



# **Transport for South Hampshire**

## **Business Plan 2011 – 2013**

*Mid-term review 2012*

June 2011 – May 2013

# Contents

1	<b><u>Introduction</u></b>	<b>Page 3</b>
2	<b><u>Background</u></b>	<b>Pages 4 – 7</b>
3	<b><u>Strategic Direction</u></b>	<b>Page 8 – 9</b>
4	<b><u>Governance &amp; Partnerships</u></b>	<b>Pages 10 – 11</b>
5	<b><u>Finance</u></b>	<b>Pages 12</b>
6	<b><u>Work Programme 2011 – 2013</u></b>	<b>Pages 13 – 17</b>
7	<b><u>Resources and Working Arrangements</u></b>	<b>Page 18</b>
8	<b><u>Risk Register</u></b>	<b>Pages 19 – 20</b>

# 1. Introduction from the Chairman



**Councillor Melville Kendal**  
Chairman of the TfSH Joint Committee

This TfSH Business Plan provides a mid-term update to the 2011-13 Business Plan that we published last year. It sets out how key priorities for the South Hampshire area, as identified by the Solent LEP, the South Hampshire Joint Local Transport Plan Strategy and PUSH will be delivered through a Work Programme.

When this third Business Plan was published last year, we noted that it was written within a significantly changed context, and as we update this plan mid-term, change continues. Since taking office two years ago, the coalition Government has set out its agenda on public sector funding, local governance and transport policy through a series of statements, policy documents and funding decisions. These policy shifts are having a significant impact across the local government sector and more widely.

We have adapted well to the changed context and seized opportunities for delivering improved transport outcomes for South Hampshire, as and when they have arisen. The past 12 months have been successful: We have been awarded £4.5m of DfT funding following a successful bid to the Better Bus Area Fund, and are one of just 13 areas short-listed within the large project package category of the Local Sustainable Transport Fund. In addition, BRT phase 1a has been delivered and our evidence base is proving its worth. These projects combine to reaffirm the position of public transport at the heart of our transport strategy for sustainable economic growth.

We are moving forward in a strong position, working with SHBOA on the delivery of the Better Bus Area Fund project, are supporting the Solent LEP, and are hopeful of a successful outcome when the Local Sustainable Transport Funding assessments are announced. We have a proven capacity to plan and deliver, and we look forward to the next 12 months and the opportunities that will arise – we are ready for them.

A handwritten signature in black ink that reads "Melville Kendal".

**Councillor Melville Kendal**  
Hampshire County Council

A handwritten signature in black ink that reads "Jason Fazackarley".

