



Draft

Solent Transport Business Plan 2015 – 2016

June 2015 – May 2016



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Foreword from the Chairman



Councillor Seán Woodward
Chairman of Solent Transport

To be Added post Joint Committee.

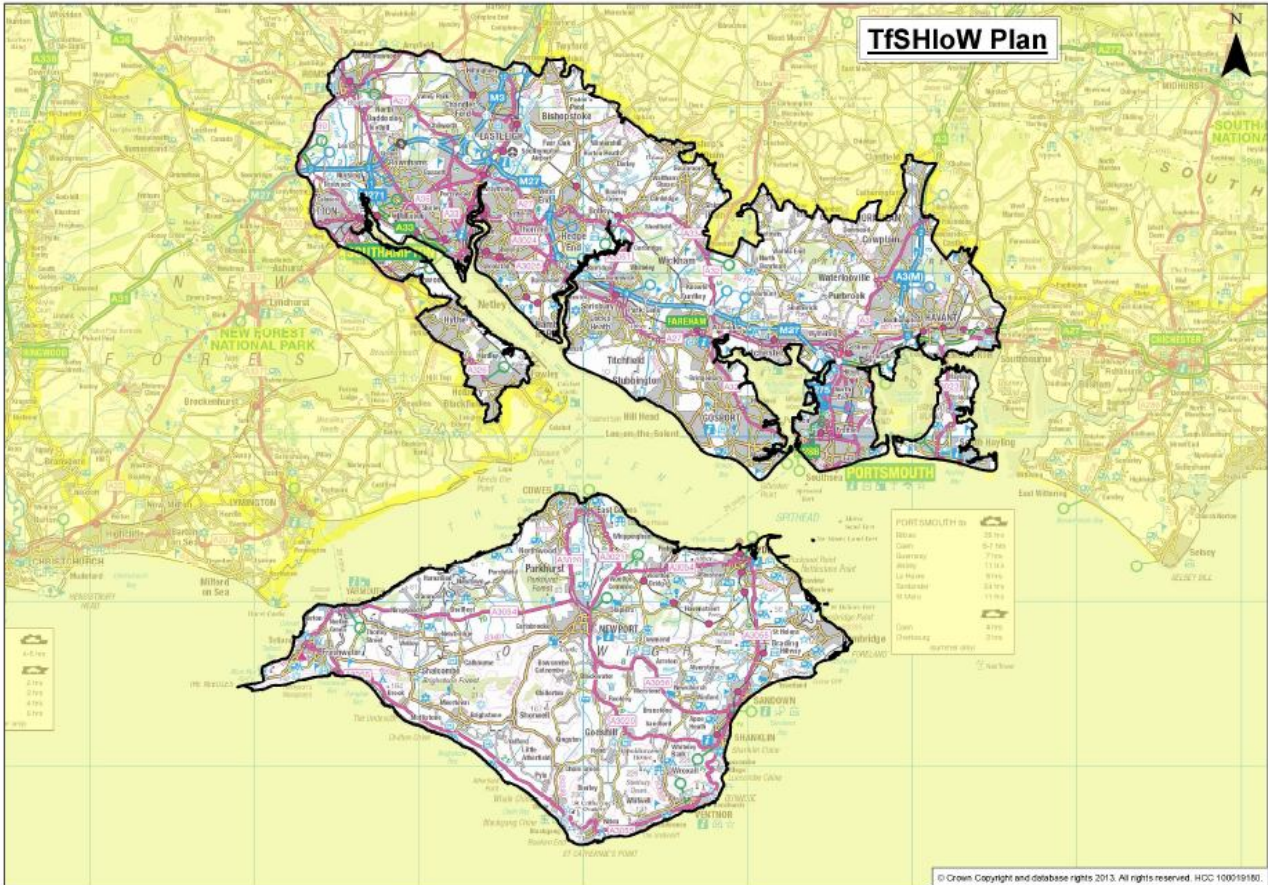
Councillor Séan Woodward Councillor Shirley Smart Councillor Ken Ellcome Councillor Jacqui Rayment

Hampshire County Council Isle of Wight Council Portsmouth City Council Southampton City Council

1. Introduction

Solent Transport 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 shown in Map 1.

