Transport for South Hampshire and Isle of Wight

# Transport for South Hampshire and Isle of Wight

## Business Plan 2013 – 2015

**June 2013 – May 2015**

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# Foreword from the Chairman

**Councillor Asa Thorpe**
**Chairman of Transport for South Hampshire & Isle of Wight**

I'm pleased to be introducing this Business Plan, my first as Chairman of Transport for South Hampshire & Isle of Wight, and the first including the Isle of Wight Council as a full member of our strategic and successful partnership.

Like the previous Business Plan, this Business Plan has been developed in what is a rapidly changing context. Whilst the constraints on public funding remain, the picture is becoming clearer on how public funding will be distributed at the local level – and a new, devolved, landscape is emerging.

TfSHIoW is working with the Solent Local Enterprise Partnership and Partnership for Urban South Hampshire to establish a Local Transport Body, which will have it's own allocation to spend on major transport schemes. We will employ a rigorous assessment process, including stakeholder engagement, to ensure that the best strategic transport investment decisions are made.

In addition to the establishment of the Solent Local Transport Body, TfSHIoW, through this Business Plan period, will be providing dedicated officer support to the Solent LEP. I think this is an important step forward and will enable TfSHIoW to play a key role in supporting the delivery of the economic strategy for the Solent area.

With this devolution of funding and decision-making, I see a changing role for TfSHIoW, with it providing the think-tank, which will inform, evidence and support the effective distribution of funding locally – whilst also bidding for any national funding that is available. This is an important role and will ensure the best transport investment decisions are made.

Through the last Business Plan period TfSH (as it then was) was extremely successful in securing funding from central government through its applications to the Local Sustainable Transport Fund and the Better Bus Area Fund. The contributions of partners to these bids (technical and financial) – particularly from the bus operators – was important to our success, and as we move forward, our ability to lever in local contributions will become increasingly important.

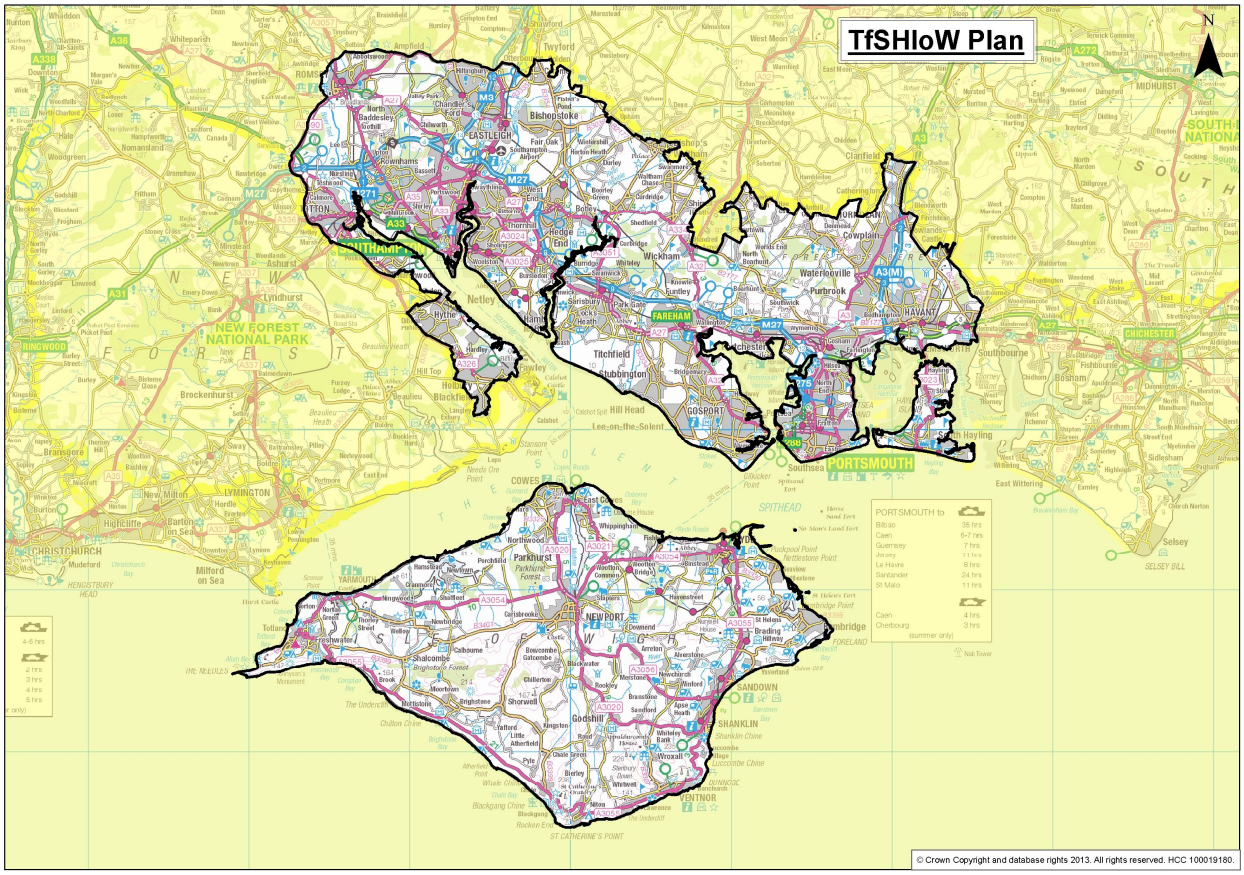
As we have seen over recent years, evidence is critical, and our ability to demonstrate the benefits of transport schemes in supporting and unlocking economic growth will become even more critical as we compete for funding in an un-ring-fenced world. I have every confidence that we are up to this challenge, and with the support of our partners, will be successful.

