

**Report to the  
Transport for South Hampshire Joint Committee**

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**Subject:** Transport for South Hampshire Resource Plan 2012-13

**Purpose of the Report**

This report proposes a restructuring of the Transport for South Hampshire (TfSH) core team to redress a resourcing deficiency and to respond to a changing skills requirement. The report also proposes the initiation of the recruitment of a programme manager for the Local Sustainable Transport Fund (LSTF) workstream, should TfSH be successfully funded.

**Recommendations**

- a) The proposed structure of the Transport for South Hampshire core team for 2012-13 is approved.
- b) The process of recruiting a Senior Responsible Officer to manage the Local Sustainable Transport Fund programme is initiated.

**Introduction**

1. Resourcing of the TfSH core team has seen significant change over the past year in response to reductions in contributions from the partner authorities, which itself is reflective of wider funding restraint in the public sector. 2011-12 has therefore, been a year of transition. Despite a reduction in resource, TfSH has made progress in 2010-11 in a number of areas and demonstrated success.
2. The key success for TfSH this year has been its short-listing by Department for Transport (DfT) to submit a business case to the LSTF for £17.8 million of a total £31 million package of measures aimed at supporting economic growth and carbon reduction in South Hampshire. The Business Case was submitted in December 2011 and a decision is expected in June 2012. Should funding be successfully secured, an intensive three year programme will be required to deliver the proposals.
3. The transport funding environment has changed and the role of sourcing funding pots, developing funding 'cocktails', and managing bid

development will be vital in the years to come to bring in transport investment to South Hampshire to support sustainable economic growth.

### Transport for South Hampshire Core Team Resourcing

4. As a result of resourcing demands within the three TfSH authorities the ability of senior staff (e.g. heads of service) to allocate their time to TfSH work has diminished significantly. This coupled to a reduction in TfSH staff resource has meant that at the beginning of the 2011-12 year TfSH had two Full Time Equivalents (FTEs) to deliver the Business Plan, which itself, identifies a requirement for three FTEs. A difficult resourcing situation arose in August, when one of the FTEs left post to take up a position within Hampshire County Council, which provided permanent full time employment, having been on a two year contract with TfSH.
5. The situation was eased slightly in September by 0.6 of an FTE being made available from the Strategic Transport Group of Hampshire County Council. The Contract of the post holder expires in March.
6. All TfSH posts are funded through the TfSH staff budget. The current composition of the TfSH team is set out below:

| Post                               | Employment Basis   |
|------------------------------------|--|
| <b>TfSH Project Coordinator</b>    | <ul style="list-style-type: none"> <li>• Substantive post with Hampshire County Council on a permanent full time basis, recharged to TfSH</li> </ul> |
| <b>Transport Planner</b>           | <ul style="list-style-type: none"> <li>• Vacant</li> </ul>   |
| <b>Assistant Transport Planner</b> | <ul style="list-style-type: none"> <li>• 2 Year Contract to Hampshire County Council on behalf of TfSH. Expires end March 2012.</li> </ul>           |

7. Despite the resourcing constraints, TfSH has been successful in 2011-12, having had its *Initial Proposal* to the Joint Large Project Package category of the DfT's LSTF short-listed. This, along with the delivery of the Sub-Regional Transport Model (SRTM) and the development of the Long Term Strategic Implementation Plan (agenda item 8) has dominated the work of TfSH in 2011-12. The development of the LSTF Business Case, in particular, consumed the period from September to December 2011, meaning that other areas of work could not be progressed as expected.
8. TfSH has also been successful in strengthening its relationship with the Solent Local Enterprise Partnership (LEP), having developed applications to the Regional Growth Fund, provided support for the successful application for an Enterprise Zone at Daedalus, and more recently identified transport options for the Growing Places Fund. In addition, it has been proposed that Russell Kew, a Business Board Member of the Solent LEP, be appointed a position on the TfSH Joint

Committee. This shall be formally agreed at the 26 January Joint Committee meeting.

9. The key work programme priorities of the TfSH Business Plan are set out below:

|    |  |
|----|--|
| 1  | Develop an evidenced, objective and realistic Long Term Strategic Implementation Programme that responds to the sustainable economic growth aspirations of South Hampshire, its businesses and the wider UK economy. |
| 2  | Coordinate bids to funding pots and programmes, in particular the next DfT Major Schemes Programme.  |
| 3  | Provide strategic transport intelligence and advice to the Solent LEP and PUSH, where requested.   |
| 4  | Manage and maintain the SRTM.  |
| 5  | Explore alternative mechanisms of transport service delivery to improve efficiency and local ownership.  |
| 6  | Development of a major scheme business case to the LSTF and coordination of delivery of any successful package.  |
| 7  | Building on the proposals for wider BRT, coordinating the development, in conjunction with the South Hampshire Bus Operators Association (SHBOA), of an area-wide public transport delivery strategy.                |
| 8  | Maintain existing partnerships and strengthen links with business partners, in particular.   |
| 9  | Provide transport input to the South Hampshire Multi-Area Agreement in order to facilitate co-operation and investment, as well as other agreements.   |
| 10 | Administration and coordination of the TfSH Joint Committee, Senior Management Board, and Working Groups.  |

