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NOTICE OF MEETING

SOLENT TRANSPORT JOINT COMMITTEE

MONDAY, 29 JUNE 2020 AT 11.00 AM

VIRTUAL REMOTE MEETING - REMOTE

Telephone enquiries to Vicki Plytas 023 9283 4058
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If any member of the public wishes to submit written representation please email the above contact by noon the working day before the meeting.

Membership

Councillor Rob Humby (Vice-Chair)
Councillor Ian Ward
Councillor Steve Leggett
Councillor Lynne Stagg

(NB This agenda should be retained for future reference with the minutes of this meeting).

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A G E N D A

1 **Welcome and Introductions**

2 **Appointing new Committee chair & vice chair**

3 **Declaration of Members' Interests**

4 **Business Plan report for 2020/21** (Pages 3 - 10)

5 **Financial Report** (Pages 11 - 22)

6 **Future Transport Zone (FTZ) briefing/update and Governance Report** (Pages 23 - 120)

This meeting is video streamed, viewable via the Council's livestream account at https://livestream.com/accounts/14063785

Portsmouth CITY COUNCIL

Title of meeting:	SOLENT TRANSPORT JOINT COMMITTEE
Date of meeting:	29th June 2020
Subject:	BUSINESS PLAN 2020/21 UPDATE
Report by:	CONRAD HAIGH, SOLENT TRANSPORT MANAGER
Wards affected:	Affects all parts of the Solent area as the four local Highway & Transport Authorities make up Solent Transport.
Key decision:	No
Full Council decision:	No

1. Purpose of report

1.1 This report sets out the position and options for a Business Plan for Solent Transport for 20/21, for the Committee's advice and instruction.

2. Recommendations

2.1 That the Joint Committee approves the recommended approach/options set out in the report for the 2020/21 Business Plan.

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3. Background

Progress in each priority area

3.1 A review of the Partnership's 2019/ 20 work was covered in detail in the report of 6th February 2020, so will not be repeated in this report.

3.2 The interim period has been an exceptionally busy one for Solent Transport, adapting the team to home working and setting up systems around this need, in response to the Covid-19 crisis. This has created a significant pressure on resource. We have also had to be exceptionally responsive and adaptable in our approach to assist in the delivery of new work in response to Covid-19. This includes:

- rapid implementation of parts of the cross-Solent drone logistics trial, more than year earlier than originally planned- working with DfT and Southampton University to provide an air bridge to IoW as support to NHS if required during Covid-19

- rebasing the Future Transport Zones programme to respond to the changed circumstances; and
- implementing the My Journey "New Normal" behavioural campaign in response to the crisis.

3.3 Additional to the work outlined in the report of 6th February 2020, other Solent Transport's activities also are outlined below:

- Completed writing of the Solent Rail Connectivity Strategy (jointly with Network Rail)
- Been successful in obtaining £28.76M from DfT for the Solent Future Transport Zone programme
- Commissioned and delivered a report on adapting the FTZ programme to respond to the current circumstances and an expected post-Covid scenario
- Undertaken work to explore options for operational efficiency improvements for the Sub Regional Transport Model (SRTM) and explored options for SRTM upgrade.
- Worked closely with the Partnership for South Hampshire (PFSH) group of Local Planning Authorities, on their 'Statement of Common Ground' (SOCG) project, including jointly preparing a specification for Transport Assessments and strategy development for future Strategic Development Opportunity Areas, and assisting with the Tendering for consultants to undertake this work
- Explored possible shared e-scooter trial with DfT as part of FTZ; developed concept for trials and submitted Expression of Interest to undertake these in parts of all the Member authorities
- Promotion and media campaign around the Drones trial
- Implemented a Solent Transport branding refresh exercise and commenced Solent Transport website refresh
- Started work on the development of a new Solent Transport Strategy.

3.4 Many of the above issues are explored in more details in accompanying papers and agenda items.

Look Forward to the 2020/21 Business Plan

3.5 2019/20 has so far been a positive year for Solent Transport. There has been good progress in key areas of work identified in the current Business Plan as noted above. The highlight has been the success of funding bids to the Future Mobility Zone fund (submitted by Solent Transport) and Southampton City Region bid to the Transforming Cities Fund, as well as the success of the fast-tracked drone medical logistics project and "New Normal" campaigns.