| Councillor Seán Woodward | Councillor Ian Stephens | Councillor Jason Fazackarley | Councillor Asa Thorpe |
|---|---|---|---|
| **Hampshire County Council** | **Isle of Wight Council** | **Portsmouth City Council** | **Southampton City Council** |

# 1. Introduction

Transport for South Hampshire and Isle of Wight (TfSHIoW) is a partnership comprising the four highway and transport authorities of Hampshire County Council, Isle of Wight Council, Portsmouth City Council and Southampton City Council. The partnership covers the area highlighted in map 1.

**Map 1: TfSHIoW Area**




By working collectively, TfSHIoW provides a more powerful and effective strategic force in improving transport in the area than the four authorities would otherwise achieve by working separately. The partnership recognises that transport movements in this polycentric and interconnected urban area do not respect administrative boundaries and so provides a mechanism through which solutions across boundaries and partners can be developed and funding secured. A strength of the partnership is that the four authorities also pursue independent local priorities as well as working collectively on strategic matters.

TfSHIoW has historically operated under two year business planning cycles (June – May). This is the fourth Business Plan produced by the partnership and the first as TfSHIoW. This Business Plan captures the changes that have taken place over the past two years, considers the changing landscape and sets out the strategic direction for the partnership to maximise opportunities to improve the transport situation and the role it can play in supporting sustainable economic growth.

# 2. Adaptation and Evolution

The 2011-2013 Business Plan was written at a time of change, with the Coalition Government having just taken office. Transport funding had been cut and the number of funding pots reduced to just four. Change has continued and it is clear that transport infrastructure is seen as an important enabler of the Government's strategy to kick-start growth. This has resulted in new funding opportunities including: Growing Places Fund, Regional Growth Fund, Local Pinch Point Fund, HA Pinch Point Fund, Cycling Ambition Grant, New TIF (Local Business Rate retention), Public Works Loan Board, Local Infrastructure Fund, and opportunities through the Portsmouth and Southampton City Deal.

Increasingly, we are competing for funding in an un-ring-fenced environment, and this means that we need to further improve our ability to successfully make the case for transport investment and the role it can play in supporting economic growth relative to other areas of investment. Linked to this, we are also having to make this case to a wider and *non-transport-specific* audience (BIS, DCLG, LEP, and perhaps in the future to private investors and lower-tier authorities).

The central role of Local Enterprise Partnerships (LEPs) in decision-making and as funding distributors has been reinforced, and they now hold a pivotal role in setting the economic strategy that transport must support (to access funding). It is also clear that from 2015 there will be a single devolved funding pot, and the role of LEPs is likely to be central.

It will be important for TfSHIoW to work closely with the Solent LEP to ensure that the voice of the LTAs is heard and so that the LTAs can collectively influence the role transport can play in supporting the LEP's priorities.

The overriding economic imperative remains as the need to create new jobs, safeguard jobs and enable new development – and transport as enabling infrastructure has moved high-up the agenda both nationally and locally. With this focus, the role of transport in tackling existing and forecast network constraints, realising mode shift, and improving accessibility may be overlooked. A task for TfSHIoW will be to keep these on the agenda and the TDP has helped here.

The TDP is now published, and it has been written to allow flexibility to pick-up new opportunities as they arise. It will be important to keep the TDP up-to-date with emerging schemes and priorities.

The investment in the SRTM has undoubtedly been justified, having secured significant levels of funding and from having its capability to support bids (Regional Growth Fund, Local Pinch Point Fund, Growing Places Fund, etc.). It will be important that, within this business planning period, we make provision to update the model in 2015, so that the area can continue to respond to and secure funding opportunities. Without an up to date strategic evidence base our ability to take advantage of funding opportunities will be significantly compromised. The economic capability of the SRTM makes it well placed to argue the case for transport investment in an un-ring-fenced world.

Following the successful funding applications for Local Sustainable Transport (LSTF) and Better Bus Area (BBAF) funding, TfSHIoW is coordinating the delivery of these two projects. This has provided an additional dimension to the work of TfSHIoW from the role that it has previously performed. Delivery, which is by the three mainland Local Transport Authorities, is progressing well on both these strategic projects. However, there is a need to ensure that these delivery projects is integrated within the wider business of TfSHIoW and not seen as discrete – arms-length – projects.