Map 1: Solent Transport Area



By working collectively, Solent Transport 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.

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. Adapting and Evolving in a Changing Environment

Whilst the 2013-2015 Business Plan was written during a period of political stability, as the Coalition Government had been in power for three years, it covered a period of further change in governance and funding arrangements for transport. Solent Transport has remained successful at keeping ahead of the game in this ever changing environment.

Since the 2013-2015 Business Plan was published, a key theme has been a further move towards devolved and un-ring fenced funding. This was initially established through the devolving of Local Major Transport Funding on a formula basis to Local Transport Bodies, but has now been superseded by **Local Growth Deals** with Local Enterprise Partnerships (LEPs), to fund and deliver local priorities for transport, skills and housing, to support sustainable economic growth outlined in **Strategic Economic Plans**. **Local Growth Deal** funding is un-ringfenced and there is now a much greater emphasis than before on demonstrating how transport investment supports economic growth, through creating jobs and supporting development. Although the Solent LEP is responsible for securing **Local Growth Deal** funding for the area, Solent Transport's **Sub Regional Transport Model (SRTM)** has had an important role providing the necessary transport evidence base in support of scheme Business Cases.

In June 2013, the Coalition Government outlined its proposed spending programme for the 2015/16 to 2020/21 six year period in the HM Treasury's report, **Investing in Britain's Future**. This included a total of **£12 billion** for **Local Growth Deals**. Around half of that funding has now been allocated and locally, the **Solent LEP has secured over £150m** of investment through the **Solent Growth Deal**. A substantial proportion of this funding is for transport schemes. It is anticipated that further bidding rounds will take place after this summer's Spending Review for the unallocated **Growth Deal** funding. The **SRTM** will continue to have an important role providing the evidence for future **Growth Deal** scheme Business Cases.

Investing in Britain's Future also highlighted the Government's commitment to funding strategic road and rail infrastructure. This includes a **significant increase in funding** for the **Strategic Road Network (SRN)** between 2015/16 and 2020/21 and maintenance of existing funding levels for strategic rail investment over the same period. From 1 April 2015, Highways England has been established as a Government owned company taking over the Highways Agency's responsibility for managing the SRN. Investment in the SRN is now defined in five year Road Investment Strategy (RIS) periods on a similar basis to Network Rail's Control Periods for rail investment.

The 2014 Autumn Statement defined the investment programme for RIS1 (2015-2020) and the first year of RIS2 (2020-2025). This includes **substantial investment on the SRN in the Solent**, including targeted capacity improvements and the application of Smart Motorways on sections of the M3 and M27 Motorways. Highways England is also proposing to invest in the local road network, where this will benefit the operation of the SRN. This includes capacity improvements to the Eastern Access into Southampton and at Redbridge Roundabout. The total investment proposed by Highways England in the Solent is anticipated to be between £400m and £800m. The SRTM will be a key tool to be used to support feasibility work on these schemes and detailed business cases.

Looking forwards, Solent Transport has an important role working with key partners to support sustainable economic growth in the short, medium and longer term. This includes supporting the work of the **Solent Strategic Land and Infrastructure Board (SSLIB)** and the Partnership for South Hampshire (PUSH) **Spatial Strategy Review**. A key part of this work will be to help develop the **Solent Transport Investment Plan**.

The SSLIB was established through the Solent Growth Deal and is chaired through the Cabinet Office. It is responsible for developing a **Land Asset Strategy**, which will identify public sector land that can be released

for better economic use, including the likely timetable for release. The **Solent Transport Investment Plan** will support the **Land Asset Strategy** by identifying the transport interventions that will be required to support the regeneration and redevelopment of these sites.

Running in parallel with the SSLIB is the PUSH **Spatial Strategy Review**, which will identify the overall location for new development within the Solent over the period to 2036 at a strategic level. This work will then inform the next iteration of Local Plans, which will be developed by the Solent's Local Planning Authorities. It is intended that the SRTM will be used as a transport and land use evidence base to support the **Spatial Strategy Review** and help identify the transport interventions that will be required to support the preferred Spatial Strategy, for inclusion within the **Solent Transport Investment Plan**.