**Councillor Jason Fazackarley**  
Portsmouth City Council

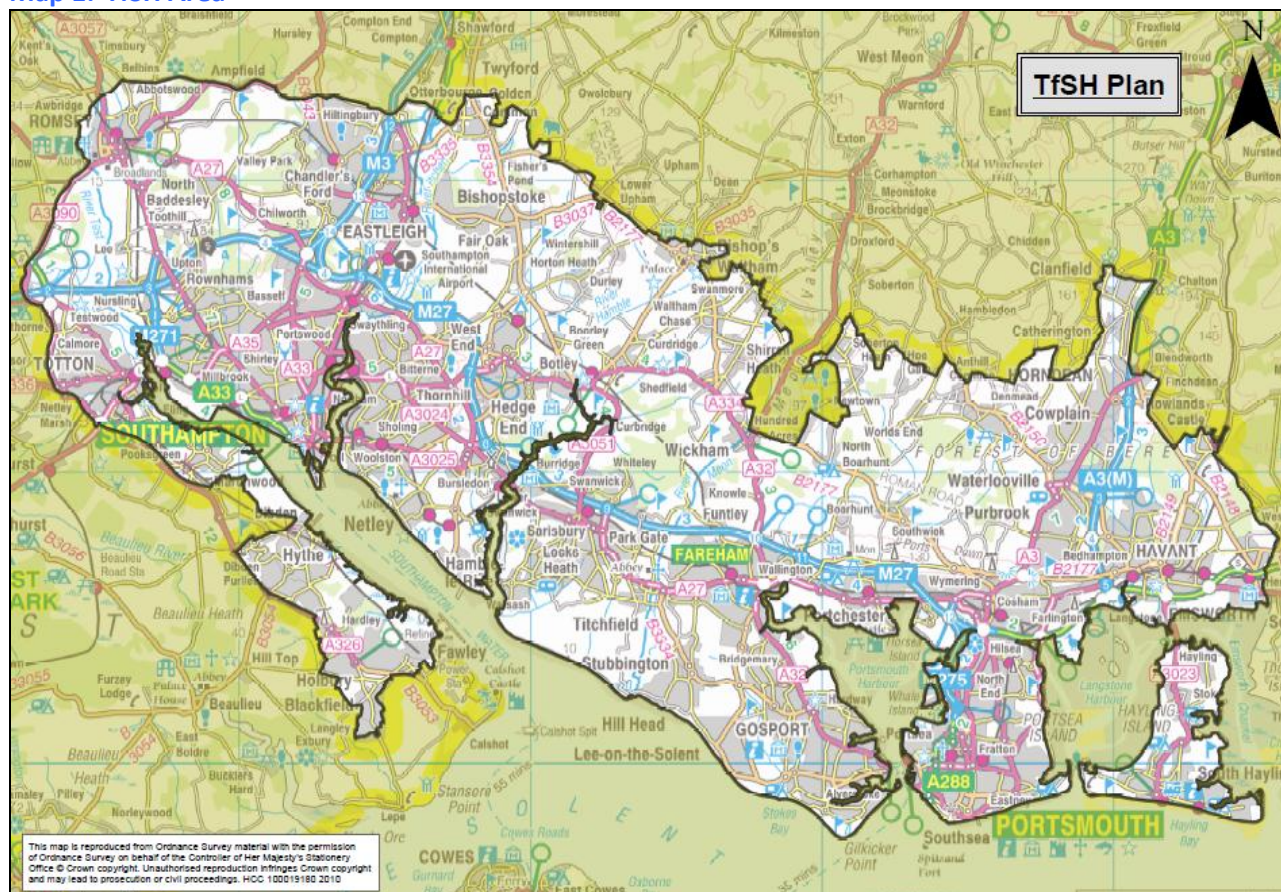
A handwritten signature in black ink that reads "Daniel Fitzhenry".

**Councillor Daniel Fitzhenry**  
Southampton City Council

## 2. Background

Transport for South Hampshire (TfSH) is a partnership comprising the three highway and transport authorities of Hampshire County Council, Portsmouth City Council and Southampton City Council. The partnership covers the area shown in map 1.

Map 1: TfSH Area



TfSH represents the three local highway and transport authorities of South Hampshire and, by working collectively, provides a more powerful and effective strategic force in improving transport in South Hampshire than the three authorities would otherwise achieve by working separately. The partnership recognises that the transport movements in this bi-polar 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 three authorities also pursue independent local priorities as well as working collectively on strategic matters.

The first TfSH Business Plan (2007-09) set the direction for what was the newly constituted TfSH partnership and sought to establish and strengthen relationships with national and local strategic partners including the Department for Transport, Highways Agency, Network Rail and Partnership for Urban South Hampshire (PUSH). A significant output of the Plan was the publication of [Towards Delivery](#), which set out the issues and priorities for the area in the context of planned growth and provided the foundation for applications to the (now cancelled) Regional Funding Programme.

The second Business Plan (2009-11) sought to coordinate the delivery of the strategies and schemes that were seen as necessary for South Hampshire to successfully overcome the challenges of growth in demand for travel, planned housing and economic growth – as outlined in *Towards Delivery*. It also defined the core activities of TfSH at that time as centred around bidding, development of an evidence base, influencing national and regional decision making, and to co-ordinate a joint Local

Transport Plan 3 for South Hampshire. With regard to bidding, the Plan formalised the extent of the role of TfSH and the individual authorities in scheme development through a set of protocols. These are shown in section 4 (Figure 2). Successes within the Plan period include:

- the securing of £20m for phase 1 of the South East Hampshire Bus Rapid Transit (BRT) scheme connecting Fareham and Gosport through the second round of the Community Infrastructure Funding (CIF) programme
- being one of a small number of areas asked to produce a *Delivering a Sustainable Transport System* (DaSTS) study
- the publication of a Joint LTP3 Strategy for South Hampshire, and
- the development of high-specification, DfT compliant modelling suite (the Sub-Regional Transport Model - SRTM)

When published last year, this third Business Plan identified the need to build on past successes and relationships, but within a significantly changed context – and that changed context continues for this mid-term update. Since taking office two years ago, the coalition Government has set out its agenda on public sector funding, local governance and transport policy through a series of statements, policy documents and funding decisions. These policy shifts are having a significant impact across the local government sector and more widely.

Of particular significance has been the Local Growth White Paper (2010), which set out the Government's intention to introduce a number of Local Enterprise Partnerships (LEPs). In South Hampshire the [Solent Local Enterprise Partnership](#) was established in the initial tranche of LEPs. All three TfSH authorities are board members of the Solent LEP, along with the Isle of Wight, who have been invited to join TfSH. More recently, the DfT consultation



on devolving local major transport schemes seeks to establish Local Transport Bodies and Local Transport Consortia, for the local prioritisation of major scheme funding. TfSH is in an ideal position to provide the Local Transport Body covering the Solent LEP area as it has the necessary governance, accountability, and stakeholder relationships in place and provides the strategic transport partnership for South Hampshire.

TfSH has navigated change well and has had a successful year in 2011-12. We have been awarded £4.5m of DfT funding following a successful bid to the Better Bus Area Fund. The £7.4m bid was developed in partnership with the South Hampshire Bus Operators Association (SHBOA), who themselves are contributing over £2m to the project and will be delivering the majority of the project components.

The project aims to raise the quality of bus travel for all, and through this, change perceptions of the bus, with the outcome of an 8% increase in bus patronage, a 5.6% increase in public transport mode share, and 4,205 fewer tonnes of carbon emitted. The project aims to achieve this through addressing those features of bus travel that act as

## Bus Partnership Ambition

*'achieve modal shift in favour of the bus to support the South Hampshire growth agenda by raising the profile and creating a legible bus network that improves the overall quality of bus service provision.'*

South Hampshire Bus Partnership Agreement, June 2010

barriers to attracting new users and by providing facilities that will make bus travel a comparatively better option to the private car. By growing bus patronage and bus modal share, we will release highway capacity on the key radial routes into our urban centres and so improve journey times for all highway users.

In addition, TfSH is one of just 13 areas short-listed within the large project package category of the Local Sustainable Transport Fund, and we are hopeful of a successful outcome when a decision is made in June. Linked to the LSTF bid, we are making good progress with regard to a smart ticketing solution for public transport in South Hampshire, to enable us to hit the ground running, should we be successfully funded.



Bus Rapid Transit (BRT) phase 1a has been delivered and is operational. The South East Hampshire BRT is a high specification flagship scheme promoting the use of public transport as an alternative means of transport in the heavily congested urban areas of Gosport, Fareham and Portsmouth, where economic regeneration and development is currently stifled by inaccessibility and congestion.

We are also working with South West Trains and Network Rail to investigate options for the re-opening of the Waterside rail line to passengers. This work is being led by HCC.

Together, these projects place public transport at the heart of our transport strategy for sustainable economic growth and accord with the ambition stated within the South Hampshire Bus Partnership Agreement to *'achieve modal shift in favour of the bus to support the South Hampshire growth agenda by raising the profile and creating a legible bus network that improves the overall quality of bus service provision<sup>1</sup>'*.



The Solent Enterprise Zone (EZ) at Daedalus, in Gosport, has recently been granted planning permission, and TfSH 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, utilising the western approach roads via Stubbington.

The composition of the TfSH team has also undergone significant change since the writing of the last Business Plan, in line with restructuring across the Public Sector. The Project Director role has been diluted, which means that the role of the Senior Management Board, in providing the strategic direction of TfSH is now more important than ever. The strategic leadership has, in the past, been initiated by the Project Director, but this must now be a key function of the bi-monthly Senior Management Board meetings, for presentation to the Joint Committee. In recognition of increasing work volume TfSH is currently recruiting two additional officers.