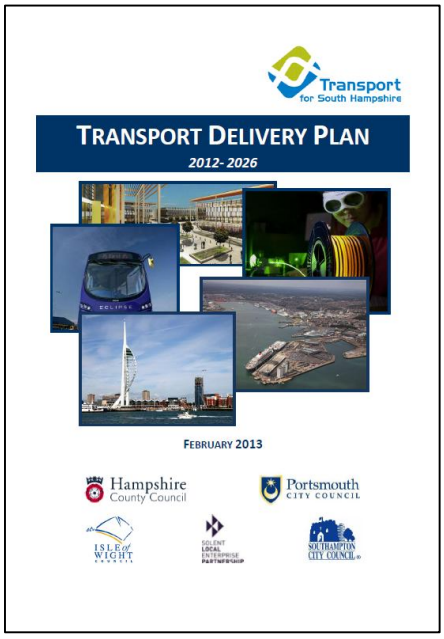
The City Deal workstream is progressing at pace with the Portsmouth and Southampton City Deal having been fast-tracked. The 'ask' of Government being developed by the cities and HCC is for a stronger joint working arrangement with the Highways Agency. This is intended to result in a stronger emphasis on economic growth in the management, operation and improvement of the strategic road network.

To summarise, the partnership has continued to adapt to change and indeed has adapted in advance of change. But the partnership needs to continue to evolve to reflect the changing landscape, whilst retaining those core attributes that have enabled it to succeed.

# 3. Review of 2011 – 2013 Business Plan

In the 2011-13 Business Plan period TfSHIoW has delivered in a number of project areas. These are summarised below:

- The curtailment of public funding has meant that the imperative to demonstrate value for money to secure public funding is more crucial than ever. Furthermore the focus has shifted to facilitating economic growth and employment creation. TfSHIoW has successfully developed an evidenced, objective and realistic Transport Delivery Plan (TDP), which identifies a set of schemes for the period upto 2026, to be progressed by TfSHIoW and its constituent authorities, framed by an overall approach to delivery that positions TfSHIoW with the flexibility to mobilise quickly to secure funding opportunities from a variety of sources. The TDP is consistent with both the Joint Strategy for South Hampshire and in the Isle of Wight Local Transport Plan and will act as a live document to respond to emerging proposals.




- The SRTM has been used to support the successful applications to The Platform for Prosperity RGF bid and Newgate Lane Improvements Growing Places Fund bid. In addition, the SRTM has also been used to support HCC and SCC bids to the Local Pinch Point Fund.
- TfSHIoW has successfully developed a draft Assurance Framework for the Solent Local Transport Body, a body whose remit is to prioritise local major transport scheme investment, award funding and programme manage projects for the period 2015-19. The Solent LTB covers the Solent LEP area and work is ongoing to develop the additional documentation and processes required. The first meeting of the Local Transport Body is planned for June 2013 and TfSHIoW will provide the secretariat.
- The Sub Regional Transport Model is currently in the process of being updated to fully model the Isle of Wight. The model has been utilised to support successful funding bids for a number of projects including the LSTF and BBAF bids and schemes such as Platform Road. The SRTM also continues to provide a valuable tool to local authorities and developers in assessing the impact of planned housing growth.

Bus Rapid Transit stand at Transport for Economic Growth Event.

- TfSHIoW in partnership with South Hampshire Bus Operators Association (SHBOA) has delivered the first years spend of the Better Bus Area Fund including the delivery of Wi-Fi, Next stop audio-visual announcement, LED lighting and bus refurbishments. Also, to date, approximately 80 apprenticeships have been created. We have shared best practice with other areas delivering BBAF projects.
- TfSHIoW was one of only two large Local Sustainable Transport Fund bids nationally to be fully funded, with an allocation of £17.81m from DfT in addition to £13.3m being raised locally. The bid consisted of three broad components: An interoperable smart ticket for bus and ferry travel; Area-wide and corridor specific behavioural change interventions; and Physical interventions along nine corridors and at interchanges. The first years spend has been on track and work is underway to develop legacy proposals to ensure momentum is maintained following the conclusion of the funding stream in March 2015.

- TfSHIoW has developed its relationship with the Solent LEP and provided support to a number of areas of their work (HA Pinch Point, LTB, Enterprise Zone).
- TfSHIoW has attended PUSH meetings and provided the transport section of the Spatial Strategy Review.
- The Solent Enterprise Zone (EZ) at Daedalus, in Gosport, has been granted planning permission, and TfSHIoW is working with the Solent LEP to deliver enabling transport solutions focussed on a step change in transport provision between the Solent EZ and strategic transport networks at M27 Junction 11 and Fareham Railway Station. The aim is to improve journey time reliability and as a consequence, facilitate agglomeration and improve productivity, recognising that employment-led redevelopment at Daedalus can reduce out commuting from the peninsula and provide local sustainable access to jobs. Infrastructure investment in the short to medium term will focus on Newgate Lane as the key route to M27 at Junction 11, and Fareham Railway Station. This is a viable alternative for traffic, particularly lorries, currently using the western approach roads via Stubbington. Other sites such as Dunsbury Hill Farm which has recently been granted planning permission are also the subject funding applications – again supported by the SRTM.
- Whilst the 2011-13 Business Plan included within its workplace the delivery of a Public Transport Delivery Plan, it was decided to pause on that workstream to focus on LSTF and BBAF funding opportunities and to focus on the TDP. The Public Transport Delivery Plan will be developed in the current business planning period.
- TfSHIoW has undertaken a number of activities to develop links with partners and businesses including undertaking consultation workshops in developing the Transport Delivery Plan, encouraging business representatives to undertake an active part in TfSHIoW Joint Committees, and in December 2012, TfSHIoW hosted the 'Transport for Economic Growth' event to highlight the work of the partnership to businesses and stakeholders. TfSHIoW will continue to improve links with the private sector and work is planned to develop both a Communication Strategy and a Freight Delivery Plan to engage further with businesses.