3.6 The additional funding extension to the Access Fund for the 2020-21 period and the extension of funding for the Highways England M27/ M3 Travel Demand Management work is also a boon and we have high confidence that Portsmouth City Region will also secure around £50m-£60m from the Transforming Cities Fund for the South East Hants Rapid Transit project, as a result of submission of a revised business case in early July.

3.7 The bids and funding already secured provide several positive opportunities to build on the good work already achieved by Solent Transport and its partner bodies in the area of sustainable transport delivery. The funding available could enable a fundamental step change in the provision of modal choice and viable sustainable options for travel in the Solent area.

3.8 However the outbreak of Covid 19 and its ongoing effects require us to be agile and responsive in planning of these initiatives. One of the areas requiring a flexible response is the Future Transport Zone (FTZ). A separate report on the agenda outlines how we propose to achieve this in the short to medium term.

3.9 Solent Transport's Business Plan for 20/21 must respond to a number of options and challenges, including the response to Covid 19, some of which are dependent on external funding sources; others reflect the ambition of the partner bodies, their future vision and the work areas for the Solent Transport Partnership and the area it serves.

3.10 A Strategy workshop involving Senior Management Board (SMB) from the four Member authorities was held in January 2020. SMB highlighted three key ambitions beyond what could be considered Business as Usual (BAU): to Develop a Solent Transport Strategy, to update and develop the Sub-Regional Transport Model (SRTM) and raise the profile of Solent Transport through marketing and lobbying. These have been added to the existing work themes.

Staffing Implications

3.11 Outlined below are the resource implications for the business plan. Agreement from Committee Members is sought on the outlined option however in order to fulfil required workloads some level of expansion is required.

Minimum Expansion – with Allowance for funded posts within FTZ and TCF work streams

3.12 Present staff allocation is 2.4 FTE- one manager, one principal transport planner and 0.4 FTE of a shared marketing resource. These posts are funded from Member authority contributions and will be required to lead recruitment of staff and inception of key work including FTZ and TCF assurance, as well as delivering other tasks on the work programme not funded from external contributions.

3.13 All other staffing will be fulfilled by external budgets, covering work including delivering the FTZ programme (as outlined in the relevant item on this agenda) and TCF assurance roles for the two city schemes. See Finance paper for details.

TCF Assurance Post

3.14 (For Southampton City Region TCF, and for Portsmouth City Region TCF if funding awarded by DfT)

3.15 Both TCF programmes anticipate a role for Solent Transport around coordination and assurance, these will require Solent Transport to significantly increase its Programme Management Office resource (PMO) with an additional minimum impact of 1 FTEs. Fund allocations within the TCF bids have been made for this work.

Future Transport Zone (FTZ) Staffing

3.16 Some of the roles delivering the FTZ programme will be within other organisations or partner bodies, but the key central roles are planned to be accommodated within and report as part of Solent Transport's structure, albeit with physical posts across several authorities. This is covered in more detail in Appendix 5 of the FTZ paper presented at this meeting, but resourcing of all elements of the bid would require a minimum expansion of an additional 9.4 FTE within Solent Transport.

3.17 The speed of this expansion would require some resourcing to be brought in via consultancy, but short-term contracts and secondments could provide better value and a more sustainable way forward in the medium/long term. The potential change in emphasis of the FTZ towards e-scooter trials (which would need to be delivered within three months as part of the Covid 19 response), and acceleration of other schemes supporting the Covid-19 transport response eg Solent Go carnets and cycle/ e-bike share, create even greater pressure to secure additional staff resource quickly.

3.18 Core deliverables for the coming year therefore are:

- To deliver a new Solent Transport Strategy
- To commence delivery of the FTZ programme, continuing over a four year period to 2024 as agreed with Joint Committee and the Department for Transport
- To provide an assurance role for Transforming Cities programmes, subject to agreed funding form TCF partners
- To continue to operate the Sub-Regional Transport Model (SRTM) and further explore development & improvement options, providing a business case for these to Joint Committee.
- To work with the Partnership for South Hampshire (PFSH) group of Local Planning Authorities, supporting development of transport strategy as part of PfSH's current creation of a 'Statement of Common Ground' (SOCG) supporting Local Plans beyond the 2034 planning horizon
- Run up to two planned conferences (subject to Covid-19 limitations, these may be delayed)
- Continue to deliver My Journey, Solent Go and New Normal marketing campaigns
- Complete Solent Transport and Branding and Website refreshes
- To assist in the delivery of work package 3 of the Highways England Travel Demand Management work.

