

Designing smarter mobility for Surrey and Hampshire

Enterprise M3 LEP
Workshop summary



Design Council's purpose is to make life better by design. We are an independent charity and the government's advisor on design. Our vision is a world where the role and value of design is recognised as a fundamental creator of value, enabling happier, healthier and safer lives for all. Through the power of design, we make better places, better products, better processes and better performance

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Context

Enterprise M3 is in the process of developing their Local Industrial Strategy, setting out how, as a region, it will maximise its contribution to UK productivity, and build on its distinctive strengths to economically position the area for the future.

The Enterprise M3 zone is large by LEP standards with high productivity. Thriving towns and rural communities, easy access to countryside, combined with good connectivity to London and other significant markets are important factors in the appeal and success of the area. However, congestion is a huge issue both between places and in places.

The transport systems connect people to each other and to jobs, goods and vital care and other public services. People travel for all sorts of reasons including health, leisure, shopping and business.

Smart mobility covers the range of ways in which connectivity for people, goods and services can be enhanced using new technology that is faster, cleaner, more accessible and less expensive than traditional options. Alongside the role of enhanced digital connectivity in reducing the need to travel, smart mobility could help to manage and reduce the congestion that currently affects the Surrey and Hampshire area with a dividend for productivity and for quality of life.

However, to ensure investment in this space is targeted and beneficial it is important to explore and understand the key drivers of travel in this region – why people travel and why they make the travel choices they do is critical to developing innovative interventions and solutions.

Design Council delivered a one-day design-led innovation workshop to bring together stakeholders across the system to collaboratively explore challenges related to the future of mobility in the region and to develop a vision for the future.

Methodology

Capitalising on the expertise and knowledge of the stakeholders in the room (representing local government, technology, healthcare, transport, planning and charity sectors) Design Council Design Associates facilitated a structured process to explore three pre-defined challenges connected to congestion and service delivery in Surrey and Hampshire.

1. High congestion in Surrey and Hampshire affects commuting and work-related travel and has an impact on productivity.
2. Changes in the pattern of shopping and the distribution of goods impacts on the volume and nature of traffic and travel in Surrey and Hampshire.
3. The way that health services are provided impacts on the need to travel and the effectiveness of care in Surrey and Hampshire.

Bringing a multi-disciplinary and multi-organisational participant group together and collaboratively working through these design methods has the benefit of sharing insight and understanding that participants can take back into their own discipline and instils the value of being people-centred when designing products, services and solutions.

The focus of this one-day workshop was the discovery and definition phases of the Double Diamond, the design process depicted within Design Council's Framework for Innovation (see Appendix 1) to explore and define a vision for the future of transport, smarter mobility and service delivery. This process takes a step back from jumping to solutions, and instead focuses on ensuring the right challenges are being explored and solved. Capitalising on the expertise and knowledge of the participants, the groups creatively developed ideas and opportunities for innovation that will make a difference.

The first half of the workshop focussed on *exploring the challenge* and used a variety of design methods and approaches such as: problem statements and stakeholder lists to understand the challenges from a customer and user perspective.

Three powerful vignettes at the beginning of the workshop brought to life the perceptions and aspirations of four key stakeholders:

- Oz Choudri: Enterprise
- Harriet Greene: Department for Transport
- Mark Selby: Project Beyond
- Peter Carpenter: AHSN and the Surrey Heartlands Academy

The second half focussed on *framing opportunities* and using the expertise in the room to creatively generate ideas for innovation. These were then prioritised, and the top theme or idea in each group developed into opportunity propositions.



Emerging themes

A. Consolidated themes across all challenges

Design Council undertook a series of activities to review and analyse the outputs following the workshop. Below are cross-cutting themes and principles that were common to all groups and challenges. It is interesting to notice that most of the emerging themes are not about transport per se but expand into and highlight other areas of opportunity that strictly relate and link to it. In all instances the raw workshop outputs were used to ensure any identified areas of opportunity are true to and fully supported by the work and ideas generated. The following themes are not isolated ideas and often overlap and are interconnected with others.

INFRASTRUCTURES

Digital, digital, digital

Develop the digital and technological infrastructure that can enable the change to happen.

