development: undertaking research, feasibility studies, initial design, business case development, piloting, testing.

Evaluate & learn

• Evaluate and learn: information and data collection assessment, engagement and evaluation of interventions and the summarising and dissemination of findings.

Plan

• Policy development: Development of specific policies and regulations.
• Commissioning: specifying and procuring interventions.
• Funding: influencing, enabling, securing or providing funding to support the delivery of interventions.

Deploy

• Delivery: final design, manufacturing, construction, programming, testing and trialing up to initial operation.
• Operation: day-to-day operation, management and maintenance of services, modes and infrastructure including the dependencies of energy and digital communications.

Monitor and evaluate

• Monitoring and evaluation: information and data collection assessment, engagement and evaluation of interventions and the summarising and dissemination of findings.
• Review: reviewing and updating of the strategy as implementation progresses and as signals, trends and trajectories appear and evolve over time.

Engagement

• Engagement with stakeholders through each step of delivery. |
| Specific interdependencies | • South East future mobility forum.
• Future mobility shared learning hub.
• Local future mobility trails.
• Future mobility monitoring and evaluation framework.
• Ties with national research bodies.
• Hubs strategy.
• First mile/last mile strategy.
• FTZ engagement.
• Future of rural mobility forum. |

	• Piloting co-ordination group.
	• Piloting best practice guidance.
	• Live eco-system piloting environments.
	• Piloting sandbox locations.
	• Piloting monitoring and evaluation framework.
Specific challenges	• Scale and complexity of delivery programme.
	• Securing funding and resources.
	• Buy-in from stakeholders and partners.
	• Attracting and integrating delivery partners.
	• Impact of COVID-19.
Specific funding opportunities	• Central Government and agency funding including for transport and innovation including periodic bidding opportunities (including any coming from the DfT's Future of Mobility: Rural Strategy) and Innovate UK
	• National infrastructure providers.
	• Transport for the South East if budgets are delegated in future
	• Local enterprise partnerships.
	• Local authority budgets, funding and financing sources covering transport and cross-sectoral areas.
	• Private sector investment from future mobility technology developers and operators.
	• Private sector investment from developers (e.g. major residential or commercial development sites).
Transport for the South East Resource Requirements	• Resources provided in supporting interventions.

Intervention title	Remote rural area bundle
Intervention description	The delivery of a bundle of future mobility interventions within the Major Economic Hub areas of the South East. 'High' and 'very high' priority interventions in the remote rural areas include: • Shared mobility - business to customer vehicle sharing (e.g. car club) • Shared mobility - digital demand responsive transport (DDRT). • Digital-as-a-mode communications / services. • Hubs (mobility / community asset / service).
Transport for the South East's role	Transport for the South East's role in delivering the bundle will be through leading and assisting in delivering the supporting interventions highlighted in this Strategic Plan. Local authorities will need to take the lead in delivering any bundles in their areas but Transport for the South East activities will provide them with information, guidance, support and potentially sources of funding and resources. Transport for the South East will also monitor and evaluate delivery through the future mobility strategy.
Lead organisation and alternative lead	Lead: Local authorities. Alternative Lead: Major land owners, developers and holders of portfolios of economic sites.
Partners and stakeholder organisations	Partners: • Transport for the South East. • Central Government. • Local authorities. • LEPs. • Other sub-national transport bodies. • Major public sector organisations. • Major transport infrastructure providers. • Research orgs, academia, universities and colleges. • User groups. • Utility companies. • Major land owners, developers and holders of portfolios of economic sites. • Mobility operators and service providers. • Third sector mobility providers. • Vehicle and technology manufacturers. Stakeholders: • Professional institutions. • Industry and trade organisations • Utility companies. • Specialist interest groups. • Arts and entertainment. • Other adjacent sectors.

Prioritisation	Priority 2 – Wide-scale delivery.
Locational prioritisation	Areas and settlements in the South Downs National Park, Surrey Hills AONB, North Wessex Downs AONB, Chiltern Hills AONB, High Weald AONB and Kent Downs AONB.
Steps to delivery	The steps to deliver the bundles are set out below. However, different interventions, groups of interventions or bundles as a whole, may enter these steps to delivery at different points and, indeed, some interventions may already be undertaking some of these steps. The exact steps to take will need to be defined by each delivery lead and this Strategic Plan cannot be prescriptive as local conditions will vary, including the exact mix of interventions to be delivered in each locally-specific bundle. Pilot • Development: undertaking research, feasibility studies, initial design, business case development, piloting, testing. Evaluate & Learn • Evaluate and learn: information and data collection assessment, engagement and evaluation of interventions and the summarising and dissemination of findings. Plan • Policy development: Development of specific policies and regulations • Commissioning: specifying and procuring interventions. • Funding: influencing, enabling, securing or providing funding to support the delivery of interventions. Deploy • Delivery: final design, manufacturing, construction, programming, testing and trialing up to initial operation. • Operation: day-to-day operation, management and maintenance of services, modes and infrastructure including the dependencies of energy and digital communications. Monitor and evaluate • Monitoring and evaluation: information and data collection assessment, engagement and evaluation of interventions and the summarising and dissemination of findings. • Review: reviewing and updating of the strategy as implementation progresses and as signals, trends and trajectories appear and evolve over time. Engagement • Engagement with stakeholders through each step of delivery.
Specific interdependencies	• South East future mobility forum. • Future mobility shared learning hub. • Local future mobility trails. • Future mobility monitoring and evaluation framework. • Ties with national research bodies. • Hubs strategy. • First mile/last mile strategy. • FTZ engagement. • Future of rural mobility forum. • Piloting co-ordination group. • Piloting best practice guidance. • Live eco-system piloting environments.

	• Piloting sandbox locations.
	• Piloting monitoring and evaluation framework.
Specific challenges	• Scale and complexity of delivery programme.
	• Securing funding and resources.
	• Buy-in from stakeholders and partners.
	• Attracting and integrating delivery partners.
	• Impact of COVID-19.
Specific funding opportunities	• Central Government and agency funding including for transport and innovation including periodic bidding opportunities (including any coming from the DfT's Future of Mobility: Rural Strategy) and Innovate UK.
	• National infrastructure providers.
	• Transport for the South East if budgets are delegated in future.
	• Local enterprise partnerships.
	• Local authority budgets, funding and financing sources covering transport and cross-sectoral areas.
	• Private sector investment from future mobility technology developers and operators.
	• Private sector investment from developers (e.g. major residential or commercial development sites).
Transport for the South East Resource Requirements	• Resources provided in supporting interventions.
Intervention title	South East future mobility forum
Intervention description	Transport for the South East to lead a Future Mobility forum for the South East to bring together key public and private sector players from across transport and adjacent sectors. The overarching Future Mobility forum will inform and guide tasks and discussion within each mode/industry specific forum -such as tasks relating to the seven Future Mobility changes.
Transport for the South East's role	Transport for the South East will lead the establishment of the Forum and chair it although this leadership could be rotated around the local authorities to reduce calls on Transport for the South East resources.
	Transport for the South East will also monitor and evaluate delivery through the future mobility strategy.
Lead organisation and alternative lead	Lead: Transport for the South East.
	Alternative Lead: Central Government.
Partners and stakeholder organisations	Partners:
	• No partner affiliates.
	Stakeholders:
	• Central Government.
	• Local authorities.
	• LEPs.
	• Other sub-national transport bodies.
	• Major public sector organisations.
	• Major transport infrastructure providers.
	• Research organisations, academia, universities and colleges.

	• Professional institutions.
	• User groups.
	• Industry and trade organisations
	• Utility companies.
	• Major landowners, developers and holders of portfolios of economic sites.
	• Mobility operators and service providers.
	• Third sector mobility providers.
	• Vehicle and technology manufacturers.
	• Specialist interest groups.
	• Arts and entertainment.
	• Other adjacent sectors.
Prioritisation	Priority 1 – Foundations.
Locational prioritisation	N/A covers all of the South East.
Steps to delivery	• Engage future mobility strategy steering group. • Agree terms of reference and attendees. • Set up and operate future mobility forum. • Monitor and evaluate intervention.
Specific interdependencies	• Interdependencies with all other interventions.
Specific challenges	• Resources and funding. • Openness and collaborative culture and information sharing.
Specific funding opportunities	Funding to support the organisation and hosting of forum meetings: • Transport for the South East. • Local authorities. • Other stakeholders.
Transport for the South East Resource Requirements	• Transport for the South East Future Mobility Officer (ongoing 2hrs/week).