The DfT's current Major Schemes programme runs until 2015 and locally, Tipner Interchange and the Northern Road Bridge Maintenance scheme have successfully secured funding. These are both being progressed by Portsmouth City Council. Recently, the Government consulted on a document titled *Devolving Local Major Transport Schemes<sup>2</sup>*, which set out proposals for a new system for prioritising and funding local major transport schemes to take effect from March 2015 (the next spending review period). Central to the proposals is the formation of democratically accountable Local Transport Bodies (LTBs), which will prioritise and oversee the delivery of schemes funded through this devolved funding stream. Government's intention is for Local Transport Authorities and Local Enterprise Partnerships to take influential roles in decision making in these new LTBs. TfSH responded positively to this consultation, welcoming the proposed devolution of funding and decision making, as well as the removal of the £5m lower threshold for schemes. TfSH is well placed to provide the Local Transport Body for the Solent LEP area and we will work with the Solent LEP and DfT on proposals for this over the course of this year.

<sup>1</sup> South Hampshire Bus Partnership Agreement – June 2010

<sup>2</sup> DfT (2012) *Devolving Local Major Transport Schemes*. [online] Available from: [www.dft.gov.uk](http://www.dft.gov.uk)

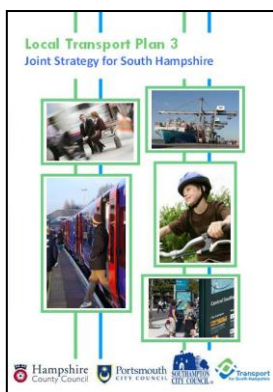
The delivery of the Sub-Regional Transport Model (SRTM) was a key success of the second Business Plan and the modelling suite places TfSH in an incredibly strong position to evidence its case for intervention – something we have not been able to provide sufficiently previously. The SRTM has been used to appraise our BBAF and LSTF bids, to identify a wider BRT network, and is being used by developers and Local Planning Authorities to assess the traffic impact of development proposals and test mitigation measures. In addition, the SRTM is being used to develop a Long Term Strategic Implementation Programme (LTSIP), which will outline the interventions required to enable the planned growth in South Hampshire, and so will underpin and frame any bidding. The LTSIP will consider the transport interventions required to mitigate forecast new development in the aggregate. Mitigation required for individual strategic and smaller sites will be proposed by development promoters and agreed with the relevant highway and local planning authorities. The SRTM is available to support these assessments. Indeed, experience from those areas that are consistently successful in securing transport investment makes clear the importance of a robust transport evidence base underpinning an evidenced, objective and realistic delivery plan. The connections between transport and the economy are clear and the need to prioritise transport schemes by their economic impact is now more important than ever. The aspirations of the Solent LEP and the business community will be an important consideration through the development of the LTSIP. A dual focus on improving access to and movements within South Hampshire is imperative.

Importantly the development of the SRTM has been guided by a Steering Group including DfT, Highways Agency and Network Rail and this group is continuing to guide the development of the LTSIP. In particular the interventions identified within the LTSIP need to be included with the future planning of Highways Agency, Network Rail (and the new Wessex Business Unit), as well as of public transport operators – forming a joint delivery plan that all partners are signed up to delivering. Critically, the delivery plan will also provide TfSH with the ability and agility to seize on new funding opportunities and actively seek out new funding opportunities, as they become available.

As proposed in the second Business Plan the TfSH authorities worked together on the development and subsequent publication of a Joint LTP3 Strategy. The TfSH principle of *Reduce, Manage, and Invest* outlined in *Towards Delivery* is implicit throughout the LTP3 Strategy and so remains relevant today. However, this Business Plan updates the TfSH Vision to make it consistent with the South Hampshire Joint LTP3 Strategy, and refreshes the TfSH Objectives.

In addition to setting out a proposed programme of activity for current year, this Business Plan outlines the governance, organisational and delivery arrangements and reflects the budget available. Additional funding will actively be sought from a wide variety of sources, as opportunities arise during the currency of the Plan.

