



## Lessons Learned Report

### **Better Connected South Hampshire LSTF Project**

Release: **Version 003**

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## 1 Report History

### 1.1 Document Location

This document is only valid on the day it was printed.

The source of the document will be found at F:\Personal\Lessons Learned Report.docx

### 1.2 Revision History

Revision date	Author	Version	Summary of Changes	Changes marked
13 March 2015	John Rider	001	1 <sup>st</sup> Draft	N/A
01 April 2015	John Rider	002	2 <sup>nd</sup> Draft	No
22 May 2015	John Rider	003	Inclusion of My Journey Team lessons learnt	N/A

### 1.3 Approvals

This document requires the following approvals:

Name	Title	Date of Issue	Version
None	1 <sup>st</sup> Draft for discussion	13/03/15	001
Approval by SMB	2 <sup>nd</sup> Draft for Discussion	01/04/15	002
None	Version 3	21/05/15	003

### 1.4 Distribution

This document has been additionally distributed to:

Name	Title	Date of Issue	Status
Solent Transport Senior Management Board	1 <sup>st</sup> Draft for discussion	13/03/15	Draft
Solent Transport Senior Management Board	2 <sup>nd</sup> Draft for discussion	01/04/15	Draft
Solent Transport Senior Management Board	Version 3	22/05/15	Draft

<b>Table of Contents</b>		Page
1	Report History _____	2
1.1	Document Location _____	2
1.2	Revision History _____	2
1.3	Approvals _____	2
1.4	Distribution _____	2
2	Overview _____	4
3	Background _____	4
4	Could do Better _____	4
5	Worked Well _____	7
6	Other Information _____	8

## 2 Overview

- 2.1 The Lessons Learned report is created for the purpose of recording and sharing lessons learned to:
- Avoiding making the same mistakes
  - Improving on current delivery standards by adopting proven good practice
  - Responding to changes in the Project Management environment including new priorities, initiatives and strategies
  - Contributing to organisational growth and maturity by effecting long term improvements in the way an organisation embeds and shares Project Management best practice.

## 3 Background

- 3.1 Solent Transport is a partnership between Hampshire County Council, Portsmouth and Southampton City Councils and the Isle of Wight Council set up to improve transport for the South Hampshire and Isle of Wight area. In June 2012, Solent Transport was awarded £17.3m by the Department for Transport for a programme of sustainable transport initiatives in Portsmouth, Southampton and South Hampshire.
- 3.2 The programme, which is called A Better Connected South Hampshire, aims to reduce the negative impact of traffic, make it easier for people to get to local employment, and improve air quality. Helping people choose different ways to travel – particularly on shorter journeys – can save them money as well as having health benefits; reducing traffic on the roads means people, products and services can move around more easily and this, in turn, can improve employment prospects as companies see South Hampshire as a great place to establish and grow a business.
- 3.3 The funding covers three financial years, from 1 April 2012 until 31 March 2015. As well as the £17.3m from Government, a further £13m is being contributed locally (from both public and private sources), making the value of the whole programme more than £30m.
- 3.4 The approach to governing the project was to use, where possible, existing structures and process. The Project Governance structure is illustrated in Figure 1.
- 3.5 The Solent Transport Joint Committee already exists and includes a wide and high level strategic stakeholder community including the LEP, Highways Agency, DfT, PT operators, all three highway authorities and is also attended by other business organisations and district councils. It is a strong and recognised partnership which will give support to and help evolve the LSTF strategy.
- 3.6 The overall direction of the programme is being steered by a Senior Management Board attended by the respective Directors of Environment for each Local Authority. Day to day operational decisions are made by the Steering Group, which is chaired by the Programme Manager and at which representatives of each Local Authority plus

the University are represented. Separate sub-groups manage the Marketing and Communications and Monitoring workstreams respectively.

- 3.7 Responsibility for delivery of the specific schemes within the programme rests with the Partner Authorities. Initially the Programme Manager maintained close control over spend and delivery across the programme however at the request of the SMB the decision was taken to manage only at the programme level and allow partner LA's more freedom to manage their own programmes.