Intervention title	Future mobility shared learning hub
Intervention description	The future mobility shared learning hub will be used as a common location for information, learning and best practice relating to future mobility. This will be a virtual platform for collating and disseminating learning with partners and stakeholders across the South East. It will encourage partners (public & private) involved in future mobility to share knowledge with other partners that are seeking to develop their own future mobility deployments. There are opportunities to use the Local Authority Mobility Platform, which is being developed by TS Catapult, as the basis for this shared learning hub; though this is still in development and is seeking funding for next steps.
Transport for the South East's role	Transport for the South East will lead the development of the shared learning hub and will act as a coordinator to promote openness and collaboration between public and private partners. Transport for the South East will also monitor and evaluate delivery through the future mobility strategy.
Lead organisation and alternative lead	Lead: Transport for the South East. Alternative Lead: Central Government.
Partners and stakeholder organisations	Partners: • Central Government. • Local authorities. • LEPs. • Major transport infrastructure providers. • Research orgs, academia, universities and colleges. • Utility companies. • Mobility operators and service providers. • Third sector mobility providers. • Vehicle and technology manufacturers. • Arts and entertainment. Stakeholders: • Other sub-national transport bodies. • Major public sector organisations. • Professional institutions. • User groups. • Industry and trade organisations • Major landowners, developers and holders of portfolios of economic sites. • Specialist interest groups.
Prioritisation	Priority 1 – Foundations.
Locational prioritisation	N/A covers all of the South East.
Steps to delivery	• Engage South East future mobility forum. • Set up working group to develop hub with procured resources where necessary.

	• Engage with stakeholders.
	• Develop hub proposal.
	• Engage on proposals.
	• Business case and secure funding.
	• Develop hub.
	• Launch hub.
	• Ongoing hub management.
	• Monitor and evaluate intervention.
Specific interdependencies	• South East future mobility forum.
	• Local future mobility trails.
	• Future mobility M&E framework.
	• Ties with national research bodies.
Specific challenges	• Resources and funding.
	• Openness and collaborative culture and information sharing.
Specific funding opportunities	Funding to develop and operate the hub:
	• Transport for the South East.
	• Local authorities.
	• Other stakeholders.
Transport for the South East Resource Requirements	• Transport for the South East Future Mobility Officer (ongoing 2hrs/week).

Intervention title	Future propulsion strategy
Intervention description	The strategy, covering electrified powertrains (both electric and hydrogen propulsion) should define the outcomes which Transport for the South East are aiming to achieve (with the focus on customers), set out priorities and a high-level plan to achieve them. Minimum levels of publicly available EV charging provision for different spatial areas and major highway corridors across the area should be stipulated.
	Role of key actors should also be outlined (e.g. role of mass transit operators/major logistics organisations in fleet decarbonisation).
Transport for the South East's role	Transport for the South East will lead the development of the strategy including specifying the scope, setting up a working group, procuring consultancy support (if needed) and steering the delivery of recommendations (albeit with many recommendations likely to be delivered by stakeholders).
	Transport for the South East will also monitor and evaluate delivery through the future mobility strategy.
Lead organisation and alternative lead	Lead: Transport for the South East
	Alternative Lead: Local authorities
Partners and stakeholder organisations	Partners:
	• Central Government.
	• Local authorities.
	• LEPs.
	• Major transport infrastructure providers.
	• User groups.
	• Industry and trade organisations
	• Utility companies.
	• Mobility operators and service providers.
	• Third sector mobility providers.
	• Vehicle and technology manufacturers.
	Stakeholders:
	• Major public sector organisations.
	• Major landowners, developers and holders of portfolios of economic sites.
Prioritisation	Priority 1 – Foundations.
Locational prioritisation	N/A covers all of the South East.
Steps to delivery	• Engage with South East future mobility forum.
	• Scope study work.
	• Set up working group to steer study work.
	• Procure resources where necessary.
	• Undertake study work.
	• Draft Strategy.

	• Final Strategy.
	• Launch.
	• Implement and update other policies and strategies where appropriate.
	• Monitor and evaluate intervention.
Specific interdependencies	• South East future mobility forum.
	• Local electricity gird upgrades.
	• Heavy duty use case electrification infrastructure.
	• Future mobility integration of major sites and assets.
	• Integration of transport, energy and digital communications strategy.
	• EV policy integration.
Specific challenges	• Stakeholder engagement and adoption.
	• Funding and resources.
Specific funding opportunities	Funding to develop the strategy:
	• Transport for the South East.
	• Local authorities.
Transport for the South East Resource Requirements	• Transport for the South East Future Mobility Officer (3hrs/week during project).
	• Procured consultancy support where necessary (approx. £40k).

Intervention title	Local electricity grid upgrades
Intervention description	Engage with central Government to provide funding to support local grid upgrades and implementation of EV infrastructure in the area.
Transport for the South East's role	Transport for the South East will partner local authorities to engage with central Government to provide funding and engage with infrastructure and development stakeholders. Transport for the South East will also monitor and evaluate delivery through the future mobility strategy.
Lead organisation and alternative lead	Lead: Local authorities. Alternative Lead: Transport for the South East.
Partners and stakeholder organisations	Partners: • Central Government. • Transport for the South East. • LEPs. • Major transport infrastructure providers. • Utility companies. • Major landowners, developers and holders of portfolios of economic sites. Stakeholders: • Major public sector organisations. • Industry and trade organisations
Prioritisation	Priority 3 – Ongoing delivery
Locational prioritisation	N/A covers all of the South East
Steps to delivery	• Engage Transport for the South East future mobility forum and local energy forums. • Local authorities to engage with industry stakeholders. • Local authorities to understand their future energy network needs. • Local authorities to identify level of investment needed to support future needs. • Monitor and evaluate intervention.
Specific interdependencies	• South East future mobility forum. • Future propulsion strategy. • Heavy duty use case electrification infrastructure. • Future mobility integration of major sites and assets. • Integration of transport, energy and digital communications strategy. • EV policy integration.
Specific challenges	• Securing funding and resources. • Programming to meet demand.

	• Grid capacity constraints.
Specific funding opportunities	Funding to deliver the upgrades: • Central Government. • LEPs. • Local authorities. • Network operators • Developers.
Transport for the South East Resource Requirements	• Transport for the South East Future Mobility Officer (ongoing 1hr/week)

Intervention title	Heavy duty use case electrification infrastructure
Intervention description	Local authority-led engagement to secure funding to support infrastructure for electrified propulsion in heavy duty uses cases (e.g. freight and mass transit).
Transport for the South East's role	Transport for the South East will partner local authorities to engage with central Government to provide funding and engage with infrastructure and development stakeholders. Transport for the South East will also monitor and evaluate delivery through the future mobility strategy.
Lead organisation and alternative lead	Lead: Local authorities. Alternative Lead: Transport for the South East.
Partners and stakeholder organisations	Partners: • Central Government. • LEPs. • Major transport infrastructure providers. • Utility companies. • Major landowners, developers and holders of portfolios of economic sites. Stakeholders: • Major public sector organisations. • Industry and trade organisations
Prioritisation	Priority 3 – Ongoing delivery.
Locational prioritisation	N/A covers all of the South East.
Steps to delivery	• Engage Transport for the South East future mobility forum. • Local authorities to engage with industry stakeholders. • Local authorities to understand their future energy network needs for heavy duty needs. • Local authorities to identify level of investment needed to support future needs. • Monitor and evaluate intervention.
Specific interdependencies	• South East future mobility forum. • Future propulsion strategy. • Local electricity grid upgrades. • Future mobility integration of major sites and assets. • Integration of transport, energy and digital communications strategy. • EV policy integration.
Specific challenges	• Securing funding and resources. • Programming to meet demand. • Grid capacity constraints.

Specific funding opportunities	Funding to deliver the upgrades: • Central Government. • Local authorities. • Network operators. • Developers.
Transport for the South East Resource Requirements	• Transport for the South East Future Mobility Officer (1hr/week).

Intervention title	Local future mobility trails
Intervention description	Supporting and encouraging partner authorities to participate in trials/projects across different geographies to test various future mobility models in order to collate evidence as to their efficacy.
	Where data or lessons are drawn, this intervention will help to ensure that knowledge sharing is undertaken across all authorities so that all partners benefit. Furthermore, it will seek to learn from best practice/lessons learnt elsewhere, such as the Future Transport Zones outside of the Transport for the South East area.
Transport for the South East's role	Transport for the South East will partner support and encourage partner authorities through the development of other supporting interventions.
	Transport for the South East will also monitor and evaluate delivery through the future mobility strategy.
Lead organisation and alternative lead	Lead: Local authorities.
	Alternative Lead: Transport for the South East.
Partners and stakeholder organisations	Partners: • Transport for the South East. • LEPs. • Major transport infrastructure providers. • Research orgs, academia, universities and colleges. • Major landowners, developers and holders of portfolios of economic sites. • Mobility operators and service providers. • Third sector mobility providers. • Vehicle and technology manufacturers. Stakeholders: • Central Government. • Major public sector organisations. • User groups. • Industry and trade organisations. • Utility companies. • Specialist interest groups. • Arts and entertainment. • Other adjacent sectors.
Prioritisation	Priority 3 – Ongoing delivery.
Locational prioritisation	N/A covers all of the South East.
Steps to delivery	• Monitor and evaluate intervention.