### 3. Strategic Direction



The TfSH authorities have worked together to develop a Joint LTP3 Strategy for South Hampshire, which identifies common transport:

- vision
- challenges
- outcomes, and
- policies.

The Transport Vision of the TfSH authorities, as set out in the Joint LTP3 Strategy is to create *"a resilient, cost effective, fully-integrated sub-national transport network, enabling economic growth whilst protecting and enhancing health, quality of life and environment."*

In the past, TfSH has not been a delivery body, but instead has focused on the coordination of strategic level interventions, with projects being delivered by the three partner authorities or wider partners such as bus operators. However, TfSH is increasingly having to take on more of a delivery role, following the success of the Better Bus Area Fund Bid.

A strategic scheme is defined as a scheme that will have significant benefit over an area wider than its immediate locality. In consideration of this, the objectives of TfSH – in support of the Vision – are:

- Plan and develop strategic transport solutions that enable sustainable economic growth
- Identify and coordinate bids for funding transport solutions
- Maintain, strengthen and develop partnerships
- Coordinate the exploration of alternative mechanisms of delivery to improve the efficiency and local responsiveness of transport service delivery.

**The TfSH Vision is to create:**

*"a resilient, cost effective, fully-integrated sub-national transport network, enabling economic growth whilst protecting and enhancing health, quality of life and environment."*

LTP3, April 2011

Whilst the objectives remain, we have updated our core activities for the 2012-13 year to reflect current opportunities, and these are:

- 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
- Coordinate bids to funding pots and programmes, in particular the post 2015 devolved local major transport schemes programme
- Establish a Local Transport Body covering the Solent LEP area
- Manage and maintain the Sub-Regional Transport Model (SRTM)
- Delivery of the Better Bus Area Fund project with SHBOA
- Delivery of the Local Sustainable Transport Fund Large Project Package<sup>3</sup>
- Provide strategic transport intelligence and advice to the Solent LEP and PUSH
- Support the delivery of the Solent Enterprise Zone at Daedalus and other Strategic Sites
- Produce a public transport delivery plan for South Hampshire in partnership with SHBOA and other stakeholders
- Maintain existing partnerships and strengthen links with business partners, in particular

<sup>3</sup> Successful bidders will be announced in June 2012.  
TfSH Business Plan 2011-13  
Mid-term update

Administration and coordination of the TfSH Joint Committee, Senior Management Board, and Working Groups

Provide transport input to the South Hampshire Multi-Area Agreement in order to facilitate co-operation and investment, as well as other agreements

## 4. Governance and Partnerships

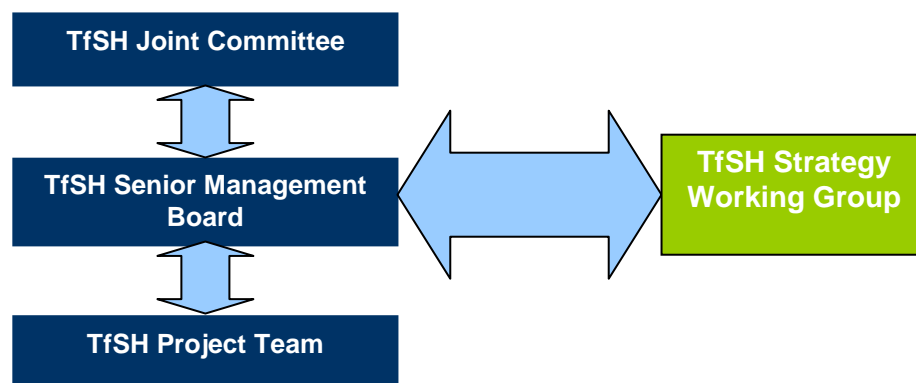
A Joint Management Agreement for TfSH was approved in June 2008, by the three constituent highway authorities. The Agreement formalises the governance arrangements for TfSH and records the intentions of these three authorities to work together.

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, which both cover the South Hampshire sub-national area (Map 1) served by the Borough Councils of Eastleigh, Fareham, Gosport and Havant in their entirety and also part of the districts of East Hampshire, Winchester, Test Valley and 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.