However, in addition to identifying the transport interventions that will support regeneration and development within the Solent, the **Solent Transport Investment Plan** also has a wider role to identify the wider strategic transport improvements that are required to maintain and enhance the competitiveness of the Solent economy. This includes improved connectivity to other parts of the UK and the world.

On the rail network, the soon to be published **Wessex Route Study** will define Network Rail's long term investment plan, starting with the development of detailed investment proposals for Control Period 6 (CP6) (2019-2024). The start of CP6 also coincides with the start of the new South West Trains franchise. The specification of that franchise, alongside appropriate infrastructure improvements in the Route Study, is important to ensure rail plays a more important role in the Solent, particularly for east to west movements. Solent Transport has been involved in the Regional Working Group for this Study.

3. Review of 2013 – 2015 Business Plan

In the 2013 – 2015 Business Plan period, Solent Transport has delivered in a number of project areas and these are summarised below.

1. Programme manage the successful delivery of the **Better Connected South Hampshire Local Sustainable Transport Fund (LSTF)** project. This project has delivered a comprehensive range of sustainable transport initiatives across South Hampshire to improve travel choice and increase the proportion of journeys made by walking, cycling and public transport in order to sustainably accommodate increasing travel demand. Specific initiatives delivered by the project include:
 - The **Solent Go** multi-operator, multi-mode public transport smartcard;
 - Investment in sustainable transport infrastructure along nine key corridors and at interchanges; and
 - A targeted behavioural change programme, through the **My Journey** marketing campaign.
2. Programme manage the successful delivery of the **Better Bus Area Fund (BBAF)** project, in partnership with the bus operators in the South Hampshire Bus Operators' Association (SHBOA). Some specific initiatives delivered by the project include:
 - Provision of On Board Wi-fi, Next Stop Audio Visual Equipment and LED Lighting to over 500 buses;
 - Refurbishment of nearly 150 buses;
 - Infrastructure improvements on the Fareham to Gosport Eclipse BRT Route; and
 - A marketing campaign.
3. The **Sub Regional Transport Model (SRTM)** has been used as a comprehensive transport and land use evidence base to support the business cases for schemes funded through the Solent Local Growth Deal. This includes the four schemes prioritised for funding by the Solent Local Transport Body. The SRTM has also been used for a range of other work, including:
 - Providing an evidence base for Local Development Plans and specific development sites;
 - Supporting the work of Highways England, including the development of Local Pinch Point Schemes and feasibility design work on the Smart Motorways project for the M3 and M27 Motorways
4. Publication of a **Public Transport Delivery Plan**, which identified the key priorities for public transport investment in the Solent over the next twenty years.
5. Supporting the work of the **Solent Local Transport Body (LTB)**, which prioritised four schemes, which have secured funding through the Solent Local Growth Deal. Following this prioritisation work, the LTB was disbanded, as future funding for local major transport schemes will be provided on a competitive basis through Local Growth Deals.
6. Review of **Marketing and Communications**. This has led to the re-branding of the partnership as **Solent Transport** and will be re-inforced through anew website, which is under development.

4. Strategic Direction

With the recent election of a new Government, we are entering another period of potential change, although many of the principles established by the previous Coalition Government are likely to continue through the new Parliament. In the light of this uncertainty, this Business Plan is only proposed to cover a single year (June 2015 to May 2016). It is anticipated that the next two Business Plans will cover a two year period, which ties into the five year fixed term parliamentary cycle.

A key theme of the previous Coalition Government was devolving funding and requiring a much clearer demonstration that investment in transport infrastructure and interventions will deliver sustainable economic growth. This was initially established through the Local Transport Bodies and then through Local Growth Deals with Local Enterprise Partnerships, where all funding is un-ringfenced and transport investment has to be secured in competition with other local priorities. With over half the Local Growth Deal funding still unallocated, further Local Growth Deal rounds are anticipated.