*Transport for Economic Growth event*

- TfSHIoW continues to provide the administrative and coordination functions of the TfSHIoW Joint Committee, Senior Management Board, and Working Groups as well as providing the transport input into the South Hampshire Multi-Area Agreement.

# 4. Strategic Direction

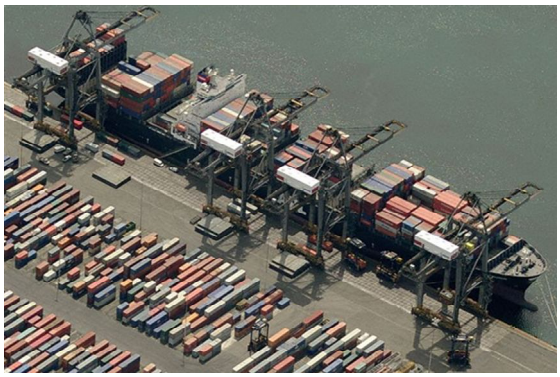
Local transport policy is set out in the two Local Transport Plans (LTPs) covering the area. The mainland authorities worked together to develop a Joint LTP3 strategy for South Hampshire, reflective of the integrated nature of transport movements, whilst the Isle of Wight developed it's own, discrete, Local Transport Plan (prior to their joining the partnership).

TfSHIoW is a *strategic* partnership and aims to develop strategic transport solutions in support of sub-national priorities, which are currently focussed on stimulating economic growth. A strategic scheme is defined as a scheme that will have significant benefit over an area wider than its immediate locality. This distinguishes the work of TfSHIoW from programmes progressed by the individual Local Authorities. TfSHIoW resources are for deployment on such mutually beneficial projects.

Following on from section 3, which summarised the changes that have taken place over the past two years and the need for TfSHIoW to continue to adapt, this section sets the strategic priorities to shape the evolution of TfSHIoW over the Business Plan period.

The publication of the Transport Delivery Plan (TDP) has undoubtedly placed the area in a strong position from which to develop transport schemes and by providing a robust basis and evidence base on which to anchor schemes. The TDP is a 'live' document and will be updated regularly as evidence improves and opportunities present themselves. A funding strategy considering opportunities to deliver the TDP will be progressed.

Critically, the SRTM is able to identify economic impact, meaning that it provides an invaluable investment planning tool, and as the SRTM has formed the basis of the TDP, the TDP can, therefore, be viewed as an investment plan. It will be important over this Business Plan period to maintain the SRTM and prepare for a full update in 2015 to ensure its efficacy and further enhance the value for money from the initial investment.



TfSHIoW will be providing the secretariat for the new Solent Local Transport Body (LTB). The LTB will have a single remit – that being to prioritise and programme manage a devolved major transport scheme allocation. It is expected that the first year of the LTB will require resource allocation over specific periods – particularly around establishment and prioritisation. However, in year two it is expected that the resource requirement will reduce.

The Solent LEP has a number of projects for which they require transport advice and are keen to enter into an agreement with TfSHIoW to provide this advice. It is likely that the level of resource required by the LEP over the 2013-14 year will be considerable with a focus on the development of a Multi-Year Strategic Plan and a Structural Investment Funds Strategy. This relationship will provide an important opportunity to ensure alignment between economic priorities and transport delivery and ultimately improve funding opportunities for the TfSHIoW authorities.

Following on from this, partnerships and stakeholders will continue to play an important role in the work of TfSHIoW. We are working in partnership with the freight industry to develop a new Freight Delivery Plan, and we will be working with public transport operators to develop a Public Transport Delivery Plan. Both these projects are being developed in partnership with the freight and public transport sectors, respectively, with plan development and outputs being shared.

Public Transport is a particularly important area for TfSHIoW and strong partnerships with operators has secured grant funding, levered in private sector funding, delivered patronage growth, and is delivering projects on the ground – as well as new jobs. The South Hampshire Bus Operators Association (SHBOA) has been instrumental in this and with key projects being delivered (particularly the smart ticketing project through LSTF) over the course of this Business Plan period, the role of SHBOA will remain important. In addition to the smart ticketing project, through LSTF, we are also seeking to improve integration between public transport modes in different ways and there is additional work here for progression beyond LSTF (as set out in the TDP). To reflect this, TfSHIoW will work with operators across modes to provide for discussions and planning at an operations level.

The delivery of BBAF and LSTF projects has progressed successfully to date and it will be important to integrate this delivery arm within the wider TfSHIoW work programme so that we can maximise the value of BBAF and LSTF investments and ensure their successful legacy beyond the funding periods and that future projects build on their success.