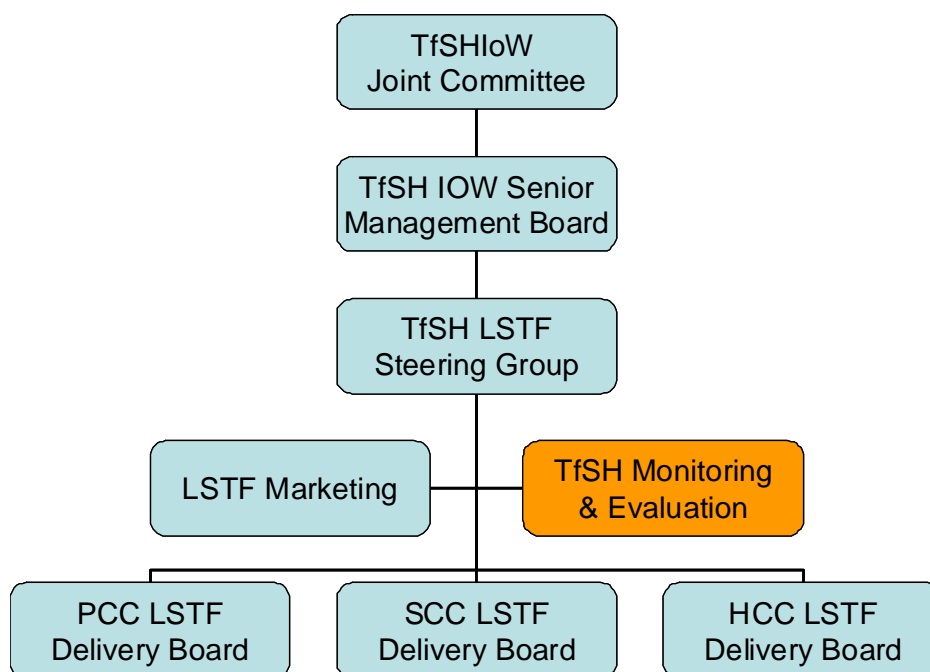


Figure 1: Better Connected South Hampshire LSTF Project – Governance Framework

#### 4 Could do Better

- 4.1 A summary of the main areas for improvement and impact is set out in Table 1 below. A copy of the full Lessons Learnt Log is included with this report

Lesson No	Lesson Description	Suggested Future Action	Impact (High, Medium, Low)
1	Insufficient consideration during bid stage given to delivery <ul style="list-style-type: none"> <li>- Procurement</li> <li>- Project Management</li> <li>- Financial Controls</li> <li>- Monitoring</li> </ul>	Undertake formal Bid/No Bid assessment for all bids within 5 days of first sight. To include full consideration of risks including procurement, monitoring, project management and financial considerations	High
	Funding allocated part way through 1 <sup>st</sup> year of delivery thereby not allowing sufficient time for LA's to procure support	DfT should consider making announcements 3-6 months in advance of awarding grant to enable LA's procure support and	

Lesson No	Lesson Description	Suggested Future Action	Impact (High, Medium, Low)
2, 16	or enhance capacity. Ultimately 1 <sup>st</sup> year of award was wasted	capacity to deliver and fully scope out projects	High
2, 3, 4, 5, 6, 13, 14, 16	Projects not sufficiently scoped or defined as part of the bid process which led to delays in procurement and delivery	Full consideration at bid stage needs to be given specifically to:- <ul style="list-style-type: none"> <li>- Procurement</li> <li>- Funding profile and split</li> <li>- Monitoring and Evaluation</li> <li>- Project Management</li> </ul>	High
21, 22, 26	Other supporting Departments not sufficiently engaged at pre submission stage	Supporting departments need to be engaged pre bid <ul style="list-style-type: none"> <li>- Legal (Contracts &amp; MoU's)</li> <li>- Procurement</li> <li>- Finance</li> <li>- Marketing and Comms</li> </ul>	High
3, 5, 7, 8	Issues regarding the allocation were not addressed early enough due to lack of resource	Fully review allocation immediately upon receipt to confirm fitness for purpose	Med
10, 11, 12, 17	A key contact in each authority is essential (ideally with responsibility for both capital and revenue)	Ensure key contact identified at the earliest possible stage	High
13, 23	Projects dependent on other partners (SW Trains, JC+) often delayed with limited ability to influence delivery	Need to develop more formal protocols for working with partners to support timely delivery including penalty clauses where necessary	Med
9, 21, 22	Complex HCC financial reporting systems hampered effective spend tracking	PM's to be provided more training on HCC finance systems to understand reporting requirements	High
4, 11, 12, 17, 24, 25, 26	Processes to support Joint Working are not well established	Closer working with Legal, Procurement and Finance colleagues to establish protocols for Joint Working and Cross Delivery and enable partners to more effectively act on behalf of the Partnership	High
19, 25	Lack of real support from LEP for Behaviour Change and Smarter Choices activity effectively prevented extension bid	Closer working with LEP and agree at an early stage a co-ordinated strategy for future bids of this nature	High
30	Low awareness and lack of national smart travel 'brand' similar to 'Think' in road safety	Consider development of a single national brand relating to smarter travel	High

Lesson No	Lesson Description	Suggested Future Action	Impact (High, Medium, Low)
32	Focus on Delivery meant there was not sufficient scope to adjust programmes based on best practice learning at key points (end of years)	More regular sharing of best practice and encouraging LA's to adjust delivery based on what was working and what didn't	High

Table 1: Summary Table – Area for Improvement

## 5 Worked Well

5.1 A summary of the main areas for improvement and impact is set out in Table 2 below.

Success No	Success Description	Suggested Future Action (if any)	Project Impact (High, Medium, Low)
18	Sharing of Knowledge and Best Practice through workshops	Continue regular knowledge sharing sessions	Medium
6,20, 28	Monitoring and Evaluation of project impacts – Partnership with UoS	Incorporate sufficient funding for effective evaluation within future bids - Pays dividends in terms of securing more funding and providing independent review of outcomes	High
15	Joint Delivery of My Journey and marketing initiatives	Maintain co-ordinated delivery of My Journey to maximise benefits of Behaviour Change campaign	High
27	Programme delivered in full on time and on budget	Central Programme Manager support by Managers in each LA with overall responsibility for delivery in their authority is an effective delivery model although not necessarily for fully integrated joint working	High
29	Annual Highlight Report provides an easy to digest summary of project delivery and key outcomes at a relatively low cost	Consider the value of a highlight report for all programmes/projects of this nature where benefits are more intangible	High
31	Allow sufficient time after projects to review impact properly	Final round of surveys to ascertain changes in behaviour and attitude towards smart travel to be conducted in Nov 2015 – 8 months after project have completed but	High

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		while marketing activity is still live	
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Table 2: Summary Table – What Worked Well

## 6 Other Information

- TfSH LSTF Lesson Learnt Log
- TfSH LSTF Finance Decision Log (attached for information)