As outlined earlier in this Plan the Solent LEP has recently been established and TfSH has been providing its strategic transport intelligence and advice. A Business Board member of the Solent LEP has been co-opted onto the TfSH Joint Committee.

The TfSH 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 three 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 TfSH governance structure is shown in Figure 1.

**Figure 1: TfSH Governance**



A project team is in place to ensure that TfSH 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 is affiliated to TfSH. These organisations, representing transport authorities and operators, business and government agencies, 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 2012 to May 2013 period. A Work Programme has been prepared to continue the development and establishment of the partnership.

In accordance with the Joint Management Agreement the TfSH Joint Committee appointed the three principal authorities to provide certain services, advice and guidance to TfSH. 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

As indicated above, the role of TfSH 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 TfSH for the purpose of delivering the major project. The distinction between the roles of TfSH and the Lead Authority is shown in Figure 3.

**Figure 3: Bidding Protocol**

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

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.

## 5. Finance

### Financial Protocols

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

### Budget Planning 2012-13

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 TfSH is operating in, for this business plan it was decided to outline single year budgets.

The partners' contributions to TfSH revenue studies and officer time have, in previous years, been decided via an established formula: 60% Hampshire County Council, 20% Portsmouth City Council, and 20% Southampton City Council. This split is broadly in line with the population.

Hampshire County Council	£100,000	50%
Portsmouth City Council	£50,000	25%
Southampton City Council	£50,000	25%

The tables below show the TfSH revenue and capital funding forecast for 2012/13. This is based on the above funding from the partners and a carry forward of under-spending of £425,000. The carry forward is as a result of additional HCC contributions to the evidence base budget line. The budget includes the £4,477,200 (split £3,590,760 capital, and £886,440 revenue) that TfSH has been awarded from the DfT's Better Bus Area Fund. The £4,477,200 funding is required to be spent on those projects outlined in the [bid](#).

Revenue Funding 2012/13	
Balance b/f from previous year	£425,000
Better Bus Area Fund	£886,440
Partner contributions	£200,000
<b>Total Revenue funding</b>	<b>£1,511,440</b>

Capital Funding 2012/13	
Better Bus Area Fund	£3,590,760
<b>Total Capital funding</b>	<b>£3,590,760</b>

In addition to the above secured funding, TfSH has also submitted a bid to the Local Sustainable Transport Fund for £17.84m as part of a £31m package of sustainable transport interventions. The outcome of this bid will be known in June 2012. If secured, the funding will be spent as outlined in the [Business Case](#) and delivery arrangements are programmed.

## 6. Work Programme for 2012-13

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

### Priority Actions 2012-13

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 post 2015 devolved local major transport schemes programme
3	Establish a Local Transport Body covering the Solent LEP area
4	Manage and maintain the Sub-Regional Transport Model (SRTM)
5	Delivery of the Better Bus Area Fund project with SHBOA
6	Delivery of the Local Sustainable Transport Fund Large Project Package <sup>4</sup>
7	Provide strategic transport intelligence and advice to the Solent LEP and PUSH
8	Support the delivery of the Solent Enterprise Zone at Daedalus and other Strategic Sites
9	Produce a public transport delivery plan for South Hampshire in partnership with SHBOA and other stakeholders
10	Maintain existing partnerships and strengthen links with business partners, in particular
11	Administration and coordination of the TfSH Joint Committee, Senior Management Board, and Working Groups
12	Provide transport input to the South Hampshire Multi-Area Agreement in order to facilitate co-operation and investment, as well as other agreements

### TfSH Action Plan 2012-13

Priority Action	Activity	Lead	TfSH Staffing Resource (%FTE)	Funding	Delivery	
1	1.1	Scheme Preparation and Modelling	TfSH	10%	£180k	-
	1.2	Development of a Long Term Strategic Implementation Plan for South Hampshire / Scenario testing	TfSH	35%		09-2012
2	2.1	Coordinate bids to funding pots	TfSH & Partner authorities	30%	Staff resource	-
	2.2	Coordinate bids in readiness for the next DfT Major Schemes round (2015)	TfSH & Partner authorities	20%	£100k	-
3	3.1	Develop and submit proposals for the establishment of an LTB covering the Solent LEP area	TfSH	20%	£50k	12-2012
	3.2	Establish a Local Transport Body covering the Solent LEP area	TfSH	20%		04-2013
	3.3	Provision of a secretariat for a Local Transport Body	TfSH	25%	Staff resource	-