### Objectives

To reflect the changing context and to provide the strategic direction, TfSHIoW will seek to achieve the following objectives:

- Plan and develop strategic transport solutions that enable sustainable economic growth;
- Identify and coordinate bids for funding transport solutions;
- Improve integration across transport modes;
- Identify and develop opportunities for improved transport service delivery;
- Coordination of delivery of cross-boundary projects (LSTF and BBAF);
- Support the Solent LEP and PUSH in delivering their priorities;
- Support, maintain, strengthen and develop transport partnerships;
- Manage a robust transport evidence base to support strategy development, scheme identification, and to help securing of funding.

Guided by these objectives, the core activities for the 2013-15 Business Planning period are:

| |
|---|
| Maintain and update the Transport Delivery Plan |
| Develop a Funding Strategy to support the delivery of the TDP |
| Produce a Public Transport Delivery plan for the area in partnership with operators and other stakeholders |
| Coordinate the delivery of the Local Sustainable Transport Fund and Better Bus Area Fund projects |
| Provide strategic transport intelligence and advice to the Solent LEP and PUSH |
| Produce a Freight Delivery Plan |
| Respond to emerging funding opportunities by supporting and coordinating strategic bids |
| Provide the Secretariat function for the Solent Local Transport Body |
| Manage and maintain the Sub Regional Transport Model and prepare for a 2015 model update |
| Manage application uses of the Sub Regional Transport Model |
| Extend the Sub Regional Transport Model to fully cover the Isle of Wight |
| Administrate and coordinate the TfSHIoW Joint Committee |
| Administrate, coordinate and develop the Senior Management Board and Working Groups |
| Undertake a review TfSHIoW communications |
| Provide support to proposals emerging form the Portsmouth and Southampton City Deal |

# 5. Governance and Partnerships

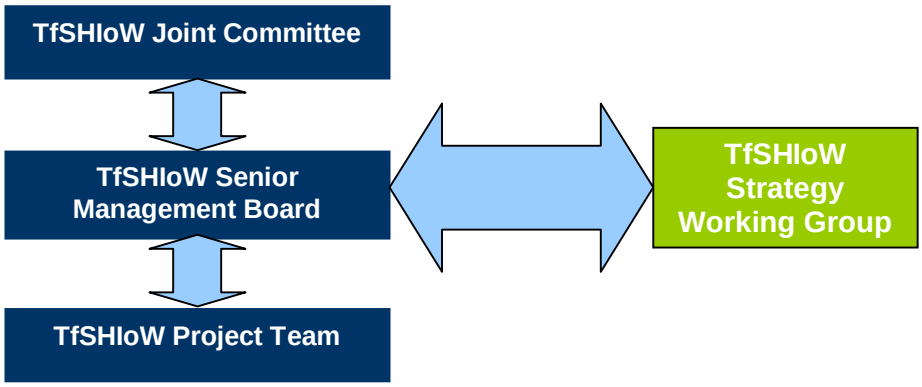
A Joint Management Agreement for TfSH was approved in June 2008, by the three constituent highway authorities (HCC, PCC and SCC). The Agreement formalises the governance arrangements for TfSH and records the intentions of these three authorities to work together. Isle of Wight Council formally accepted an invitation to join TfSH in May 2012 and the partnership was renamed Transport for South Hampshire and Isle of Wight (TfSHIoW) in February 2013 and the Joint Agreement has been updated to reflect this change.

Since transport is a key factor that can have a profound influence on the location and rate of sustainable growth, a relationship exists between TfSH and PUSH. The PUSH area does not include the Isle of Wight or the Waterside area of the New Forest. This relationship will continue to have a two-way impact on the work of the respective partnerships during the period of this Business Plan.

There is no formal relationship, presently, between TfSHIoW and the Solent LEP but a working relationship has developed and is expected to be developed considerably through this business planning period.

The TfSHIoW partnership is structured as a formal Joint Committee, established in accordance with the Joint Management Agreement and Section 102(1) of the Local Government Act 1972. This is supported by a Senior Management Board, comprising the senior transport planning officers of the four highway authorities. This Board is, in turn, served by a number of Working Groups, which involve industry stakeholders to ensure that plans and aspirations are embedded within their respective company plans for investment. The TfSHIoW governance structure is shown in Figure 1.

**Figure 1: TfSHIoW Governance**




A project team is in place to ensure that TfSHIoW delivers in accordance with this Business Plan, ensuring that the organisation is:

- properly resourced
- involves stakeholders at all appropriate levels
- results driven; and
- accountable to the constituent authorities.

The project team structure has contracted considerably and currently has provision to be resourced by three FTEs.

In addition to the local highways and transport authorities, a wide range of stakeholders are affiliated to TfSHIoW. These organisations, representing transport authorities and operators, business, government and non-government organisations, are involved through their attendance at the Joint Committee meetings and, as appropriate, through working groups to develop the strategy, or to progress improvements relevant to their particular interest.

The first meeting of the TfSH Joint Committee in October 2007 established a principle for the business planning cycle. In view of the differing electoral cycles of the three constituent authorities, it agreed to

follow the political calendar (June to May), rather than financial years. The arrangement would allow incoming Members, during an election year, to influence the shape of future Business Plans rather than commit them to a pre-existing plan based on an April start.