Devolution of governance is likely to be a key theme of the new Government. Within a week of the election, the Chancellor announced the City Devolution Bill. This provides City Regions with the opportunity to secure greater control and responsibility of transport, housing, skills, health and social care, on the condition that they have an elected, metro-wide mayor. It is unclear at the time of writing, how the Solent will respond to this devolution opportunity.

A key priority for the period of the Business Plan is the development of the **Solent Transport Investment Plan**, which will replace the 2013 Transport Delivery Plan and comprehensively identify the transport interventions that will be required to support sustainable economic growth in the Solent over the next twenty years. This will build on committed transport investment secured through the **Local Growth Deal** and **2014 Autumn Statement**. Section 2 has already set the context for the Plan, but in summary, it will support a number of work strands:

- The work of the **Solent Strategic Land and Infrastructure Board**, including the **Land Asset Strategy** of public sector land assets that could be regenerated and redeveloped for better economic use;
- The **PUSH Spatial Strategy Review** which will strategically identify the locations for new development to support economic growth, looking forward twenty years;
- Strategic transport investment to **improve connectivity** between Solent with other parts of the UK and the World

Solent Transport will have a key role supporting the work to develop the **Solent Transport Investment Plan**, working closely in partnership with the **Solent LEP** and **PUSH**. The **SRTM** is a key evidence base to support this work.

The **2014 Autumn Statement** committed significant investment by Highways England on the M3 and M27 Motorways and complimentary improvements to the surrounding local road network. A key priority for the period of this Business Plan is to progress the development of these schemes towards delivery. The SRTM is a key tool for this work.

Network Rail's **Wessex Route Study** is due for publication during the period of this Business Plan. Working with the Solent LEP and PUSH, Solent Transport will continue to make the case for appropriate investment in Solent's rail network to enable it to support sustainable economic growth, particularly through improving East to West rail connectivity.

Solent Transport has a good track record in bidding for delivering strategic cross boundary transport projects and the recently completed Local Sustainable Transport Fund and Better Bus Area Fund projects are good example of this. Further funding opportunities could arise during the period of this Business Plan,

where a strategic Solent wide bid would be appropriate. The Government is inviting bids for the Low Emission Bus Scheme and it is possible that other transport funding opportunities could arise through the Summer Spending Review. Solent Transport will remain alert to such opportunities and make strategic Solent wide bids, where this is appropriate.

The Better Connected South Hampshire Local Sustainable Transport Fund project was successfully completed during the previous Business Plan. One of the key deliverables from this project was the **Solent Go** multi modal, multi operator public transport smartcard. It is important that **Solent Go** continues to be developed and enhanced, to further simplify access to public transport services and improve uptake. Solent Transport will therefore continue to work with local public transport operators to deliver this. Additional functionality could include the introduction of a bus carnet and a local rail add-on product. Solent Transport will also continue with its on-going role as the scheme administrator of Solent Go.

Solent Transport cannot deliver transport improvements in isolation and high quality partnership working is key to successful delivery. Solent Transport is a successful partnership of the four local transport authorities, but also has an excellent track record in working closely with a range of other important partners. This has been instrumental in securing and delivering significant levels of transport investment for the Solent. Key partners include the Department for Transport, Highways England, Network Rail, South West Trains and locally, the Solent LEP, PUSH and SHBOA. Maintaining and enhancing existing partnerships and where appropriate, developing new relationships will be an important during the period of this Business Plan.

A key theme of the work priorities is a high quality transport and land use evidence base. Since its development in 2011, the **SRTM** has been an essential asset. It has been instrumental in securing significant transport investment for the Solent and has been an important evidence base to identify transport investment priorities and support other work, including Local Development Plans. It is currently being used to support Business Cases for schemes funded through the Local Growth Deal and by Highways England to help the design of the Smart Motorways scheme for the M3 and M27. It is essential that the **SRTM** remains an up to date and fit for purpose evidence base. Funding has been secured to collect new 2015 traffic and travel data, but a high priority for the period of this Business Plan will be to secure further funding to upgrade the SRTM to a new 2015 Base Year, using the collected data.