<sup>4</sup> Successful bidders will be announced in June 2012.  
TfSH Business Plan 2011-13  
Mid-term update

4	4.1	Manage the Progress Group of the SRTM	TfSH	10%	Staff resource	12-2011
	4.2	Client manage the TfSH Evidence Base Contract (including annual review)	TfSH	15%	Staff resource	03-2012
	4.3	Manage requests for use of the SRTM and its data	TfSH	15%	Staff resource	-
	4.4	Ensure that the SRTM is maintained as a robust and compliant strategic model	TfSH	5.0%	Staff resource	-
	4.5	Improve access to and visibility of the SRTM through the TfSH website	TfSH	2.5%	Staff resource	31-10-11
5	5.1	Client manage the delivery of the BBAF project	TfSH & Partner authorities	20%	Staff resource	03-2014
	5.2	Delivery of the BBAF project	TfSH, SHBOA and Partner Authorities	40%	£4.48m	03-2014
	5.3	Process reimbursement claims and provide progress updates to DfT	TfSH	5%	Staff resource	-
6	6.1	Delivery of the Local Sustainable Transport Fund Large Project Package <sup>5</sup>	TfSH, Partner Authorities, SHBOA, and Partners	To be confirmed	To be confirmed	03-2015
7	7.1	Provide transport support to the Solent LEP	TfSH	10%	£50k	-
	7.2	Provide transport support to PUSH	TfSH	5%	Staff resource	-
8	8.1	Submit an EoI to the Solent LEP Growing Places Fund for access to the Solent EZ	HCC	5%	Staff resource	04-2012
	8.2	If invited, prepare a full bid to the Solent LEP Growing Places Fund for access to the Solent EZ	HCC	20%	Staff resource	07-2012
	8.3	Develop transport schemes for the Solent EZ ready for early delivery.	HCC	20%	Staff resource	03-2013
	8.4	Provide transport support to develop strategic sites	TfSH & Partner authorities	5%	Staff resource	-
9	9.1	Produce and publish a public transport delivery plan for South Hampshire in partnership with SHBOA and other stakeholders	TfSH & Partner authorities	30%	£75k	01-2013
10	10.1	Maintain and strengthen existing partnerships	TfSH	20%	Staff resource	-
	10.2	Attend strategic business meetings where transport input is required	TfSH	5%	Staff resource	-
11	11.1	Coordinate the TfSH Joint Committee	TfSH	20%	Staff	-

<sup>5</sup> Successful bidders will be announced in June 2012.  
TfSH Business Plan 2011-13  
Mid-term update

		process			resource	
	11.2	Manage and co-ordinate TfSH working groups and SMB	TfSH	20%	Staff resource	-
	11.3	Explore the expansion of the geographic coverage of TfSH	TfSH	5%	Staff resource	-
12	12.1	Deliver on the commitments within the South Hampshire Multi-Area Agreement	TfSH	5%	Staff resource	-
	12.2	Deliver on the commitments within the South Hampshire Bus Partnership Agreement	TfSH	10%	Staff resource	-
	12.3	Deliver on the commitments within the South Hampshire Rail Communications Protocol	TfSH	5%	Staff resource	-

Core Meetings	Month / Year											
	Apr 12	May 12	Jun 12	Jul 12	Aug 12	Sep 12	Oct 12	Nov 12	Dec 12	Jan 13	Feb 12	Mar 13
TfSH Joint Committee												
TfSH Senior Management Board												
TfSH Strategy Working Group												
TfSH Evidence Base Progress Group												

Project Programme <sup>6</sup>	Month / Year														
	04-12	05-12	06-12	07-12	08-12	09-12	10-12	11-12	12-12	01-13	02-13	03-13	2013	2014	2015
Development of a Long Term Strategic Implementation Plan for South Hampshire / Scenario testing															
Develop and submit proposals for the establishment of an LTB covering the Solent LEP area															
Establish a Local Transport Body covering the Solent LEP area															
Client manage the delivery of the BBAF project															
Delivery of the BBAF project															
Delivery of the Local Sustainable Transport Fund Large Project Package <sup>7</sup>															
Submit an EoI to the Solent LEP Growing Places Fund for access															

<sup>6</sup> Non-project activities are not included as many are responsive or ongoing as part of TfSH business.