(Data sharing, 5G, free data for using a service, sharing existing Mast)

Re-imagining existing infrastructure

Re-imagine the corner shop as a parcel hub, re-invent social and community architectures (e.g. library).

Creation of new local hubs for commuters to work in that can also serve other purposes. New infrastructures.

Culture change: attitudes and behaviours (storytelling examples)

Through incentives and what we are trying to achieve as a goal. Communicating possibilities, sharing success stories.

Need attitudes and behaviours to change first to make a cultural change.

Public policy and incentives

Regulatory activity, tax, subsidies on initiatives. Working with developers. Reward and incentivise on a human level when helping with sharing and aggregating.

Sharing and aggregating (rides, goods and deliveries)

Aggregate orders to be delivered (both from seller and buyer's perspective) and aggregate ways of transport.

(e.g. car sharing, taking neighbour's parcels)

Time-shifting

During the day and between days. Staggering of working time.

Recent drop in number of people commuting on Fridays is an example.

Back to the future and local, local, local (places and products)

Revisit things that have been done historically but in a digital, modern age. Glocal! Combination of digital enabled local spaces.

Emphasise local markets as opportunities for selling locally produced goods and produce more things locally (e.g. 3D printing can allow home production). Less travel, more local products and services, community building

Radical collaboration

Foster stronger collaboration between local government and neighbouring local authorities, special interest groups, citizens, schools and hospitals, health providers, employers, retailers, developers. Integrating services to make them more local (e.g. travel planning for staff and users plus integration of footprint between services)

D.I.Y. (Print products – Look after yourself)

Power back to the people, reducing the need for trips. Shift production to the buyer. A medium-term behaviour change with an element to localisation – shift to a local production.

HEALTH

Health and social impact

Common mechanisms to promote sustainability and health (walking and cycling). Positive benefits from implementing some of these ideas resulting in lower emissions and environmental impact.

B. Emerging themes by challenge

The following is an analysis and summary of the key points made by each group, consolidated around the challenge area they were addressing.

Challenge one.

High congestion in Surrey and Hampshire affects commuting and work-related travel and has an impact on productivity.

The main categories of intervention that emerged in relation to the first challenge are:

- a) Reducing the need to travel
- b) Sharing of trips around which most of these could be organised

Key points of discussion:

- Cross – silo connections to create novel solutions (stronger collaborations between Local Authorities, neighbouring Authorities, citizens, developers, employers etc.)
- Develop digital and technological infrastructure (5G, open data, data sharing, free internet data, inclusivity/digital divide)
- Incentivise people to work in the area - fewer jobs are created in the area people are commuting out
- Collaboration and sharing (rethinking space use, homes, cars etc.)
- Culture change (working with employers, employees and drivers)
- Digitally enabled local workplaces
- Use tech to create viable alternatives (e.g. Mobility as a Service) and promote these

Prioritised ideas

Revisit (high level of difficulty, low relative importance)

- Make multi-modal better than the private car
- Identify and implement Maas solution to make sustainable travel accessible
- Develop telecoms and tech solutions to support community businesses (5G, free data with car-pooling apps, share comms masts)
- Achieve car sharing to reduce journeys

Strategic (high level of difficulty, high relative importance)

- Lead a healthy life (link health budget/insurance to transport)
- Consultation and participation in decision making (planning and transport decisions made by and with citizens)
- Help people to work smart (workplaces, proximity and technology)
- Investigate ways public sector funding can deliver sustainable transport solutions
- Behaviour change through financial penalties

Quick wins (low level of difficulty, low relative importance)

- Reward better choices and make sharing easy and fun (through financial incentives, gamification and apps)
- Create regulation to encourage sustainable travel
- Promote collaborative policy (joined up working between universities, R&D, science, academic; better connection between all arms of local government and neighbouring local government; transportation; data sharing)

High ROI (low level of difficulty, high relative importance)

- Create better future living environments (segregation of cars, increased green space, pedestrian and bike paths)
- Positive impact on working day and ways of working (free internet at home, change presenteeism culture, reduce working week)
- Provision of financial rewards and discounts

Challenge two.**Changes in the pattern of shopping and the distribution of goods impacts on the volume and nature of traffic and travel in Surrey and Hampshire.**