Objectives

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

- Plan and develop transport interventions that enable sustainable economic growth;
- Support the Solent LEP and PUSH in delivering their priorities;
- Identify and co-ordinate bids for transport funding solutions;
- Improve integration across transport modes;
- Support, maintain, strengthen and develop transport partnerships;
- Manage and maintain a robust transport and land use evidence base to support strategy development, identify and prioritise transport interventions and help to secure funding

Guided by these objectives, the core activities for the 2015-16 Business Plan are:

Manage and maintain the SRTM and deliver the 2015 upgrade
Provide strategic transport intelligence and advice to the Solent LEP, through the work of the Solent Strategic Land & Infrastructure Board and Land, Property and Infrastructure Delivery Panel
Provide strategic transport intelligence and advice to PUSH, including support for the Spatial Strategy Review
Provide support into the development of the <i>Solent Transport Investment Plan</i> as the comprehensive transport plan for the Solent area to replace the Transport Delivery Plan
Respond to any emerging funding opportunities by supporting and co-ordinating strategic bids
Work with Network Rail and Train Operators to improve East to West rail connectivity in the Solent
Work with SHBOA to develop a strategic Solent wide bid for the Low Emission Bus scheme
Continue administration and retail responsibilities for Solent Go smartcard and work with SHBOA and other public transport operators to further develop Solent Go products.
Provide support to Highways England through the SRTM for the development of RIS1 schemes, including Smart Motorways
Complete the revised Solent Transport website
Support legacy work for the LSTF Project
Administrate and co-ordinate the Solent Transport Joint Committee
Administrate, co-ordinate and develop the Senior Management Board and Strategy Working Group
Manage application uses of the SRTM

5. Governance and Partnerships

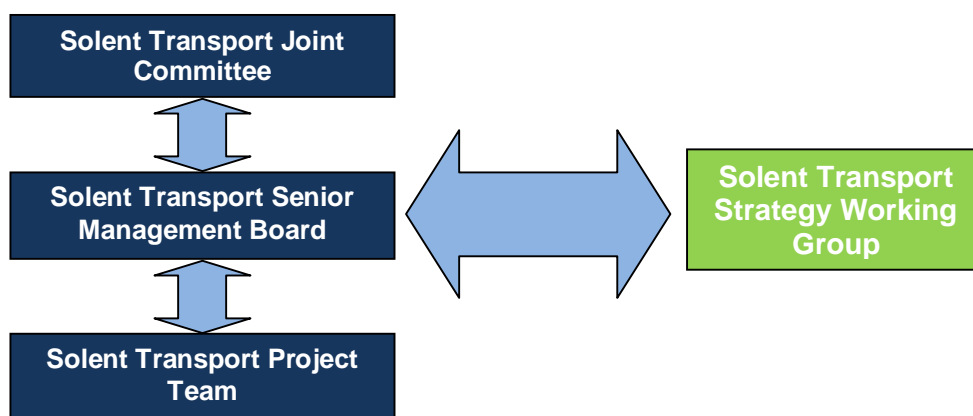
A Joint Management Agreement for Transport for South Hampshire (TfSH) was approved in June 2008, by the three constituent highway authorities. The Agreement formalises the governance arrangements for TfSH and records the intentions of these three authorities to work together. Isle of Wight Council formally 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. In February 2014, the partnership was re-branded **Solent Transport**.

Since transport is a key factor that can have a profound influence on the location and rate of sustainable growth, a relationship exists between Solent Transport and PUSH, which both cover the Solent area (Map 1). This relationship will continue to have a two-way impact on the work of the respective partnerships during the period of this Business Plan, particularly through the development of the Spatial Strategy Review.

There is no formal relationship, presently between Solent Transport and the Solent LEP, but the two bodies are working closely together on key issues, through both the Solent Strategic Land & Infrastructure Board and the Land, Property and Infrastructure Delivery Panel. It is expected that this close working relationship will continue through the period of this Business Plan.

The Solent Transport 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 Solent Transport governance structure is shown in Figure 1.