10. In order to deliver the above priorities it will be important for TfSH to be resourced appropriately. A review of business requirements (primarily the need for additional skills in identifying and securing funding) has revealed that the equivalent of two FTEs are required, but spread over three roles. The proposed staff structure for the TfSH core team to respond to the resourcing requirements is shown in table 1, below:

**Table 1: Proposed TfSH Core Team Structure from April 2012**

| Name            | Post                               | Employment Basis   |
|-----------------|------------------------------------|--|
| Stuart Baker    | TfSH Project Manager               | <ul style="list-style-type: none"> <li>• Full time.</li> <li>• Substantive post with Hampshire County Council funded on a permanent full time basis, recharged to TfSH.</li> </ul> |
| To be recruited | Principal Funding Strategy Officer | <ul style="list-style-type: none"> <li>• Part time.</li> <li>• 2 Year contract to Hampshire County Council on behalf of TfSH.</li> <li>• Expires end March 2014.</li> </ul>        |
| To be recruited | Project Officer                    | <ul style="list-style-type: none"> <li>• Part time.</li> <li>• 2 Year contract to Hampshire County Council on behalf of TfSH.</li> <li>• Expires end March 2014.</li> </ul>        |

11. The role of the TfSH Project Manager is performed by a Hampshire County Council employee on a substantive permanent FTE post within the Strategic Transport Group of Hampshire County Council. The cost of this post is recharged to the TfSH budget.
12. A key area of work that has developed over the past year, and is likely to develop further, is the role of TfSH in directly developing bids for transport funding and supporting external bids, where transport is a component (for example Partnership for Urban South Hampshire [PUSH] or the Solent LEP). This has been managed in 2011-12 through the contracting of an external consultant, through a secondment from Southampton City Council, and within the TfSH core team. This has required budget resource and added pressure to existing workload. Linked to this, it is clear that the transport funding environment has changed and the role of sourcing funding pots, developing funding 'cocktails', and managing bid development will be vital in the years to come to bring in transport investment to South Hampshire to support sustainable economic growth.
13. To ensure that this important function is suitably resourced it is recommended that TfSH creates a new post of Principal Funding Strategy Officer on an initial two year contract. The post holder would operate across the three authorities of TfSH and look for opportunities to coordinate spending programmes to multiply benefits. A key feature of the role would be to identify funding opportunities, pool funding opportunities to create funding cocktails, and manage the bid process. It is expected that the post would become self-funding, following successful bid outcomes. The TfSH Project Manager would also be involved in the bid process.

## Managing the Delivery of the TfSH Joint Large Project LSTF Package

14. The LSTF is a £560 million DfT fund aimed at supporting sustainable travel at the local level.
15. TfSH submitted an *Initial Proposal* in the Joint Large Project Package category to the LSTF in June 2011. In August, TfSH learned that it was one of just 13 areas nationally to have been short-listed to develop a full Business Case, for submission in December 2011.
16. The TfSH bid is titled: *A better connected South Hampshire: Supporting growth, reducing carbon, improving health*, and has three linked components:
  - (i) an interoperable public transport smart card (like the *London Oyster Card*);
  - (ii) physical improvements along 15 high frequency bus corridors into the two cities of South Hampshire (such as real time information, traffic signal enhancements, cycle stands, etc...);
  - (iii) targeted behavioural change measures aimed at encouraging people to make trips by sustainable modes (such as walking, cycling and public transport).
17. The TfSH bid was submitted in December 2011, and a decision on funding is expected in June this year.
18. Should TfSH be successfully funded an intensive three year programme will need to be delivered as funding must be drawn on by end of March 2015. The submitted Business Case included a robust programme plan and we are confident of delivery.
19. We have a number of delivery options open to us, and these will be developed further prior to June. Delivery vehicles may differ across authority areas and across scheme type. For example, the delivery of the smart card will be on an area wide basis, whilst the delivery of a signal enhancement in Southampton would be delivered by Southampton City Council.
20. The delivery programme has been developed to ensure individual components form a coordinated and mutually supportive package. In consideration of this, there is the need for a post to be created to manage the programme to ensure delivery of these individual components and that they come together as a whole. There will also be a requirement for reporting on progress to the Senior Management Board (SMB), the Joint Committee, and to DfT, as well as monitoring, and ensuring funding claims are made.
21. It is therefore proposed that a three year fixed term post is created for a Senior Responsible Officer of the TfSH LSTF programme, commencing