Fiscal implications

3.19 Fiscal implications of these options are considered in the finance paper. Any additional costs will be covered by the FTZ or TCF funding.

SRTM Refresh

3.20 At present the SRTM almost covers its costs, requiring circa £100k of subsidy on a five-year cycle (not including Solent Transport staff time). The model requires a major update by end of 2021 to remain compliant with DfT guidance on modelling and scheme assessment criteria (WebTAG).

3.21 Whilst a do-minimum minimum update would achieve continued compliance at the lowest possible cost, the model is a significant asset to Solent Transport and its partners and has been a key component of the success of fund bids and transport strategy development across the four authorities.

3.22 More recent developments in modelling technology and software offer the opportunity for a major update to create a more flexible model that could be used more effectively and efficiently by the partners. This is likely to keep the model relevant and usable over the longer term and potentially increase revenue overall but would require greater initial investment. Full costs of this option and more efficient ways of procuring the model and the development work are being explored. However, an indication of the Partners level of ambition at this stage would be useful for business planning for future years.

3.23 The minimum update is estimated at £500k up to as much as £800k, and a more significant redevelopment could require an estimated initial outlay of £1m - £1.2m (based on high level estimates from one potential provider). It is possible that other options for funding could be explored to provide a reduction in these costs, including asking DfT for a contribution.

Option 1) Minimum Update

3.24 Pursue minimum update, estimated minimum funding gap £100k to £400k, for partners to identify.

Option 2) Explore wider update and full refresh of SRTM

3.25 Pursue wider update with tools that may allow back-casting and “Sandbox” capabilities, and would allow wider use of the model including in-house use of the model by Solent Transport and its partners for basic scenarios. Estimated present funding gap for this investment may be circa £600k- £800k.

3.26 Because of these funding gaps, particularly for the more ambitious option, it is important this issue is considered now, with the aim of reaching agreement by Joint Committee regarding the preferred option, so that efforts to identify suitable funding can commence within each authority and with other potential funders.

3.27 However the Covid-19 pandemic has created major new risks around the timing of the model update. Major short, medium and probably long term changes to travel patterns are expected to occur (building on those observed already, in some cases at the recommendation/ direction of the government eg advice to avoid use of public transport if possible). A “new normal” is anticipated to slowly become established, particularly once the pandemic is over. The timescale for this is very uncertain but is unlikely to be before 2021.

3.28 Until this “new normal” is well established, any data collection to inform the major model update will not capture representative travel volumes, flows, patterns etc in the “new normal” and is likely to be of limited long term value.

3.29 Therefore we recommend that the major SRTM update is deferred for at least a year, in light of the Covid 19 issues and related traffic levels, and that we continue to operate the current model until such time as an update can be recommended.

3.30 We also advise that in these uncertain times, Solent Transport is tasked with engaging with DfT to seek to agree continued use of the current model as recommended above, and to identify / agree a minimum spend way of extending the life of the current model, until more predictable travel patterns can be established.

4. Reasons for recommendations

4.1 The Solent Transport legal agreement requires that a Business Plan is in place to guide and prioritise the work of Solent Transport. This report builds on the draft business plan paper submitted to the Committee at the informal meeting on 6th February and sets out the proposed plan for 2020/21.

5. Integrated impact assessment

5.1 An integrated impact assessment is not required for this decision.

6. Legal implications

6.1 S. 1 Localism Act 2011 (the general power of competence) permits Local Authorities to work in partnership with other public and private bodies to secure the delivery of functions, services and facilities that are for the benefit or improvement of the areas they serve.

6.2 S101 & S102 Local Government Act 1972 grant statutory power for Local Authorities to arrange for the discharge of their functions by a committee, sub-committee or an officer of the authority, by a Joint Committee, or by any other local authority (subject to any express provision within LGA 1972 or any subsequent Act).

7. Finance/ resource implications

7.1 Capital/ revenue implications vary depending on options set out above, but all Solent Transport spend is covered in the finance paper or from FTZ or additional TCF contributions.