Specific interdependencies	• Future mobility shared learning hub. • South East future mobility forum. • Future mobility M&E framework. • Future mobility Integration into major sites and assets. • FTZ Engagement. • Future of rural mobility forum. • Piloting co-ordination group. • Piloting best practice guidance. • Live eco-system piloting environments. • Piloting sandbox locations. • Piloting monitoring and evaluation framework. • Identification of piloting use cases
Specific challenges	• Resource and funding. • Unintended consequences of trials. • Regulatory approval
Specific funding opportunities	Funding for local trials: • Central Government and agency funding including for transport and innovation including periodic bidding opportunities (including any coming from the DfT's Future of Mobility: Rural Strategy) and Innovate UK. • National infrastructure providers. • Transport for the South East if budgets are delegated in future. • Local enterprise partnerships. • Local authority budgets, funding and financing sources covering transport and cross-sectoral areas. • Private sector investment from future mobility technology developers and operators. • Private sector investment from developers (e.g. major residential or commercial development sites).
Transport for the South East Resource Requirements	• Transport for the South East Future Mobility Officer (2hr/week).

Intervention title	Future mobility monitoring and evaluation framework
Intervention description	Developing a framework to encourage active, ongoing monitoring and evaluation of future mobility models in the South East. The framework encourages not only key performance metrics but also captures learning, insights and other information which could be useful to help other local authorities develop future business cases.
Transport for the South East's role	Transport for the South East to development monitoring and evaluation framework with engagement with partners and stakeholders. Transport for the South East will also monitor and evaluate delivery through the future mobility strategy.
Lead organisation and alternative lead	Lead: Transport for the South East. Alternative Lead: Local authorities.
Partners and stakeholder organisations	Partners: • Local authorities. • Research orgs, academia, universities and colleges. Stakeholders: • Central Government. • LEPs. • Major transport infrastructure providers. • User groups. • Industry and trade organisations • Utility companies. • Major landowners, developers and holders of portfolios of economic sites. • Mobility operators and service providers. • Third sector mobility providers. • Vehicle and technology manufacturers. • Specialist interest groups • Arts and entertainment.
Prioritisation	Priority 1 – Foundations.
Locational prioritisation	N/A covers all of the South East.
Steps to delivery	• Engage South East future mobility forum. • Set up working group to develop framework with procured resources where necessary. • Engage with stakeholders including DfT. • Develop proposals. • Agree framework with South East future mobility forum. • Deploy framework. • Monitor and evaluate intervention.

Specific interdependencies	• Shared learning hub. • South East future mobility forum. • Local future mobility trails. • Local authority future mobility behavioural change. • Ties with national research bodies. • Future of rural mobility forum.
Specific challenges	• Data collection limitations, siloed data etc. • Cost of data collection and processing. • Location of beneficiaries. • Limited uptake of M&E results.
Specific funding opportunities	Funding to develop the framework and undertake ongoing M&E work: • Transport for the South East. • Local authorities.
Transport for the South East Resource Requirements	• Ongoing Officer time (1hr/week). • Transport for the South East Future Mobility Officer (2hrs/week during project). • Procured consultancy support where necessary (approx. £20k).

Intervention title	Local authority future mobility behavioural change
Intervention description	Local authorities will work together develop formulate guidance to develop and implement a range of policy and funding tools to build in future mobility into their behavioural change and demand management programmes.
Transport for the South East's role	Transport for the South East will partner local authorities in steering a consistent approach across the South East. Transport for the South East will also monitor and evaluate delivery through the future mobility strategy.
Lead organisation and alternative lead	Lead: Local authorities. Alternative Lead: Transport for the South East.
Partners and stakeholder organisations	Partners: • Transport for the South East. Stakeholders: • User groups. • Industry and trade organisations • Utility companies. • Major landowners, developers and holders of portfolios of economic sites. • Mobility operators and service providers. • Third sector mobility providers. • Vehicle and technology manufacturers. • Specialist interest groups. • Arts and entertainment.
Prioritisation	Priority 2 – Wide-scale delivery.
Locational prioritisation	N/A covers all of the South East.
Steps to delivery	• Engage with South East future mobility forum. • Develop local authority working group. • Research and develop policy and funding tools. • Integrate tools into policies and programmes. • Develop business cases and secure funding. • Implement tools. • Monitor and evaluate tools. • Review by working group. • Monitor and evaluate intervention.
Specific interdependencies	• Future mobility M&E framework. • Future mobility shared learning hub.

	• South East future mobility forum. • Ties with national research bodies. • Hubs strategy. • Future of rural mobility forum.
Specific challenges	• Local authority knowledge and skills. • Funding and resources for delivery. • Locked-in car dependence. • Cultural barriers to behavioural change.
Specific funding opportunities	Funding for development and delivering programmes.: • Central Government. • Local authorities. • Developers.
Transport for the South East Resource Requirements	• Transport for the South East Future Mobility Officer (0.5hrs/week).

Intervention title	Future mobility integration into major sites and assets
Intervention description	Engagement with influential property portfolio and major asset owners who will have commercial interests in trialing new modes, service models and infrastructure across their estates (e.g. airports, logistics, business parks).
Transport for the South East's role	Transport for the South East will lead engagement in partnership with LEPs and local authorities.
	Transport for the South East will also monitor and evaluate delivery through the future mobility strategy.
Lead organisation and alternative lead	Lead: Transport for the South East.
	Alternative Lead: LEPs.
Partners and stakeholder organisations	Partners:
	• Local authorities.
	• LEPs.
	• Major public sector organisations.
	• Major landowners, developers and holders of portfolios of economic sites.
	Stakeholders:
	• Major transport infrastructure providers.
	• Utility companies.
	• Mobility operators and service providers.
	• Third sector mobility providers.
	• Other adjacent sectors.
Prioritisation	Priority 3 – Ongoing delivery.
Locational prioritisation	N/A covers all of the South East.
Steps to delivery	• Engage with South East future mobility forum.
	• Engage with major property stakeholders.
	• Local authorities to consider Future mobility in their planning policies.
	• Monitor and evaluate intervention.
Specific interdependencies	• South East future mobility forum.
	• Local electricity grid upgrades.
	• Heavy duty use case electrification infrastructure.
	• Local future mobility trails.
Specific challenges	• Little commercial interest in disruptive trials that could affect service offering.
	• Cost and resources.
	• Stakeholders may not have relevant expertise that could lead engagement with Transport for the South East.

Specific funding opportunities	Funding for staff and materials: • Transport for the South East. • LEPs. • Local authorities.
Transport for the South East Resource Requirements	• Ongoing Transport for the South East Future Mobility Officer (2hrs/week).

Intervention title	Ties with national research bodies
Intervention description	Develop strong ties with DfT, Innovate UK and other research bodies so that research, trials and early stage deployments consider the specific needs of the networks and customers in the Transport for the South East area.
Transport for the South East's role	Transport for the South East will lead engagement with national research bodies but provide linkages to local authorities to expand those ties and bring consistency across the South East. Transport for the South East will also monitor and evaluate delivery through the future mobility strategy.
Lead organisation and alternative lead	Lead: Transport for the South East. Alternative Lead: Local authorities.
Partners and stakeholder organisations	Partners: • Local authorities. • Research orgs, academia, universities and colleges. • Arts and entertainment. Stakeholders: • No affiliate stakeholders.
Prioritisation	Priority 1 – Foundations.
Locational prioritisation	Not location specific.
Steps to delivery	• Engage with South East future mobility forum. • Contact research bodies. • Invite research bodies to South East future mobility forum. • Engage with research bodies on future mobility strategy interventions. • Monitor and evaluate intervention.
Specific interdependencies	• Future mobility shared learning hub. • South East future mobility forum. • Local future mobility trails. • Future mobility M&E framework. • Future of rural mobility forum. • FTZ engagement.
Specific challenges	• Ensuring symmetry in contributions across the South East. • Scale of resources across partners.
Specific funding opportunities	Funding for staff and materials: • Transport for the South East.