This Business Plan update covers the June 2013 to May 2015 period. A Work Programme has been prepared to continue the development and establishment of the partnership.

In accordance with the Joint Management Agreement the TfSHIoW Joint Committee appointed HCC, PCC and SCC to provide certain services, advice and guidance to TfSHIoW. This is to ensure an equitable spread of responsibilities and to utilise existing skills and competences within the three authorities. These responsibilities are outlined in Figure 2.

**Figure 2: Responsibilities of the partner authorities**

| Responsibility | Lead Authority |
|---|---|
| Finance matters | Led by Hampshire |
| Technical matters | Led by Hampshire |
| Democratic Process | Led by Hampshire |
| Legal matters | Led by Southampton |
| Public Relations and Marketing | Led by Portsmouth |
| Press releases | With Authority of the Chairperson |

As indicated above, the role of TfSHIoW in coordinating bidding activity for strategic projects is a core activity. The Joint Committee on 17 October 2008 established the principle that major projects should be vested in the appropriate highway authority as 'Lead Authority' for implementation and construction. The Lead Authority will have the full authority and power to act on behalf of TfSHIoW for the purpose of delivering the major project. The distinction between the roles of TfSHIoW and the Lead Authority is shown in Figure 3.

**Figure 3: Bidding Protocol***

| Project Stage | Responsible Body |
|---|---|
| Outline specification of schemes and interventions | TfSHIoW |
| Bidding for funding, from various sources | TfSHIoW |
| Outline design and broad order cost estimates | Sourced by TfSHIoW |
| Approval of allocated resources | Notified by TfSHIoW |
| Project development | Lead Highway Authority |
| Detailed design | Lead Highway Authority |
| Implementation of scheme or intervention | Lead Highway Authority |

* *Regarding TfSHIoW bidding activity. Each LTA will also develop schemes and funding applications independently.*

Where an authority takes on the role as Lead Authority for a major project within their area, it will be the responsibility of that Lead Authority to provide the advice and guidance relating to all aspects of that particular project.

# 6. Finance

### Financial Protocols

As part of the governance arrangements for TfSHIoW, a set of financial protocols have been prepared by the TfSHIoW Treasurer, in discussion with the TfSHIoW legal adviser, for governing the financial management of TfSHIoW. The protocols are available for inspection.

The protocols set out a process for approving projects and recognise the role of Lead Authorities in taking forward the delivery of major projects that have secured funding through the efforts of TfSHIoW.

### Budget Planning 2013-14

In previous years the budget planning within the Business Plan has covered the full two year period of the Business Plan. However, given the changing landscape TfSHIoW is operating in, a single year budget is presented, which will be updated mid-term.

The partners' contributions to TfSHIoW are set out in the table below.

| | |
|---|---|
| Hampshire County Council | £90,000 |
| Isle of Wight Council | £20,000 |
| Portsmouth City Council | £40,000 |
| Southampton City Council | £40,000 |

The tables below show the TfSHIoW revenue and capital funding forecast for 2013/14.

| **Core Revenue Funding 2013/14** | |
|---|---|
| Balance b/f from previous year | £262,000 |
| Partner contributions | £190,000 |
| **Total Revenue funding** | **£452,000** |

| **Project Related Revenue Funding 2013/14** | |
|---|---|
| BBAF | £803,000 |
| LSTF | £3,136,105* |
| **Total Revenue funding** | **£3,939,105*** |

| **Project related Capital Funding 2013/14** | |
|---|---|
| BBAF | £2,714,000 |
| LSTF | £5,498,119* |
| **Total Capital funding** | **£8,212,119*** |

**Provisional*

# 7. Work Programme for 2013-15

This work programme builds on and updates that outlined for last year and reflects the emerging priorities.

### Priority Actions 2013-15

| | |
|---|---|
| 1 | Maintain and update the Transport Delivery Plan |
| 2 | Develop a Funding Strategy to support the delivery of the TDP |
| 3 | Produce a Public Transport Delivery plan for the area in partnership with operators and other stakeholders |
| 4 | Coordinate the delivery of the Local Sustainable Transport Fund and Better Bus Area Fund projects |
| 5 | Provide strategic transport intelligence and advice to the Solent LEP and PUSH |
| 6 | Produce a Freight Delivery Plan |
| 7 | Respond to emerging funding opportunities by supporting and coordinating strategic bids |
| 8 | Provide the Secretariat function for the Solent Local Transport Body |
| 9 | Manage and maintain the Sub Regional Transport Model and prepare for a 2015 model update |
| 10 | Manage application uses of the Sub Regional Transport Model |
| 11 | Extend the Sub Regional Transport Model to fully cover the Isle of Wight |
| 12 | Administrate and coordinate the TfSHIoW Joint Committee |
| 13 | Administrate, coordinate and develop the Senior Management Board and Working Groups |
| 14 | Undertake a review TfSHIoW communications |
| 15 | Provide support to proposals emerging form the Portsmouth and Southampton City Deal |