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Signed by:

Appendices:

Background list of documents: Section 100D of the Local Government Act 1972

The following documents disclose facts or matters, which have been relied upon to a material extent by the author in preparing this report:

Title of document	Location

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Portsmouth CITY COUNCIL

Title of meeting:	Solent Transport Joint Committee
Date of meeting:	29th June 2020
Subject:	Solent Transport Financial Update
Report by:	Elain Youngman –Senior Finance Advisor, HCC Kate Archer-Accountant, HCC Conrad Haigh- Solent Transport Manager
Wards affected:	Affects all parts of the Solent area as the four local Highway & Transport Authorities make up Solent Transport.
Key decision:	No
Full Council decision:	No

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1. Purpose of report

1.1 This report brings the Solent Transport financial reporting up to date. It contains the proposed budget for 2020/21 and presents provisional partner revenue contributions for 2020/21, and the latest position on the reserves including seeking approval for a ring fenced reserve for the Sub Regional Transport Model (SRTM) upgrade. This report also summarises the final 2018/19 and 2019/20 revenue positions.

2. Recommendations

2.1 Notes the final outturns for the 2018/19 revenue budget and 2019/20 revenue budget.

2.2 Approves the ringfencing of surplus commissions on the existing SRTM to be carried forward to fund in part the next SRTM upgrade due in 2021.

2.3 Approves the proposed revenue budget for 2020/21.

2.4 Approves the proposed partner revenue contributions for 2020/21.

2.5 Considers the principle of increasing the partner revenue contributions for 2021/22 in line with inflation.

2.6 Approves as an exception to the on-going agreed arrangements for Solent Transport's financial management support, that the financial management and accounting role for the Future Transport Zones (FTZ) funding (previously Future Mobility Zones) be delegated to Southampton City

Council (SCC) to reflect the location of the programme of work and the lead role of SCC in developing and signing off the bid.

3. Background

Introduction

3.1 In recent years, Solent Transport has operated with the support of a modest revenue budget, funded in full from partner contributions which have remained unchanged for a number of years. To date this provision has been broadly sufficient to maintain the level of work programme required by the Joint Committee members in support of the current business plan.

3.2 Whilst in previous years there have been two financial reports each year, Solent Transport Joint Committee has not held a public meeting since February 2019. This meeting therefore represents the first opportunity to confirm the 2018/19 outturn, as well as the final results for the 2019/20 year just ended.

3.3 The report also puts forward the proposed budget for the 2020/21 financial year, along with the level of partner contributions required to support the proposed budget.

2018/19 and 2019/20 financial results

3.4 This is the first opportunity to formally record the previous years' results which are summarised in the tables below (negative variances represent savings against budget). Detailed figures and explanations of the outturn positions are shown in appendices 1 and 2.

Table 1: Summary outturn

	2018/19	2019/20
	£'000	£'000
Budget	262	227
Outturn	150	96
Variance	(112)	(131)

3.5 Although the final position for both years (as shown in Table 1) is a saving against the budget, it should be noted that the budget included a planned draw from reserves to fully fund planned expenditure. Therefore, the balance in the general reserve has actually decreased over the two year period (as shown in Table 2).

Table 2: Summary of reserves

	General reserve	SRTM Reserve
	£'000	£'000
Opening balance 1/4/18	109	216
Draw	(72)	
Addition	37	75
Opening balance 1/4/19	74	291
Draw	(37)	
Addition	61	70
Opening balance 1/4/20	98	361
Proposed draw for 20/21 budget	(64)	
Remaining balance	34	

3.6 The SRTM (Sub Regional Transport Model) reserve, funded from surpluses on commissions from the existing SRTM, is held to contribute to the cost of the next upgrade, due in 2021. Approval is sought to add the £75,000 and £70,000 surpluses on commissions from 2018/19 and 2019/20 respectively to the SRTM reserve.

Revenue Budget 2020/21

3.7 The proposed budget for 2020/21 is shown in Table 3 below, and includes planned expenditure of £254,000, to be funded by £190,000 total Partner contributions and a £64,000 planned draw from the general reserve.

Table 3

Budget Heading	**Budget 2019/20**	**Proposed Budget 2020/21**	**Change**
REVENUE	**£'000**	**£'000**	**£'000**
Staff Pay & Expenses	146	172	26
Finance Support	5	5	0
Marketing	17	36	19
Solent Go – Back Office/Admin	28	26	(2)
Studies	31	15	(16)
Enhancement of Sub Regional Transport Model (SRTM)	0	0	0
SRTM Commissions	0	0	0
Total Revenue	**227**	**254**	**27**
Partner Contributions	(190)	(190)	0
Draw from reserves	(37)	(64)	27
Total Income	**(227)**	**(254)**	**27**

3.8 Table 3 also shows a comparison between the 2019/20 budget and the proposed 2020/21 budget. The overall increase is £27,000, which consists of a £26,000 increase in the staffing budget due to the full year effect of the Solent Transport manager role returning to a full-time post, and a £19,000 increase in marketing expenditure to be allocated to a Solent Transport rebrand and to support and deliver two conferences, offset by reductions in the Studies and Solent Go budgets. The studies budget will supplement the Solent Rail Continuing Modular Study Prep (CSMP) modelling study.