	• Local authorities.
Transport for the South East Resource Requirements	• Ongoing Transport for the South East Future Mobility Officer (2hrs/week).

Intervention title	Integration of transport, energy and digital communications strategy
Intervention description	Setting a vision and strategy for interaction and integration of transport, energy and digital across the South East with local authorities leading on the integration within their policies.
Transport for the South East's role	Transport for the South East with partners to set the vision and strategy with local authorities embedding this within their own policies.
	Transport for the South East will also monitor and evaluate delivery through the future mobility strategy.
Lead organisation and alternative lead	Lead: Transport for the South East.
	Alternative Lead: Local enterprise partnerships.
Partners and stakeholder organisations	Partners: • Local authorities. • LEPs. Stakeholders: • Central Government. • Major public sector organisations. • Major transport infrastructure providers. • Professional institutions. • User groups. • Industry and trade organisations • Utility companies. • Major land owners, developers and holders of portfolios of economic sites. • Mobility operators and service providers. • Third sector mobility providers. • Vehicle and technology manufacturers. • Specialist interest groups. • Arts and entertainment. • Other adjacent sectors.
Prioritisation	Priority 2 –Wide-scale delivery.
Locational prioritisation	N/A covers all of the South East.
Steps to delivery	• Engage with South East future mobility forum. • Scope study work. • Set up working group to steer study work. • Procure resources where necessary. • Undertake study work.

	• Draft Strategy.
	• Final Strategy.
	• Launch.
	• Local authorities and stakeholders to implement and update other policies and strategies where appropriate.
	• Monitor and evaluate intervention.
Specific interdependencies	• South East future mobility forum.
	• Future mobility shared learning hub.
	• Future propulsion strategy.
	• Future of rural mobility forum.
Specific challenges	• Local authority resources.
	• Local authority knowledge and skills.
	• Local political buy-in.
	• Policy programmes.
Specific funding opportunities	Resources to undertake initial work and then implement policies and strategies.
	• Transport for the South East.
	• LEPs.
	• Local authorities.
Transport for the South East Resource Requirements	• Ongoing Transport for the South East Future Mobility Officer (1hrs/week).
	• Transport for the South East officer time during project (2hrs/week).
	• Procured consultancy support (approx. £20k).

Intervention title	Hubs strategy
Intervention description	Develop a Hubs strategy for the Transport for the South East area with associated guidance and toolkit. Having a strategy will provide a consistency of approach across the area.
	The strategy should define the outcomes which Transport for the South East are aiming to achieve, focused on customers, set out priorities and clear evaluation criteria. Roles of key actors should also be outlined.
Transport for the South East's role	Transport for the South East will lead the development of the strategy including specifying the scope, setting up a working group, procuring consultancy support (if needed) and steering the delivery of recommendations (albeit with many recommendations likely to be delivered by stakeholders).
	Transport for the South East will also monitor and evaluate delivery through the future mobility strategy.
Lead organisation and alternative lead	Lead: Transport for the South East.
	Alternative Lead: Local authorities.
Partners and stakeholder organisations	Partners:
	• Local authorities.
	Stakeholders:
	• LEPs.
	• Major public sector organisations.
	• Major transport infrastructure providers.
	• User groups.
	• Industry and trade organisations
	• Utility companies.
	• Major landowners, developers and holders of portfolios of economic sites.
	• Mobility operators and service providers.
	• Third sector mobility providers.
	• Vehicle and technology manufacturers.
	• Specialist interest groups.
	• Other adjacent sectors.
Prioritisation	Priority 2 –Wide-scale delivery.
Locational prioritisation	N/A covers all of the South East.
Steps to delivery	• Engage with South East future mobility forum.
	• Scope study work.
	• Set up working group to steer study work.
	• Procure resources where necessary.
	• Undertake study work.
	• Draft strategy.

	• Final strategy.
	• Launch.
	• Implement and update other policies and strategies where appropriate.
	• Monitor and evaluate intervention.
Specific interdependencies	• FMLM strategy.
	• Future mobility shared learning hub.
	• South East future mobility forum.
	• Local future mobility trails.
	• Future mobility M&E framework.
	• Local authority future mobility behavioural change.
	• Future mobility Integration into major sites and assets.
	• Future of rural mobility forum.
Specific challenges	• Stakeholder engagement and adoption.
	• Funding and resources.
Specific funding opportunities	Funding to undertake strategy work:
	• Transport for the South East.
	• Local authorities.
Transport for the South East Resource Requirements	• Ongoing Transport for the South East Future Mobility Officer (2hrs/week).
	• Transport for the South East officer time during project (3hrs/week).
	• Procured consultancy support (approx. £40k).

Intervention title	First mile/last mile strategy
Intervention description	Develop a First Mile/Last Mile Strategy for the Transport for the South East area (inclusive of micro-mobility and active travel modes).
	Having a strategy will provide consistency across the area through harmonised approaches and the agreement of common goals.
	The strategy should define the outcomes which Transport for the South East are aiming to achieve (e.g. set minimum levels of provision for first/last mile modes at mass transit stops/stations), focused on customers, set out priorities and have clear evaluation criteria. The role of key actors should also be outlined.
Transport for the South East's role	Transport for the South East will lead the development of the strategy including specifying the scope, setting up a working group, procuring consultancy support (if needed) and steering the delivery of recommendations (albeit with many recommendations likely to be delivered by stakeholders).
	Transport for the South East will also monitor and evaluate delivery through the future mobility strategy.
Lead organisation and alternative lead	Lead: Transport for the South East.
	Alternative Lead: Local authorities.
Partners and stakeholder organisations	Partners:
	• Local authorities.
	Stakeholders:
	• LEPs.
	• Major public sector organisations.
	• Major transport infrastructure providers.
	• User groups.
	• Industry and trade organisations
	• Major landowners, developers and holders of portfolios of economic sites.
	• Mobility operators and service providers .
	• Third sector mobility providers.
	• Vehicle and technology manufacturers.
	• Specialist interest groups.
	• Other adjacent sectors.
Prioritisation	Priority 2 – Wide-scale delivery.
Locational prioritisation	N/A covers all of the South East.
Steps to delivery	• Engage with South East future mobility forum.
	• Scope study work.
	• Set up working group to steer study work.
	• Procure resources where necessary.
	• Undertake study work.
	• Draft strategy.

	• Final strategy.
	• Launch.
	• Implement and update other policies and strategies where appropriate.
	• Monitor and evaluate intervention.
Specific interdependencies	• Hubs strategy.
	• FMLM strategy.
	• Future mobility shared learning hub.
	• South East future mobility forum.
	• Local future mobility trails.
	• Future mobility M&E framework.
	• Local authority future mobility behavioural change.
	• Future mobility Integration into major sites and assets.
	• Future of rural mobility forum.
Specific challenges	• Stakeholder engagement and adoption.
	• Funding and resources.
Specific funding opportunities	Funding to undertake strategy work:
	• Transport for the South East.
	• Local authorities.
Transport for the South East Resource Requirements	• Ongoing Transport for the South East Future Mobility Officer (2hrs/week).
	• Transport for the South East officer time during project (3hrs/week).
	• Procured consultancy support (approx. £40k).

Intervention title	EV policy integration
Intervention description	Local authorities to incorporate support for EVs into a range of policies e.g. Traffic regulation orders, parking tariffs, residential parking zones and charges, EV only infrastructure, etc. Ensure effective policy monitoring and evaluation is undertaken.
Transport for the South East's role	Transport for the South East will encourage partner local authorities to engage with the intervention. Transport for the South East will also monitor and evaluate delivery through the future mobility strategy.
Lead organisation and alternative lead	Lead: Local authorities. Alternative Lead:
Partners and stakeholder organisations	Partners: · Transport for the South East. · LEPs. Stakeholders: • Central Government. • Major public sector organisations. • Major transport infrastructure providers. • User groups. • Industry and trade organisations • Utility companies. • Major landowners, developers and holders of portfolios of economic sites. • Mobility operators and service providers . • Third sector mobility providers. • Specialist interest groups.
Prioritisation	Priority 3 – Ongoing delivery.
Locational prioritisation	N/A covers all of the South East.
Steps to delivery	• Engage with South East future mobility forum. • Transport for the South East engage with local authorities. • Local authorities to review their policies to identify areas where policies can be changed to support the adoption of electrified mobility. • Local authorities to develop new policies. • Where necessary develop business cases and secure funding. • Adopt and operate policies. • Monitor and evaluate intervention.
Specific interdependencies	• South East future mobility forum. • Future propulsion strategy.