### TfSHIoW Action Plan 2013-15

| Priority Action | | Activity | Lead | TfSHIoW Staffing Resource (%FTE) | Funding | Delivery |
|---|---|---|---|---|---|---|
| 1 | 1.1 | Maintain and update the Transport Delivery Plan | TfSHIoW | 10% | Staff resource £60k | - |
| 2 | 2.1 | Develop a Funding Strategy to support the delivery of the TDP | TfSHIoW & Partner Authorities | 20% | Staff resource £30k | Nov-13 |
| 3 | 3.1 | Produce a Public Transport Delivery plan for the area in partnership with operators and other stakeholders | TfSHIoW, Partner Authorities and Industry | 25% | £75k | Sep-13 |
| 4 | 4.1 | Client manage the delivery of the BBAF project | TfSHIoW & Partner Authorities | 15% | Staff resource | Mar-14 |
| | 4.2 | Delivery of the BBAF project | TfSHIoW, SHBOA and Partner Authorities | 15% | Mar-14 | Mar-14 |

| | | | | | | |
|---|---|---|---|---|---|---|
| | 4.3 | Process reimbursement claims and provide progress updates to DfT for BBAF | TfSHIoW | 5% | Staff resource | Mar-14 |
| | 4.4 | Coordinate marketing-related projects of the BBAF delivery programme | TfSHIoW | 10% | Staff resource | Mar-14 |
| | 4.5 | Programme manage the delivery of the LSTF project | TfSHIoW | 60% | Staff resource | Mar-15 |
| | 4.6 | Deliver the smart ticketing project | TfSHIoW | 100% | Staff resource | Mar-15 |
| | 4.7 | Coordinate marketing-related projects of the LSTF delivery programme | TfSHIoW | 60% | Staff resource | Mar-15 |
| | 4.8 | Process reimbursement claims and provide progress updates to DfT | TfSHIoW | 20% | Staff resource | Mar-15 |
| | 4.9 | Support delivery of the Monitoring and Evaluation Strategy | TfSHIoW | 10% | Staff resource | Mar-15 |
| | 4.10 | Support UoS in delivery of the Carbon Dioxide Evaluation Case Study | TfSHIoW | 5% | Staff resource | Mar-15 |
| | 4.11 | Develop and Monitor LSTF legacy action plan | TfSHIoW & Partner Authorities | 5% | Staff resource | Mar-15 |
| 5 | 5.1 | Provide transport support to the Solent LEP *(particularly with regard to the Multi-Year Growth Plan and the Structural Investment Strategy)* | TfSHIoW | 40% | Staff resource | - |
| | 5.2 | Provide transport support to PUSH | TfSHIoW | 5% | Staff resource | - |
| 6 | 6.1 | Produce a Freight Delivery Plan | TfSHIoW and Industry | 20% | £20k | Nov-13 |
| 7 | 7.1 | Respond to emerging funding opportunities by supporting and coordinating strategic bids | TfSHIoW & Partner Authorities | As Required | £37k | - |
| 8 | 8.1 | Provide technical support for the Solent Local Transport Body | TfSHIoW | 25% | Staff resource | - |
| 9 | 9.1 | Manage and maintain the Sub Regional Transport Model and prepare for a 2015 model update | TfSHIoW | 10% | Staff resource | - |
| 10 | 10.1 | Manage application uses of the Sub Regional Transport Model | TfSHIoW | 10% | Staff resource | - |
| 11 | 11.1 | Extend the Sub Regional Transport Model to fully cover the Isle of Wight | TfSHIoW and IoW | 20% | £60k | Sep-13 |

| | | | | | | |
|---|---|---|---|---|---|---|
| 12 | 12.1 | Administrate and coordinate the TfSHIoW Joint Committee | TfSHIoW | 10% | Staff resource | - |
| 13 | 13.1 | Administrate coordinate and develop the Senior Management Board and Working Groups | TfSHIoW | 20% | Staff resource | - |
| 14 | 14.1 | Undertake a review TfSHIoW communications | TfSHIoW | 10% | Staff resource | Aug -13 |
| 15 | 15.1 | Provide support to proposals emerging form the Portsmouth and Southampton City Deal | TfSHIoW | As Required | Staff resource | - |

| Core Meetings | Month / Year | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Apr-13 | May-13 | Jun-13 | Jul-13 | Aug-13 | Sep-13 | Oct-13 | Nov-13 | Dec-13 | Jan-14 | Feb-14 | Mar-14 |
| TfSHIoW Joint Committee | | | | | | | | | | | | |
| Solent Local Transport Body Board Meeting | | | | | | | | | | | | |
| TfSHIoW Senior Management Board | | | | | | | | | | | | |
| TfSHIoW Strategy Working Group | | | | | | | | | | | | |
| TfSHIoW Evidence Base Progress Group | | | | | | | | | | | | |

| Project Programme | Month / Year | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | May-13 | Jun-13 | Jul-13 | Aug-13 | Sep-13 | Oct-13 | Nov-13 | Dec-13 | Jan-14 | Feb-14 | Mar-14 | Apr-14 | 2014 | 2015 |
| Produce a Public Transport Delivery plan for the area in partnership with operators and other stakeholders | | | | | | | | | | | | | | |
| Delivery of the BBAF project | | | | | | | | | | | | | | |
| Client Management the delivery of the LSTF project | | | | | | | | | | | | | | |