<sup>7</sup> Successful bidders will be announced in June 2012.

to the Solent EZ		
If invited, prepare a full bid to the Solent LEP Growing Places Fund for access to the Solent EZ		
Develop transport schemes for the Solent EZ ready for early delivery.		
Produce and publish a public transport delivery plan for South Hampshire in partnership with SHBOA and other stakeholders		

## 7. Resources and Working Arrangements

The skills and resources available to help the TfSH partnership delivery these actions are different from the mainstream transport planning and civil engineering delivery abilities that are necessary in local authorities. The TfSH 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 TfSH 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 three times per year.
- Senior Management Board of the local highway and transport authorities providing executive decision making. This has previously met 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 TfSH core project team comprise 3.0 FTEs with 2 of these FTE posts currently vacant. However, to deliver the Action Plan a requirement for 4.5 FTEs has been identified, which reflects the need for officer support from the three TfSH partner authorities.

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.

## 8. 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 TfSH within one or more of the partner authorities	06-12 to 05-13	Low	Elections will take place for seats in SCC and PCC in May. 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 TfSH.	HCC / PCC / SCC
2	Solent LEP seeking to progress transport matters independently	06-12 to 05-13	Low	TfSH officers are working with the Solent LEP and have made LEP Board Members aware of the work of TfSH. TfSH 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 TfSH 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	06-12 to 05-13	Low	Funding has been agreed by the partners for 2012-13.	HCC / PCC / SCC
4	Failure to establish a Local Transport Body for the Solent LEP area	06-12 to 05-13	Med	Much will depend on the outcome of the recent consultation. TfSH is in a strong position to provide the LTB.	TfSH / Solent LEP / IoW
5	Failure to deliver the Better Bus Area Fund Package	04-12 to 03-14	Low	TfSH and SHBOA are working closely to deliver this project. Milestones are in place and agreed and monitoring is in place.	TfSH / SHBOA

6	Failure to produce an agreed LTSIP.	06-12 to 09-12	Low	A project team has been established through the development of the SRTM. This same team will continue to drive forward the development of the LTSIP. Progress of the LTSIP will be reported to SMB to ensure strategic involvement of senior officers within the partnership, as well as the TfSH Evidence Base Steering Group and the TfSH Strategy Working Group to ensure the engagement of strategic partners.	SB
7	Failure to be funded for the LSTF Large Project Package	06-12 - 06-2012	Med	A business case was submitted to DfT in December 2011. Additional work resulting from assessment of our bid has been conducted in a timely manner. The bid is strong and well evidenced. Proposals will form part of the LTSIP and an alternative funding source will be investigated.	SB
8	Failure to secure funding for the maintenance of SRTM	06-12 to 05-13	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 insufficient – on its own – to fund a biennial update to the data underpinning the SRTM.	SB
9	Failure to enable external bodies to use the SRTM	06-12 to 05-13	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.	SB
10	Failure to produce an area-wide public transport strategy	06-12 to 05-13	Low	With recent bidding success, there is fresh impetus on this. The work has been outlined and a project lead is in place.	SCC

11	Failure to maintain existing strategic partnerships	06-12 to 05-13	Low	Key strategic partnerships and relationships are maintained through the TfSH Evidence Base Steering Group and through the TfSH Strategy Working Group. These operate on a bi-monthly basis.	HCC / PCC / SCC
12	Failure to deliver on commitments within partnership agreements	06-12 to 05-13	Low	Provide resource within the TfSH project team to deliver on the commitments within partnership agreements.	SB