	• Future mobility integration into economic, spatial and transport policy.
Specific challenges	• Local authority funding and resources both to deliver policy and to support specific policies (e.g. budget impacts of reducing charges for EV drivers).
	• Integration of policy with local authority operations.
Specific funding opportunities	Resources to undertake initial work and then implement policies and strategies.
	• Central Government.
	• Transport for the South East.
	• Local authorities.
Transport for the South East Resource Requirements	• Ongoing Transport for the South East Future Mobility Officer (1hr/week).

Intervention title	Future mobility integration into economic, spatial and transport policy
Intervention description	Undertake engagement with local authorities and their economic, planning and transport teams in order to integrate future mobility into related policy.
Transport for the South East's role	Engage with local authorities about future mobility concepts and how they can support and be integrated into wider policy themes. Transport for the South East will also monitor and evaluate delivery through the future mobility strategy.
Lead organisation and alternative lead	Lead: Local authorities. Alternative Lead: Transport for the South East.
Partners and stakeholder organisations	Partners: • LEPs • Professional institutions. Stakeholders: • Central Government. • Major public sector organisations. • Major transport infrastructure providers. • User groups. • Industry and trade organisations • Utility companies. • Major landowners, developers and holders of portfolios of economic sites. • Mobility operators and service providers. • Third sector mobility providers. • Vehicle and technology manufacturers. • Specialist interest groups. • Arts and entertainment. • Other adjacent sectors.
Prioritisation	Priority 3 – Ongoing delivery.
Locational prioritisation	N/A covers all of the South East.
Steps to delivery	• Engage South East future mobility forum. • Engage with local authority leadership. • Identify and provide upskilling for local authority future mobility champions to lead integration of future mobility. • Monitor and evaluate intervention.
Specific interdependencies	• South East future mobility forum. • Future mobility integration into economic, spatial and transport policy.

	• Future mobility shared learning hub.
Specific challenges	• Local authority resources.
	• Local authority knowledge and skills.
	• Local political buy-in.
	• Policy programmes.
Specific funding opportunities	Resources to undertake initial work and then implement policies and strategies.
	• Transport for the South East.
	• LEPs.
	• Local authorities.
Transport for the South East Resource Requirements	• Ongoing Transport for the South East Future Mobility Officer (1hr/week).

Intervention title	FTZ engagement
Intervention description	Transport for the South East to continue working with Solent Transport in supporting its Solent Future Transport Zone (FTZ) programme, one of only four FTZs across the country. A common stakeholder engagement and communications plan will be developed to support continuous knowledge sharing with all local authorities in the South East area on the outcomes and learning from the programme. Transport for the South East will then seek to further develop and roll out Future Transport Zones elsewhere if successful.
Transport for the South East's role	Transport for the South East to engage with the FTZ to maximise the benefits of learning for the whole of the South East. Transport for the South East will also monitor and evaluate delivery through the future mobility strategy.
Lead organisation and alternative lead	Lead: Transport for the South East. Alternative Lead: Other local authorities.
Partners and stakeholder organisations	Partners: • Solent Transport. Stakeholders: • Central Government. • Local authorities.
Prioritisation	Priority 1 – Foundations.
Locational prioritisation	Solent Transport covering the Solent FTZ.
Steps to delivery	• Transport for the South East to engage with Solent Transport. • Develop and implement stakeholder engagement and communication plan. • Disseminate learning via the future mobility strategy monitoring and evaluation plan channels. • Monitor and evaluate intervention. • Consider the further development of FTZs across the South East.
Specific interdependencies	• South East future mobility forum. • Future of rural mobility forum. • Hubs strategy. • FMLM Strategy. • Local future mobility trails. • Future mobility shared learning hub.
Specific challenges	• Resources. • Ensuring uptake of learnings from FTZ.
Specific funding opportunities	Funding to undertake engagement: • Transport for the South East.

	• Solent Transport.
Transport for the South East Resource Requirements	• Ongoing Transport for the South East Future Mobility Officer (2hr/week).

Intervention title	Public sector service digitisation
Intervention description	Develop standards for digitisation of public sector services across local authorities in the South East. Identify public sector services which can be digitised and set standards for application across the area (such as done by national Government services).
Transport for the South East's role	Transport for the South East to engage with local authorities, support funding and programme to delivery study work. Transport for the South East will also monitor and evaluate delivery through the future mobility strategy.
Lead organisation and alternative lead	Lead: Local authorities. Alternative Lead: Transport for the South East.
Partners and stakeholder organisations	Partners: • LEPs. • Major public sector organisations. Stakeholders: • Central Government. • Research orgs, academia, universities and colleges.
Prioritisation	Priority 2 – Wide-scale delivery.
Locational prioritisation	N/A covers all of the South East.
Steps to delivery	• Engage with South East future mobility forum. • Scope study work. • Set up working group to steer study work. • Procure resources where necessary. • Undertake study work. • Draft standards. • Final standard. • Launch. • Local authorities implement and update other policies and strategies where appropriate. • Monitor and evaluate intervention.
Specific interdependencies	• South East future mobility forum. • Urban digital communications. • Rural digital communications.
Specific challenges	• Over-reliance on digital-as-a-mode excluding groups who prefer more traditional means of accessing public sector services.
Specific funding opportunities	Funding to undertake digitisation: • Central Government.

	• Local authorities.
	• Other major public sector organisations.
Transport for the South East Resource Requirements	• Ongoing Transport for the South East Future Mobility Officer (1hr/week).

Intervention title	Urban digital communications
Intervention description	Deliver digital connectivity in urban areas to meet demands across use cases to support Digital-as-a-mode and connected mobility.
Transport for the South East's role	Work with partners to deliver fit for purpose digital connectivity and broadband in urban areas to meet wider Transport for the South East objectives. Transport for the South East will also monitor and evaluate delivery through the future mobility strategy.
Lead organisation and alternative lead	Lead: Utility companies. Alternative Lead: Local authorities.
Partners and stakeholder organisations	Partners: • Central Government. • Local authorities. • LEPs. • Major landowners, developers and holders of portfolios of economic sites. Stakeholders: • Major public sector organisations. • Major transport infrastructure providers. • User groups. • Industry and trade organisations • Specialist interest groups.
Prioritisation	Priority 3 – Ongoing delivery.
Locational prioritisation	Urban and peri-urban areas in MEHs and urban area place typologies.
Steps to delivery	• Engage with South East future mobility forum. • Develop cross-sectoral digital communications working group. • Local authority digital communication policies. • Develop case of digital communications in the South East. • Engagement with Central Government to fund increased digital communications.
Specific interdependencies	• South East future mobility forum. • Rural digital communications.
Specific challenges	• Cost and resources. • Obsolescence.
Specific funding opportunities	Funding to deliver improvements: • Central Government.

	• Utilities companies.
	• LEPs.
	• Local authorities.
	• Developers.
Transport for the South East Resource Requirements	• Ongoing Transport for the South East Future Mobility Officer (1hr/week).

Intervention title	Rural digital communications
Intervention description	Deliver digital connectivity in rural areas to meet demands across use cases to support Digital-as-a-mode and connected mobility.
Transport for the South East's role	Work with partners to deliver fit for purpose digital connectivity and broadband in rural areas to meet wider Transport for the South East objectives.
	Transport for the South East will also monitor and evaluate delivery through the future mobility strategy.
Lead organisation and alternative lead	Lead: Utility companies
	Alternative Lead: Local authorities
Partners and stakeholder organisations	Partners:
	• Central Government.
	• Local authorities.
	• LEPs.
	• Major landowners, developers and holders of portfolios of economic sites.
	Stakeholders:
	• Major public sector organisations.
	• Major transport infrastructure providers.
	• User groups.
	• Industry and trade organisations
	• Specialist interest groups.
Prioritisation	Priority 3 – Ongoing delivery.
Locational prioritisation	Settlements and rural areas in the rural and remote rural place typologies where connectivity is poor.
Steps to delivery	• Engage with South East future mobility forum.
	• Develop cross-sectoral digital communications working group.
	• Local authority digital communication policies.
	• Develop case of digital communications in the South East.
	• Engagement with Central Government to fund increased digital communications.
Specific interdependencies	• South East future mobility forum.
	• Public sector service digitisation.
	• Urban digital communications.
Specific challenges	• Cost and resources.
	• 'hard to connect' remote rural locations.
	• Obsolescence.

Specific funding opportunities	Funding to deliver improvements:
	• Central Government.
	• Utilities companies.
	• LEPs.
	• Local authorities.
	• Developers.
Transport for the South East Resource Requirements	• Ongoing Transport for the South East Future Mobility Officer (1hr/week).