Figure 1: Solent Transport Governance



A project team is in place to ensure that Solent Transport 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 3.2 FTEs, although to maintain sufficient budget for the work of the partnership, only 2.2 FTEs are proposed to be filled during the period covered by this Business Plan.

In addition to the local highways and transport authorities, a wide range of stakeholders are affiliated to Solent Transport. 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. Following the establishment of five year fixed term Parliaments, it is now proposed that the Business Plan for the first year of a new Parliament only covers a one year period, instead of the normal two years. This ensures that Solent Transport's Business Planning cycle tie into the parliamentary cycle and that any new policy initiatives implemented by an incoming Government can be more quickly accommodated into the Business Plan process. This Business Plan update covers the June 2015 to May 2016 period. A Work Programme has been prepared to continue the development and establishment of the partnership.

In accordance with the Joint Management Agreement the Solent Transport Joint Committee appointed HCC, PCC and SCC to provide certain services, advice and guidance to Solent Transport. This is to ensure an equitable spread of responsibilities and to utilise existing skills and competences within the 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 Solent Transport 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 Solent Transport for the purpose of delivering the major project. The distinction between the roles of Solent Transport and the Lead Authority is shown in Figure 2.

Figure 3: Bidding Protocol

Project Stage	Responsible Body
Outline specification of schemes and interventions	Solent Transport
Bidding for funding, from various sources	Solent Transport
Outline design and broad order cost estimates	Sourced by Solent Transport
Approval of allocated resources	Notified by Solent Transport
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.

6. Finance

Financial Protocols

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

Budget Planning 2015-16

The partners' contributions to Solent Transport 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 Solent Transport revenue funding forecast for 2015/16. Note that there is currently no proposed capital budget in 2015/16.

Core Revenue Funding 2015/16	
Balance b/f from previous year	£tbc
Partner contributions	£190,000
Total Revenue funding	£tbc

7. Work Programme for 2015 - 2016

This work programme builds on and updates that outlined in the previous 2013-15 Business Plan and reflects the emerging priorities.

Priority Actions 2015-16

1	Manage and maintain the SRTM and deliver the 2015 upgrade
2	Provide strategic transport intelligence and advice to the Solent LEP, through the work of the Solent Strategic Land & Infrastructure Board and Land, Property and Infrastructure Delivery Panel
3	Provide strategic transport intelligence and advice to PUSH, including support for the Spatial Strategy Review
4	Provide support into the development of the Solent Transport Investment Plan as the comprehensive transport plan for the Solent area to replace the Transport Delivery Plan
5	Respond to any emerging funding opportunities by supporting and co-ordinating strategic bids
6	Work with Network Rail and Train Operators to improve East to West rail connectivity in the Solent
7	Work with SHBOA to develop a strategic Solent wide bid for the Low Emission Bus scheme
8	Continue administration and retail responsibilities for Solent Go smartcard and work with SHBOA and other public transport operators to further develop Solent Go products.
9	Provide support to Highways England through the SRTM for the development of RIS1 schemes, including Smart Motorways
10	Complete the revised Solent Transport website
11	Support legacy work for the LSTF project
12	Administrate and co-ordinate the Solent Transport Joint Committee
13	Administrate, co-ordinate and develop the Senior Management Board and Strategy Working Group
14	Manage application uses of the SRTM

Solent Transport Action Plan 2015-16

Priority Action	Activity	Lead	Solent Transport Staffing Resource (%FTE)	Funding	Delivery	
1	1.1	Manage the SRTM	Solent Transport	10%	Staff Resource	Ongoing
	1.2	Undertake data collection surveys for 2015 Upgrade	Solent Transport	10%	Staff Resource plus £210k	Sept-15
	1.3	Undertake 2015 SRTM Upgrade	Solent Transport	10%	Staff Resource plus £242k	Mar-16
2	2.1	Provide support to Solent Strategic Land & Infrastructure Board	Solent Transport	10%	Staff Resource	Mar-16