The main categories of intervention that emerged in relation to the second challenge are:

- a) More local production and selling
- b) Aggregating and sharing trips for goods and deliveries
- c) Local collection and distribution

Key points of discussion:

- Emissions and health impact of delivery and traffic
- Reduce the vehicle miles (volume) associated with delivery
- Be more efficient in how we deliver
- Changes in use of existing infrastructure and creation of new ones
- Make local high street more attractive and viable
- Consumer expectations and behaviours regarding shopping
- Aggregate orders to be delivered (buyer-end)
- More local delivery points including neighbours
- Producers pool products for fewer deliveries
- Economic instruments for behaviour change by sellers and buyers
- Shift production to the buyer
- Emphasise local markets as opportunities for selling (mostly) locally produced stuff

Prioritised ideas

Revisit (high level of difficulty, low relative importance)

- Consolidate local delivery through buy-in by all stakeholders
- Experiment with totally different high street models and experiences
- Assess impact and value that subsidies could deliver – incentivise more efficient deliveries (by sharing efficiency gains between producers and deliverers)

Strategic (high level of difficulty, high relative importance)

- Do things completely differently. Complete re-invention: avoid the need to deliver (e.g. 3D print at home)
- Implement regulations and standards
- Economic instruments to promote behaviour change (seller and buyer)

Quick wins (low level of difficulty, low relative importance)

- Encourage greater community co-operation
- Incentivise behaviour change – ride share for packages
- Alternative mobile pick-up
- Providing positive retail experience locally
- Emphasise the “local” opportunities for delivery
- Emphasise local markets as opportunities for selling (particularly) locally produced stuff

High ROI (low level of difficulty, high relative importance)

- Aggregate orders to drive efficiency
- Improve online content to boost retail efficiency - improve online tools and comms to “buy once”
- Identify new logistics hubs (e.g. schools, pubs, village hall, supermarkets)
- Incentivise behaviour

Challenge three.

The way that health services are provided impacts on the need to travel and the effectiveness of care in Surrey and Hampshire.

The main categories of intervention that emerged in relation to the third challenge are:

- a) Changing the way that health services are delivered
- b) Step change in travel planning for patients and staff

Key points of discussion:

- Change the way health services are delivered to reduce travel, enabled by digital
- Better use of existing capacity (eg through staggering of working time)
- Differentiation between specialist and general services – in relation to general service e.g. help patients' facilities

Prioritised ideas

Revisit (high level of difficulty, low relative importance)

- Develop and resource effective travel planning for patients

Strategic (high level of difficulty, high relative importance)

- Implement digital solution for patient care (allow the patient to remain in their own house)
- Integrate strategic planning – between health and other public services
- Promote subsidiarity in services and integrated access in local areas
- Enable behaviour change by individuals
- Digitise patient information to allow more people to be seen in local areas

Quick wins (low level of difficulty, low relative importance)

- Develop a resource effective travel planning for staff
- Change time of service delivery

High ROI (low level of difficulty, high relative importance)

Next steps

We look forward to continuing the development of the relationship between Design Council and Enterprise M3 LEP. As national advisor on design, Design Council would be delighted to partner with you to further explore and develop opportunities for innovation and design support in your work.

We look forward to discussing this with you.