Intervention title	Future of rural mobility forum
Intervention description	Transport for the South East to lead a Future of rural mobility forum for the South East to bring together key public and private sector players from across transport and adjacent sectors. The overarching Future Mobility forum will inform and guide tasks and discussion within each mode/industry specific forum and will act as a mechanism through which to secure funding. This approach will help to embed a focus on People. Place and Activity-based outcomes and will share the relevant learnings from ongoing M&E, promoting knowledge sharing.
Transport for the South East's role	Transport for the South East will lead the establishment of the Forum and chair it although this leadership could be rotated around the local authorities to reduce calls on Transport for the South East resources.
	Transport for the South East will also monitor and evaluate delivery through the future mobility strategy.
Lead organisation and alternative lead	Lead: Transport for the South East.
	Alternative Lead: Local authorities.
Partners and stakeholder organisations	Partners:
	• Mobility operators and service providers.
	Stakeholders:
	• Central Government.
	• Local authorities.
	• LEPs.
	• Major public sector organisations.
	• Major transport infrastructure providers.
	• Research orgs, academia, universities and colleges.
	• Professional institutions.
	• User groups.
	• Industry and trade organisations
	• Utility companies.
	• Major landowners, developers and holders of portfolios of economic sites.
	• Third sector mobility providers.
	• Vehicle and technology manufacturers.
	• Specialist interest groups.
	• Arts and entertainment.
	• Other adjacent sectors.
Prioritisation	Priority 1 – Foundations.
Locational prioritisation	N/A covers all of the South East.
Steps to delivery	• Engage South East future mobility forum.
	• Agree terms of reference and attendees.

	• Set up and operate Future of rural mobility forum.
	• Monitor and evaluate intervention.
Specific interdependencies	• Future mobility shared learning hub.
	• Local future mobility trails.
	• Future mobility M&E framework.
	• Ties with national research bodies.
	• South East future mobility forum.
Specific challenges	• Cost and resources.
	• Ensuring a culture of openness and knowledge sharing between potential competitors.
Specific funding opportunities	Funding to support the organisation and hosting of forum meetings:
	• Transport for the South East.
	• Local authorities.
Transport for the South East Resource Requirements	• Ongoing Transport for the South East Future Mobility Officer (1hr/week).

Intervention title	Piloting co-ordination group
Intervention description	A Piloting co-ordination group should be set up to provide oversight of piloting across the South East, particularly those activities supported by the Future mobility strategy. This group would particularly support the co-ordination between local authorities to ensure they share opportunities, funding, best practice and lessons learned.
Transport for the South East's role	Transport for the South East will lead the establishment of the group and chair it although this leadership could be rotated around the local authorities to reduce calls on Transport for the South East resources. Transport for the South East will also monitor and evaluate delivery through the future mobility strategy.
Lead organisation and alternative lead	Lead: Transport for the South East. Alternative Lead: Local authorities.
Partners and stakeholder organisations	Partners: • Central Government. • Local authorities. • LEPs. • Major transport infrastructure providers. • Research orgs, academia, universities and colleges. • Mobility operators and service providers. • Third sector mobility providers. • Vehicle and technology manufacturers. Stakeholders: • Major public sector organisations. • Professional institutions. • User groups. • Industry and trade organisations • Utility companies. • Major landowners, developers and holders of portfolios of economic sites. • Specialist interest groups. • Arts and entertainment. • Other adjacent sectors.
Prioritisation	Priority 1 – Foundations.
Locational prioritisation	N/A covers all of the South East.
Steps to delivery	• Engage South East future mobility forum. • Agree terms of reference and attendees. • Set up and operate piloting co-ordination group.

	• Monitor and evaluate intervention.
Specific interdependencies	• South East future mobility forum.
	• Future mobility shared learning hub.
	• Local future mobility trails.
	• Future mobility monitoring and evaluation framework
	• Ties with national research bodies.
	• FTZ engagement.
	• Future of rural mobility forum.
	• Piloting co-ordination group.
	• Piloting best practice guidance.
	• Live eco-system piloting environments.
	• Piloting sandbox locations.
	• Piloting monitoring and evaluation framework.
	• Identification of piloting use cases.
Specific challenges	• Resources.
	• Ensuring sufficient engagement.
Specific funding opportunities	Funding to support the organisation and hosting of group meetings:
	• Transport for the South East.
	• Local authorities.
Transport for the South East Resource Requirements	• Ongoing Transport for the South East Future Mobility Officer (2hrs/week).
	• Officer time during project (2hrs/week).

Intervention title	Piloting best practice guidance
Intervention description	Working with the Other sub-national transport bodies on the development of best practice guidance for piloting and evaluation of future mobility.
Transport for the South East's role	Transport for the South East will lead the development of the guidance including specifying the scope, setting up a working group, procuring consultancy support (if needed) and launching the final guidance.
	Transport for the South East will also monitor and evaluate its use through the future mobility strategy.
Lead organisation and alternative lead	Lead: Transport for the South East.
	Alternative Lead: Other sub-national transport bodies.
Partners and stakeholder organisations	Partners:
	• Central Government.
	• Local authorities.
	• LEPs.
	• Major transport infrastructure providers.
	• Research orgs, academia, universities and colleges.
	• Mobility operators and service providers.
	• Third sector mobility providers.
	• Vehicle and technology manufacturers.
	Stakeholders:
	• Major public sector organisations.
	• Professional institutions.
	• User groups.
	• Industry and trade organisations
	• Utility companies.
	• Major landowners, developers and holders of portfolios of economic sites.
	• Specialist interest groups.
	• Arts and entertainment.
Prioritisation	Priority 1 – Foundations.
Locational prioritisation	N/A covers all of the South East.
Steps to delivery	• Engage South East future mobility forum and Piloting co-ordination group.
	• Set up working group to develop framework with procured resources where necessary.
	• Engage with stakeholders on existing best practice.
	• Develop draft guidance.

	• Engage on draft guidance.
	• Launch guidance.
	• Monitor and evaluate intervention.
Specific interdependencies	• Future mobility shared learning hub.
	• South East future mobility forum.
	• Future of rural mobility forum.
	• Local future mobility trails.
	• Ties with national research bodies.
Specific challenges	• Best practice not necessarily directly applicable across locations.
	• Keeping up to date with rapidly developing mobility landscape and its impacts on the validity of best practice.
Specific funding opportunities	Funding to develop guidance:
	• Transport for the South East.
	• Local authorities.
Transport for the South East Resource Requirements	• Ongoing Transport for the South East Future Mobility Officer (2hrs/week).
	• Officer time during project (2hrs/week).

Intervention title	Live eco-system piloting environments
Intervention description	Across the South East, public sector partners should identify areas of their operations where they can offer 'live eco-system' piloting environments, focusing on specific strategic or operational challenges they face across different mobility use cases. This should be coordinated at the pan-South East level to ensure that there is a consistency of approach and a variation in offer.
Transport for the South East's role	Transport for the South East will lead and co-ordinate the identification of Live eco-system piloting environments.
	Transport for the South East will also monitor and evaluate delivery through the future mobility strategy.
Lead organisation and alternative lead	Lead: Transport for the South East.
	Alternative Lead: Local authorities.
Partners and stakeholder organisations	Partners:
	• Central Government.
	• Local authorities.
	• LEPs.
	• Major transport infrastructure providers.
	• Research orgs, academia, universities and colleges.
	• Mobility operators and service providers.
	• Third sector mobility providers.
	• Vehicle and technology manufacturers.
	Stakeholders:
	• Major public sector organisations.
	• Professional institutions.
	• User groups.
	• Industry and trade organisations
	• Utility companies.
	• Major landowners, developers and holders of portfolios of economic sites.
	• Specialist interest groups.
	• Arts and entertainment.
	• Other adjacent sectors.
Prioritisation	Priority 1 – Foundations.
Locational prioritisation	N/A covers all of the South East.
Steps to delivery	• Engage South East future mobility forum and Piloting co-ordination group.
	• Set up working group.
	• Engage with stakeholders on needs and potential locations.

	• Develop proposals.
	• Agree locations with stakeholders.
	• Use agreed piloting environment locations as basis for developing piloting proposals for appropriate interventions.
	• Monitor and evaluate intervention.
Specific interdependencies	• Future mobility shared learning hub.
	• South East future mobility forum.
	• Future of rural mobility forum.
	• Local future mobility trails.
	• Ties with national research bodies.
Specific challenges	• Availability of locations.
	• Competition within the South East for pilots.
	• Lack of engagement and co-ordination.
Specific funding opportunities	Funding to develop proposals:
	• Transport for the South East.
	• Local authorities.
	• LEPs.
Transport for the South East Resource Requirements	• Ongoing Transport for the South East Future Mobility Officer (1hr/week).
	• Officer time during project (2hrs/week).