	2.2	Provide support to Solent LEP land, property and Infrastructure Delivery Panel	Solent Transport	10%	Staff Resource	Ongoing
3	3.1	Provide strategic transport intelligence and advice to PUSH, including support for the Spatial Strategy Review	Solent Transport	15%	Staff Resource	Ongoing
4	4.1	Provide support into the development of the Solent Transport Investment Plan as the comprehensive transport plan for the Solent area to replace the Transport Delivery Plan.	Solent Transport	20%	Staff Resource	Oct-15 (Stage 1) Mar-16 (Stage 2)
5	5.1	Respond to any emerging funding opportunities by supporting and co-ordinating strategic bids	Solent Transport & Partner Authorities	10%	Staff Resource	Ongoing
6	6.1	Work with Network Rail to ensure Wessex Route Study includes commitment to improving East to West Connectivity	Solent Transport	10%	Staff Resource	July-15
	6.2	Undertake early work with rail industry to influence requirements in next South West Trains franchise	Solent Transport	10%	Staff Resource	Mar-16
7	7.1	Work with SHBOA to develop a strategic Solent wide bid for the Low Emission Bus scheme	Solent Transport, SHBOA & Partner Authorities	15%	Staff Resource	Oct-15
8	8.1	Work with SHBOA to deliver further improvements to Solent Go for bus passengers	Solent Transport	10%	Staff Resource	Mar-16
	8.2	Work with rail industry to extend Solent Go to local rail services	Solent Transport	10%	Staff Resource	Mar-16
	8.3	Maintain on-going support to Solent Go	Solent Transport	5%	£47k	Ongoing
9	9.1	Provide support to Highways England through the SRTM for the development of RIS1 schemes, including Smart Motorways	Solent Transport	10%	Staff Resource	Mar-16

10	10.1	Complete the revised Solent Transport website	Solent Transport	5%	Staff Resource	Jul-15
11	11.1	Support continuation of My Journey brand	Solent Transport	20%	£28k	Mar-16
	11.2	Undertake final monitoring evaluation report of impact of LSTF programme	Solent Transport	5%	£55k	Dec-15
12	12.1	Administrate and co-ordinate the Solent Transport Joint Committee	Solent Transport	10%	Staff Resource	Ongoing
13	13.1	Administrate, co-ordinate and develop the Senior Management Board and Strategy Working Group	Solent Transport	10%	Staff Resource	Ongoing
14	14.1	Manage application uses of the SRTM	Solent Transport	5%	Staff Resource	Ongoing

8. Resources and Working Arrangements

The skills and resources available to help the Solent Transport partnership deliver these actions are different from the mainstream transport planning and civil engineering delivery abilities that are necessary in local authorities. The Solent Transport 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 Solent Transport 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 months;
- 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 Solent Transport project team (including BBAF and LSTF specific legacy posts) comprise 3.2 FTEs, although one of these posts is currently vacant. To deliver the Action Plan a requirement for 2.2 FTEs has been identified, although this does not account for resources required to support those areas where resourcing requirements are currently unknown.

There may be a requirement for additional resource to be provided by the partner authorities on a project-by-project basis.

9. Risk Register

The table below 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 Solent Transport within one or more of the partner authorities.	06-15 to 05-16	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 Solent Transport.	HCC / IoW / PCC / SCC
2	Reduced funding contribution by the partner authorities	06-15 to 05-16	Low	Funding is confirmed for the 2015/16 financial year, which covers the majority of this Business Plan period. However, local Government finances will be under increasing pressure during this Parliament, so risk level may increase in the future.	HCC / IoW / PCC / SCC
3	Failure to secure funding for the 2015 SRTM Upgrade	06-15 to 05-16	Med	Solent Transport has secured sufficient funding to undertake data collection surveys in 2015/16, but does not yet have sufficient funds to undertake the upgrade. External contributions are being sought for this.	Solent Transport
4	Failure to enable external bodies to use the SRTM	06-15 to 05-16	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 has increased during the previous Business Plan period.	Solent Transport
5	Failure to secure commitment to East to West rail enhancements	06-15 to 05-16	Med	Solent Transport will continue to make the case for this investment alongside other partners, including the Solent LEP and PUSH.	Solent Transport
6	Failure to maintain existing strategic partnerships	06-15 to 05-16	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