3.9 The staff budget is based on pay costs for 2019/20 and any increments due but does not allow for any potential pay award in 2020/21.

3.10 The proposed budget is based on the assumption that the SRTM projected net surplus of £361,000 from 2016/17 to 2019/20 is carried forward and ring-fenced to fund the next SRTM upgrade, in accordance with established principles. This includes £75,000 surplus in 2018/19 and £70,000 surplus in 2019/20.

3.11 Partner contributions have been fixed at current levels for some time, with no increase applied for inflation. In previous years, inflationary increases in expenditure have been offset by savings arising from the Solent Transport manager role being undertaken as a part time role. However, now that this role has resumed as a full-time position, the current level of Partner contributions is insufficient to meet the ongoing expenditure.

3.12 The 2020/21 proposed budget has been balanced by utilising a draw from the general reserve, however funding on-going expenditure from a finite source of funding is not sustainable going forwards, and based on the expected balance in the general reserve, could not continue beyond the current financial year.

3.13 The Joint Committee are therefore asked to agree to balance the budget by utilising the revenue reserve in 2020/21 with some alternative options to be considered as part of the budget setting process for 2021/22.

3.14 Details of current core partner revenue contributions for 2020/21 are contained in table 4 below.

Table 4

Authority	**Current Contribution**	**Current Contribution %**
Hampshire County Council	£90,000	47%
Southampton City Council	£40,000	21%
Portsmouth City Council	£40,000	21%
Isle of Wight	£20,000	11%
Total	£190,000	100%

3.15 Solent Transport has also been successful in securing £28.5m funding from the Department for Transport from its Future Transport Zone (FTZ) fund and will also be undertaking due diligence work on behalf of the successful Southampton City Region Transforming Cities Fund (TCF) bid. In both cases the approved

bids included an element to cover the additional staff resource required to manage and deliver this work and a further Transforming Cities Fund bid relating to the Portsmouth City Region remains under active consideration by Government.

3.16 The additional Solent Transport resource required across both workstreams is expected to be between 5-8 full time equivalent posts depending on confirmed workload and therefore funding, but the expectation is that any additional costs would be met from the grant and would not require additional partner contributions. These additional resources were considered in the Business Plan circulated in February 2020.

3.17 The proposed budget figures currently exclude both any additional staff costs relating to FTZ or TCF work, and the associated FTZ or TCF funding to match these costs, pending confirmation of exact requirements.

3.18 The Joint Committee is asked to note the leading role of Southampton City Council (SCC) within Solent Transport in developing the FTZ bid with the final submission signed off by SCC's section 151 officer and senior manager and much of the work located in Southampton City Council area. Given this situation, Hampshire County Council (HCC) with support from SCC and Solent Transport officers, is recommending that for this specific programme of work, financial and accounting responsibility is delegated from HCC to SCC and the funding received to date by HCC relating to the Future Transport Zones programme is transferred to SCC.

General Reserve Balance

3.19 As shown in Table 2 above, the actual balance in the general reserve as at 31 March 2020 is £98,000, and this is anticipated to reduce to £34,000 by 31 March 2021.

Conclusions

3.20 The final outturn position for the two financial years to 31 March 2020 both showed an underspend against the budget, however, a net draw from the general reserve was required to supplement the Partner contributions and fully fund the actual expenditure. In order to sustain the current level of expenditure, an increase to Partner contributions would be required, with consideration given to ongoing annual inflationary uplifts in contributions.

3.21 The balance in the revenue reserve has reduced to £98,000 and is expected to reduce further to £34,000 by the end of the current financial year.

3.22 If the recommendations in relation to the SRTM reserve in this report are approved, there would be a balance available of £361,000 to support the SRTM upgrade planned in 2021.

3.23 Solent Transport has been successful in securing £28.5m Future Transport Zone funding from the DfT. Approval is sought to give delegated authority to Southampton City Council for the financial management and accounting role specific to this funding, due to their key involvement in this bid.