Intervention title	Piloting sandbox locations
Intervention description	Partners and stakeholders, across the public, private and academic sectors should work together to identify potential piloting 'sandbox' locations across the area. Such sites or areas, both physical or digital, provide defined environments where trials can be undertaken in a safe and controlled manner but which replicate, or are, real world situations.
Transport for the South East's role	Transport for the South East will lead and co-ordinate the identification of sandbox locations. Transport for the South East will also monitor and evaluate delivery through the future mobility strategy.
Lead organisation and alternative lead	Lead: Transport for the South East. Alternative Lead: Local authorities.
Partners and stakeholder organisations	Partners: • Local authorities. • LEPs. • Major transport infrastructure providers. • Research orgs, academia, universities and colleges. • Mobility operators and service providers. • Third sector mobility providers. • Vehicle and technology manufacturers. Stakeholders: • Central Government. • Major public sector organisations. • Professional institutions. • User groups. • Industry and trade organisations • Utility companies. • Major landowners, developers and holders of portfolios of economic sites. • Specialist interest groups. • Arts and entertainment. • Other adjacent sectors.
Prioritisation	Priority 1 – Foundations.
Locational prioritisation	N/A covers all of the South East.
Steps to delivery	• Engage South East future mobility forum and Piloting co-ordination group. • Set up working group. • Engage with stakeholders on needs and potential locations. • Develop proposals.

	• Agree locations with stakeholders. • Use agreed sandbox locations as basis for developing piloting proposals for appropriate interventions. • Monitor and evaluate intervention.
Specific interdependencies	• Future mobility shared learning hub. • South East future mobility forum. • Future of rural mobility forum. • Local future mobility trails. • Ties with national research bodies.
Specific challenges	• Availability of locations. • Competition within the South East for pilots. • Lack of engagement and co-ordination.
Specific funding opportunities	Funding to develop proposals: • Transport for the South East. • Local authorities. • LEPs.
Transport for the South East Resource Requirements	• Ongoing Transport for the South East Future Mobility Officer (1hr/week). • Officer time during project (2hrs/week).

Intervention title	Piloting monitoring and evaluation framework
Intervention description	Developing a framework to encourage active, ongoing monitoring and evaluation of future mobility piloting in the South East. The framework encourages not only key performance metrics but also captures learning, insights and other information which could be useful to help other local authorities develop future business cases. This would be a lean process ensuring that the piloting stages are agile and monitoring is not overly burdensome.
Transport for the South East's role	Transport for the South East will lead the development of the framework including specifying the scope, setting up a working group, procuring consultancy support (if needed) and launching the final framework. Transport for the South East will also monitor and evaluate its delivery through the future mobility strategy.
Lead organisation and alternative lead	Lead: Transport for the South East Alternative Lead: Local authorities.
Partners and stakeholder organisations	Partners: • Central Government. • Local authorities. • LEPs. • Major transport infrastructure providers. • Research orgs, academia, universities and colleges. • Mobility operators and service providers. • Third sector mobility providers. • Vehicle and technology manufacturers. Stakeholders: • Major public sector organisations. • User groups. • Industry and trade organisations • Utility companies. • Specialist interest groups. • Arts and entertainment.
Prioritisation	Priority 1 – Foundations.
Locational prioritisation	N/A covers all of the South East.
Steps to delivery	• Engage South East future mobility forum and piloting co-ordination group. • Set up working group to develop framework with procured resources where necessary. • Engage with stakeholders including DfT. • Develop proposals. • Agree framework with South East future mobility forum. • Deploy framework.

	• Monitor and evaluate intervention.
Specific interdependencies	• South East future mobility forum.
Specific challenges	• Adoption of the framework by cross-sectoral partners.
Specific funding opportunities	Funding to develop framework. • Transport for the South East. • Local authorities.
Transport for the South East Resource Requirements	• Ongoing Transport for the South East Future Mobility Officer (1hrs/week). • Transport for the South East officer time during project (2hrs/week). • Procured consultancy support (approx. £20k).

Intervention title	Identification of piloting use cases
Intervention description	Identification of a range of uses cases across the South East to focus investment and resources in piloting future mobility interventions.
Transport for the South East's role	Transport for the South East to lead the process. Transport for the South East will also monitor and evaluate delivery through Framework mobility strategy.
Lead organisation and alternative lead	Lead: Transport for the South East. Alternative Lead: Local authorities.
Partners and stakeholder organisations	Partners: • Local authorities. • LEPs. • Major transport infrastructure providers. • Mobility operators and service providers. • Third sector mobility providers. • Vehicle and technology manufacturers. Stakeholders: • Central Government. • Major public sector organisations. • Professional institutions. • User groups. • Industry and trade organisations • Utility companies. • Major land owners, developers and holders of portfolios of economic sites. • Specialist interest groups. • Arts and entertainment. • Other adjacent sectors.
Prioritisation	Priority 1 – Foundations.
Locational prioritisation	N/A covers all of the South East.
Steps to delivery	• Engage South East future mobility forum and Piloting co-ordination group. • Set up working group to identify use cases. • Report on use cases. • Agree use cases with South East future mobility forum. • Use agreed use cases as basis for developing piloting proposals for appropriate interventions.

	• Monitor and evaluate intervention.
Specific interdependencies	• South East future mobility forum.
Specific challenges	• Balancing competing needs across local authorities.
Specific funding opportunities	Funding to develop proposals: • Transport for the South East. • Local authorities.
Transport for the South East Resource Requirements	• Ongoing Transport for the South East Future Mobility Officer (1hrs/week). • Transport for the South East officer time during project (2hrs/week).

Appendix C: Roles

Appendix C: Roles

Intervention	Lead	Alternative Lead	Transport for the South East	Central Government	Local authorities	LEPs	Other sub-national transport bodies	Major Public Sector Organisations	Major transport infrastructure providers	Research orgs, academia, universities and colleges	Professional institutions	User groups	Industry and trade orgs	Utility companies	Major land owners, developers and holders of portfolios of economic sites	Mobility operators and service providers	Third sector mobility providers	Vehicle and technology manufacturers	Specialist interest groups	Arts and entertainment	Other adjacent sectors
Bundle 1 – MEH	Local authorities	Transport for the South East	Partner	Partner	Lead	Partner	No specific role	Stakeholder	Partner	Partner	No specific role	Stakeholder	Stakeholder	Stakeholder	Partner	Partner	Partner	Partner	Stakeholder	Stakeholder	Stakeholder
Bundle 2 – Urban	Local authorities	Transport for the South East	Partner	Partner	Lead	Partner	No specific role	Stakeholder	Partner	Partner	No specific role	Stakeholder	Stakeholder	Stakeholder	Partner	Partner	Partner	Partner	Stakeholder	Stakeholder	Stakeholder
Bundle 3 – Rural	Local authorities	Transport for the South East	Partner	Partner	Lead	Partner	No specific role	Stakeholder	Partner	Partner	No specific role	Stakeholder	Stakeholder	Stakeholder	Partner	Partner	Partner	Partner	Stakeholder	Stakeholder	Stakeholder
Bundle 4 – Remote rural	Local authorities	Transport for the South East	Partner	Partner	Lead	Partner	No specific role	Stakeholder	Partner	Partner	No specific role	Stakeholder	Stakeholder	Stakeholder	Partner	Partner	Partner	Partner	Stakeholder	Stakeholder	Stakeholder
Future mobility shared learning hub	Transport for the South East	Central Government	Lead	Partner	Partner	Partner	Stakeholder	Stakeholder	Partner	Partner	Stakeholder	Stakeholder	Stakeholder	Partner	Stakeholder	Partner	Partner	Partner	Stakeholder	Partner	Stakeholder
South East future mobility forum	Transport for the South East	Local authorities	Lead	Stakeholder	Stakeholder	Stakeholder	Stakeholder	Stakeholder	Stakeholder	Stakeholder	Stakeholder	Stakeholder	Stakeholder	Stakeholder	Stakeholder	Stakeholder	Stakeholder	Stakeholder	Stakeholder	Stakeholder	No specific role
Future Propulsion Strategy	Transport for the South East	Local authorities	Lead	Partner	Partner	Partner	No specific role	Stakeholder	Partner	No specific role	No specific role	Partner	Partner	Partner	Stakeholder	Partner	Partner	Partner	No specific role	No specific role	No specific role
Local electricity grid upgrades	Local authorities	Transport for the South East	Partner	Partner	Lead	Partner	No specific role	Stakeholder	Partner	No specific role	No specific role	No specific role	Stakeholder	Partner	Partner	No specific role	No specific role	No specific role	No specific role	No specific role	No specific role
Heavy duty use case electrification infrastructure	Local authorities	Transport for the South East	Partner	Partner	Lead	Partner	No specific role	Stakeholder	Partner	No specific role	No specific role	No specific role	Stakeholder	Partner	Partner	No specific role	No specific role	No specific role	No specific role	No specific role	No specific role
Local future mobility trails	Local authorities	Transport for the South East	Partner	Stakeholder	Lead	Partner	No specific role	Stakeholder	Partner	Partner	No specific role	Stakeholder	Stakeholder	Stakeholder	Partner	Partner	Partner	Partner	Stakeholder	Stakeholder	Stakeholder
Future mobility monitoring and evaluation framework	Transport for the South East	Local authorities	Lead	Stakeholder	Partner	Stakeholder	No specific role	No specific role	Stakeholder	Partner	No specific role	Stakeholder	Stakeholder	Stakeholder	Stakeholder	Stakeholder	Stakeholder	Stakeholder	Stakeholder	Stakeholder	No specific role
Local authority future mobility	Local authorities	Transport for the South East	Partner	No specific role	Lead	No specific role	No specific role	No specific role	No specific role	No specific role	No specific role	Stakeholder	Stakeholder	Stakeholder	Stakeholder	Stakeholder	Stakeholder	Stakeholder	Stakeholder	Stakeholder	No specific role