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|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Produce a Freight Delivery Plan | | | | | | | | | | | | | | |
| Develop a Funding Strategy to support the delivery of the TDP | | | | | | | | | | | | | | |
| Extend the Sub Regional Transport Model to fully cover the Isle of Wight | | | | | | | | | | | | | | |
| Undertake a review TfSHIoW communications | | | | | | | | | | | | | | |

# 8. Resources and Working Arrangements

The skills and resources available to help the TfSHIoW partnership deliver these actions are different from the mainstream transport planning and civil engineering delivery abilities that are necessary in local authorities. The TfSHIoW core team needs the following mix of skills and resources at its disposal:

- Programme management (not scheme project management)
- Stakeholder relationship liaison
- Political awareness
- Up-to-the-minute knowledge of transport thinking
- A clear understanding of transport realities
- Transport modelling awareness
- Bidding skills
- Responding quickly to developing opportunities
- An understanding of the links between transport and economic development
- Co-ordination and commissioning skills
- A clear understanding of the roles, priorities, capabilities and limitations of TfSHIoW stakeholders; and
- A clear understanding of the needs of residents and the business community.

The mechanism through which this Business Plan will be delivered is:

- The Joint Committee, providing political direction and approval of executive action. This also allows for formal stakeholder representation and meets four times per year (with each LTA hosting area per year).
- Senior Management Board of the local highway and transport authorities providing executive decision making. This meets every two monthly.
- Strategy Working Group, involving national and regional stakeholders, to determine strategy within the context of the approved Business Plan. This meets every two months.
- Project specific working groups.

The staff resources of the TfSHIoW project team (including BBAF and LSTF specific posts) comprise 5.6 FTEs, although one of these posts is currently vacant. To deliver the Action Plan a requirement for 5.3 FTEs has been identified, although this does not account for resources required to support those areas where resourcing requirements are currently unknown (e.g. Action Plan projects 7 and 15).

As noted within this Business Plan, there will be a requirement for additional resource to be provided by the partner authorities on a project-by-project basis.

# 9. Risk Register

The below table identifies the core risks associated with the delivery of this Business Plan.

| Risk # | Risk Detail | Start & End Date | Risk Rating | Mitigation | Risk Owner |
|---|---|---|---|---|---|
| 1 | Change in political support for TfSHIoW within one or more of the partner authorities | 06-13 to 05-15 | Low | A change in the political situation may impact on partnership working. Members are actively engaged through the Joint Committee process and provide the strategic direction for TfSHIoW. | HCC / IOW/ PCC / SCC |
| 2 | Solent LEP seeking to progress transport matters independently | 06-13 to 05-15 | Low | TfSHIoW officers are working with the Solent LEP and have made LEP Board Members aware of the work of TfSHIoW. TfSHIoW has already provided support to the Solent LEP and is supporting the LEP with regard to the Solent Enterprise Zones. A Business Board member has been elected to the TfSHIoW Joint Committee. The LEP has made it clear that they do not want to replicate existing structures. | SB |
| 3 | Reduced funding contribution by the partner authorities | 06-13 to 05-15 | Low | Funding has been agreed by the partners for 2013-14. | HCC / IOW/ PCC / SCC |
| 4 | Failure to establish a Local Transport Body for the Solent LEP area | 06-13 to 07-13 | Low | TfSHIoW is in a strong position to provide the LTB. | TfSHIoW / Solent LEP |
| 5 | Failure to deliver the Better Bus Area Fund Package | 06-13 to 03-14 | Low | TfSHIoW and SHBOA are working closely to deliver this project. Milestones are in place and agreed and monitoring is in place. | TfSHIoW / SHBOA |
| 6 | Failure to deliver the LSTF Large Project Package | 06-13 to 03-2015 | Low | TfSHIoW is working to deliver this project. Milestones and a monitoring strategy are being developed. | JR |
| 7 | Failure to secure funding for the maintenance of SRTM | 06-13 to 05-15 | Med | It was agreed at April 2011 Joint Committee that income generated through the use of the SRTM by external bodies will be ring-fenced into a maintenance fund. The extent of this fund is difficult to predict and so may be | SG |

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| | | | | insufficient – on its own – to fund a biennial update to the data underpinning the SRTM. | |
| 8 | Failure to enable external bodies to use the SRTM | 06-13 to 05-15 | Low | A protocol has been agreed by the Joint Committee, along with a charging schedule. The consultancy project managing the SRTM has the necessary capacity to resource requests for use. External use to date has been encouraging. | SG |
| 9 | Failure to produce an area-wide public transport strategy | 06-13 to 01-14 | Low | With recent bidding success, there is fresh impetus on this. The work has been outlined and a project lead is in place. | TfSHIoW & partner authorities |
| 10 | Failure to maintain existing strategic partnerships | 06-13 to 05-15 | Low | Key strategic partnerships and relationships are maintained through the TfSHIoW Senior Management Board and through the TfSHIoW Strategy Working Group. These operate on a bi-monthly basis. | HCC / IOW/ PCC / SCC |
| 11 | Failure to deliver on commitments within partnership agreements | 06-13 to 05-15 | Low | Provide resource within the TfSHIoW project team to deliver on the commitments within partnership agreements. | SB |