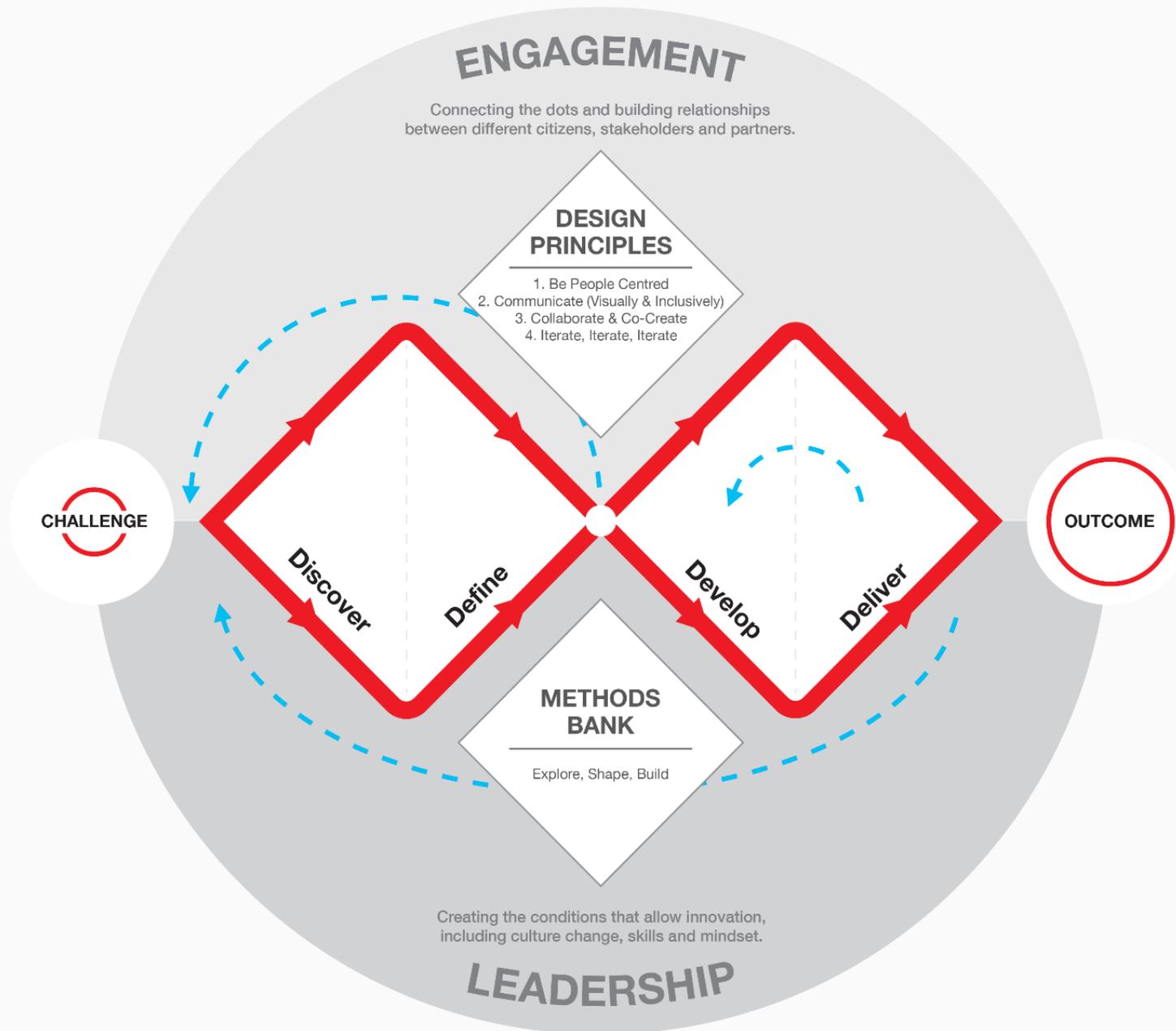
Appendix 1: Framework for Innovation

Strategic design skills are a fundamental requirement for leaders today and in the future, as the needs of organisations become increasingly complex, and the challenges they are tackling require a more integrated response from design. The Framework for Innovation is Design Council's proven methodology, that promotes multi-disciplinary collaborative working and enables organisations to identify clear strategic objectives and define new opportunities for innovation.

Design Council's Framework for Innovation methodology is the culmination of more than 20 years of delivering design transformation programmes for organisations in the private, public and social sectors. It provides a structured, proven methodology by which organisations can collaboratively use design to discover and define challenges and develop and deliver solutions. Design Council has supported over 5000 businesses in the UK, most of the country's Universities and hundreds of public-sector organisations to use this consistent approach, providing organisations with design tools and processes that enable them to respond to their major strategic challenges and opportunities.

Design Council has a range of programmes and services that can help organisations use the Framework for Innovation to:

- build their skills and capabilities to use design strategically
- use design to address a strategic challenge and deliver service transformation



Appendix two: Acknowledgments

Thank you to the following people who contributed their time and expertise to participate in the workshop.

Name	Organisation
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