Intervention	Lead	Alternative Lead	Transport for the South East	Central Government	Local authorities	LEPs	Other sub-national transport bodies	Major Public Sector Organisations	Major transport infrastructure providers	Research orgs, academia, universities and colleges	Professional institutions	User groups	Industry and trade orgs	Utility companies	Major land owners, developers and holders of portfolios of economic sites	Mobility operators and service providers	Third sector mobility providers	Vehicle and technology manufacturers	Specialist interest groups	Arts and entertainment	Other adjacent sectors
behavioural change																					
Future mobility integration into major sites and assets	Transport for the South East	Local authorities	Lead	No specific role	Partner	Partner	No specific role	Partner	Stake-holder	No specific role	No specific role	No specific role	No specific role	Stake-holder	Partner	Stake-holder	Stake-holder	No specific role	No specific role	No specific role	Stake-holder
Ties with national research bodies	Transport for the South East	Local authorities	Lead	No specific role	Partner	No specific role	No specific role	No specific role	No specific role	Partner	No specific role	No specific role	No specific role	No specific role	No specific role	No specific role	No specific role	No specific role	No specific role	Partner	No specific role
Integration of transport, energy and digital communications	Transport for the South East	Local authorities	Lead	Stake-holder	Partner	Partner	No specific role	Stake-holder	Stake-holder	No specific role	Stake-holder	Stake-holder	Stake-holder	Stake-holder	Stake-holder	Stake-holder	Stake-holder	Stake-holder	Stake-holder	Stake-holder	Stake-holder
Hubs strategy	Transport for the South East	Local authorities	Lead	No specific role	Partner	Stake-holder	No specific role	Stake-holder	Stake-holder	No specific role	No specific role	Stake-holder	Stake-holder	Stake-holder	Stake-holder	Stake-holder	Stake-holder	Stake-holder	Stake-holder	No specific role	Stake-holder
First mile/last mile strategy	Transport for the South East	Local authorities	Lead	Stake-holder	Partner	Stake-holder	No specific role	Stake-holder	Stake-holder	No specific role	No specific role	Stake-holder	Stake-holder	No specific role	Stake-holder	Stake-holder	Stake-holder	Stake-holder	Stake-holder	No specific role	Stake-holder
EV Policy Integration	Local authorities	Transport for the South East	Partner	Stake-holder	Lead	Partner	No specific role	Stake-holder	Stake-holder	No specific role	No specific role	Stake-holder	Stake-holder	Stake-holder	Stake-holder	Stake-holder	Stake-holder	No specific role	Stake-holder	No specific role	No specific role
Future mobility integration into economic, spatial and transport policy	Local authorities	Transport for the South East	Partner	Stake-holder	Lead	Partner	No specific role	Stake-holder	Stake-holder	No specific role	Partner	Stake-holder	Stake-holder	Stake-holder	Stake-holder	Stake-holder	Stake-holder	Stake-holder	Stake-holder	Stake-holder	Stake-holder
FTZ engagement	Transport for the South East	Local authorities	Lead	Partner	Partner	Stake-holder	No specific role	No specific role	Stake-holder	Stake-holder	No specific role	No specific role	No specific role	No specific role	No specific role	No specific role	No specific role	No specific role	No specific role	No specific role	No specific role
Public sector service digitisation	Local authorities	Transport for the South East	Partner	Stake-holder	Lead	Partner	No specific role	Partner	No specific role	Stake-holder	No specific role	No specific role	No specific role	No specific role	No specific role	No specific role	No specific role	No specific role	No specific role	No specific role	Stake-holder
Urban digital communications	Utility companies	Local authorities	Partner	Partner	Partner	Partner	No specific role	Stake-holder	Stake-holder	No specific role	No specific role	Stake-holder	Stake-holder	Lead	Partner	No specific role	No specific role	No specific role	Stake-holder	No specific role	No specific role
Rural digital communications	Utility companies	Local authorities	Partner	Partner	Partner	Partner	No specific role	Stake-holder	Stake-holder	No specific role	No specific role	Stake-holder	Stake-holder	Lead	Partner	No specific role	No specific role	No specific role	Stake-holder	No specific role	No specific role

Intervention	Lead	Alternative Lead	Transport for the South East	Central Government	Local authorities	LEPs	Other sub-national transport bodies	Major Public Sector Organisations	Major transport infrastructure providers	Research orgs, academia, universities and colleges	Professional institutions	User groups	Industry and trade orgs	Utility companies	Major land owners, developers and holders of portfolios of economic sites	Mobility operators and service providers	Third sector mobility providers	Vehicle and technology manufacturers	Specialist interest groups	Arts and entertainment	Other adjacent sectors
Future of rural mobility forum	Transport for the South East	Local authorities	Partner	Stake-holder	Lead	Stake-holder	No specific role	Stake-holder	Stake-holder	Stake-holder	Stake-holder	Stake-holder	Stake-holder	Stake-holder	Stake-holder	Partner	Stake-holder	Stake-holder	Stake-holder	Stake-holder	Stake-holder
Piloting co-ordination group	Transport for the South East	Local authorities	Lead	Partner	Partner	Partner	No specific role	Stake-holder	Partner	Partner	Stake-holder	Stake-holder	Stake-holder	Stake-holder	Stake-holder	Partner	Partner	Partner	Stake-holder	Stake-holder	Stake-holder
Piloting best practice guidance	Transport for the South East	Local authorities	Lead	Partner	Partner	Partner	Partner	Stake-holder	Partner	Partner	Stake-holder	Stake-holder	Stake-holder	Stake-holder	Stake-holder	Partner	Partner	Partner	Stake-holder	Stake-holder	No specific role
Live Eco-system Piloting Environments	Transport for the South East	Local authorities	Lead	Partner	Partner	Partner	No specific role	Stake-holder	Partner	Partner	Stake-holder	Stake-holder	Stake-holder	Stake-holder	Stake-holder	Partner	Partner	Partner	Stake-holder	Stake-holder	Stake-holder
Piloting sandbox locations	Transport for the South East	Local authorities	Lead	Stake-holder	Partner	Partner	No specific role	Stake-holder	Partner	Partner	Stake-holder	Stake-holder	Stake-holder	Stake-holder	Stake-holder	Partner	Partner	Partner	Stake-holder	Stake-holder	Stake-holder
Piloting monitoring and evaluation framework	Transport for the South East	Local authorities	Lead	Partner	Partner	Partner	No specific role	Stake-holder	Partner	Partner	Stake-holder	Stake-holder	Stake-holder	Stake-holder	Stake-holder	Partner	Partner	Partner	Stake-holder	Stake-holder	No specific role
Identification of piloting use cases	Transport for the South East	Local authorities	Lead	Stake-holder	Partner	Partner	No specific role	Stake-holder	Partner	Partner	Stake-holder	Stake-holder	Stake-holder	Stake-holder	Stake-holder	Partner	Partner	Partner	Stake-holder	Stake-holder	Stake-holder

TRANSPORT FOR THE
South East