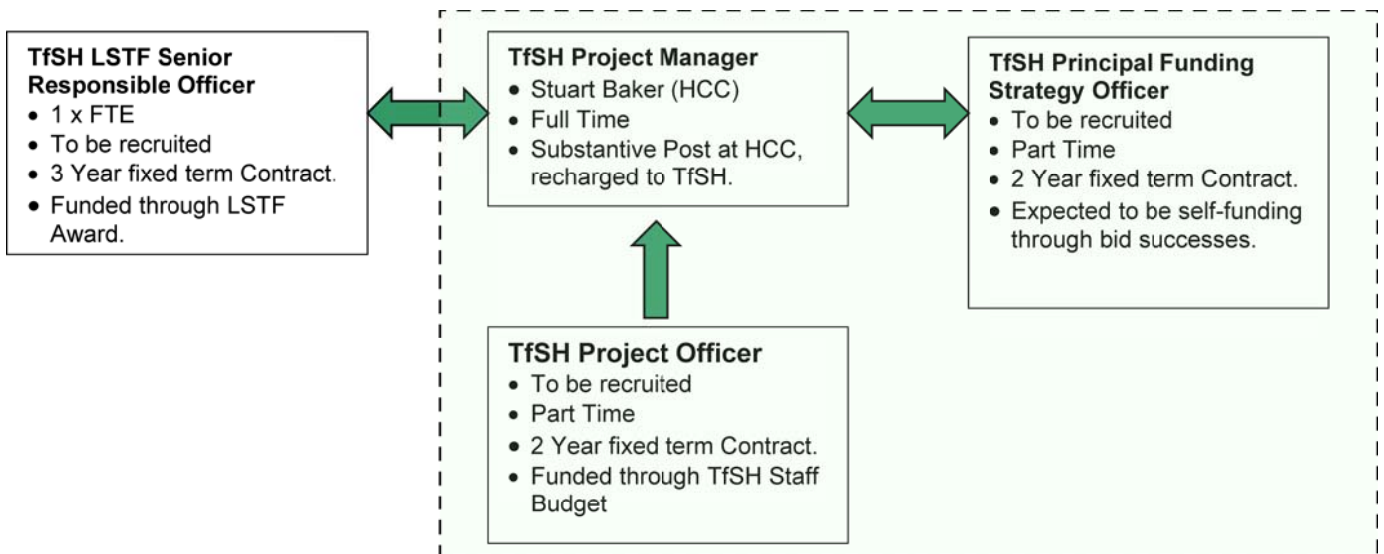
June 2012. The post holder would report to the TfSH SMB and provide progress updates to the TfSH Joint Committee.

22. With a LSTF funding decision expected to be announced in June, and with a relatively short period within which to deliver the programme, it is proposed that the recruitment process commences in advance of June, to enable the successful applicant to be in post as soon as possible should funding be received.
23. A contract offer will not be made until such time that LSTF funding is confirmed. The role would be funded through the LSTF award.

### Overview of Proposed TfSH Resourcing Structure

24. Figure 1, below, provides an overview of the TfSH resourcing situation. It distinguishes between the core team (within the dashed line) and the LSTF delivery programme (which is contingent on a successful funding award).

**Figure 1: TfSH Core Team and LSTF Senior Responsible Officer Structure**



25. The TfSH SMB would provide the strategic and senior officer input. The role of TfSH Project Manager, TfSH Principal Funding Strategy Officer and TfSH LSTF Senior Responsible Officer would report to the SMB.
26. The TfSH Project Manager and Project Officer would be involved in the work of the Principle Funding Strategy Officer.
27. As the roles of Project Officer and Principal Funding Strategy Officer are proposed to be recruited on two year contracts, there is a two year liability for funding these posts to TfSH. The role of TfSH Project Manager is a substantive post in Hampshire County Council; should TfSH cease to operate, the TfSH Project Manager post holder would fall

back into the Hampshire County Council post, so there is no exposure to TfSH in year two.

28. The proposed staff budget allocation (as identified in agenda item 9) for 2012-13 is sufficient to fund the proposed structure.

### **Conclusion**

29. This report has identified the key resourcing pressures facing TfSH and sets out proposals to ensure the delivery of the TfSH work programme and the management of the LSTF programme (should funding be secured) in an efficient and effective manner.

Section 100 D - Local Government Act 1972 - background papers

**The following documents disclose facts or matters on which this report, or an important part of it, is based and has been relied upon to a material extent in the preparation of this report.**

NB the list excludes:

1. Published works.
2. Documents which disclose exempt or confidential information as defined in the Act.

TITLE

LOCATION

None