4. Reasons for recommendations

4.1 To fulfil the requirements in providing the Solent Transport Joint Committee with:

- The final outturn position for 2018/19 and 2019/20
- A proposed revenue budget and partner contributions for 2020/21
- A review of reserve balances and proposed carry forwards
- A proposed financial management and accountability role in relation to Future Transport Zone funding of £28.5m.
- Proposed principles around additional resources

5. Integrated impact assessment

5.1 An integrated impact assessment is not required for this decision.

6. Legal implications

6.1 N/A

7. Finance/ resource implications

7.1 N/A

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Signed by:

Appendices:

Appendix 1: 2018/19 Revenue Budget Outturn
Appendix 2: 2019/20 Revenue Budget Draft Outturn

Background list of documents: Section 100D of the Local Government Act 1972

The following documents disclose facts or matters, which have been relied upon to a material extent by the author in preparing this report:

Title of document	Location

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SUPPORTING DOCUMENTATION

Appendices

1.

2018/19 Revenue Budget Outturn

The final 2018/19 revenue budget outturn position for Solent Transport is detailed in table 5 below. This shows the outturn position for the end of the financial year compared to the budget approved by the Joint Committee in July 2018.

Table 5.

Budget **Heading**	**Budget 2018/19 £'000**	**Revenue Outturn 2018/19 £'000**	**Variation to budget 2018/19 £'000**
REVENUE			
Staff	144	130	(14)
Finance Support	5	5	0
Solent Go Back Office/Admin	28	26	(2)
Marketing	17	37	20
Studies	68	27	(41)
Enhancement of Sub Regional Transport Model (SRTM)	0	0	0
SRTM Commissions	0	(75)	(75)
Total Revenue	**262**	**150**	**(112)**
Partner contributions	190	190	0
Draw from general reserve	72	35	37
Added to SRTM reserve	0	(75)	75
Total Income	**262**	**150**	**112**

Staff costs were underspent by £14,000 due to lower expenditure on resource to assist with the development of the Transport Delivery Plan (TDP), due to a change of focus to TCF work.

Marketing delivered a net pressure of £20,000, which is due to meeting the additional costs of new website development and the renewal of the My Journey brand.

Costs incurred for Studies were £41,000 lower than budgeted, as the planned spend on supporting the refresh of the Transport Delivery Plan, did not arise due to prioritising other Systra work (e.g. support for Transforming Cities Fund). The University of Southampton SRTM future upgrades and development options study incurred costs of £27,000, but completion of the project was delayed due to procurement delays.

The Sub Regional Transport Model (STRM) commissions incurred consultancy costs of £696,000, these costs were more than offset by SRTM Commission income generation of £771,000, generating a net surplus of £75,000. Approval is sought from the Joint Committee that this be added to the funding set aside in the SRTM reserve to support the next SRTM upgrade in 2021.

The final outturn position highlights that a draw of £35,000 was required from the revenue reserve, £37,000 lower than budgeted. The £37,000 difference was added as a draw in the 2019/20 budget to support future Solent Rail studies projects and deliver conferences and rebranding.

2. **2019/20 Revenue Budget Draft Outturn**

The revenue budget outturn for the Solent Transport 2019/20 revenue budget is detailed in table 6 below. This shows the revenue outturn for the end of the financial year compared to the budget.

Table 6

Budget Heading	**Budget 2019/20** **£'000**	**Revenue Outturn 2019/20** **£'000**	**Variation to budget 2019/20** **£'000**
REVENUE			
Staff	146	118	(28)
Finance Support	5	5	0
Solent Go Back Office/Admin	28	26	(2)
Marketing	17	10	(7)
Studies	31	7	(24)
Enhancement of Sub Regional Transport Model (SRTM)	0	0	0
SRTM Commissions	0	(70)	(70)
Total Revenue	**227**	**96**	**(131)**

Partner contributions	190	190	0
Draw from/(added to) general reserve	37	(24)	61
Added to SRTM reserve	0	(70)	70
Total Income	**227**	**96**	**131**

Staff costs were underspent by £28,000 due to delays in the recruitment of the Solent Transport Manager, partly offset by an additional payment of £3,000 to buy back staff leave during the period of staff shortage.

The back-office costs for Solent Go provide a surplus of £2,000, as the budget allowed for a small increase in the charge from Southampton City Council which did not arise.

Marketing across Solent Transport, My Journey and Solent Go was underspent by £7,000.

The studies budget was increased to reflect work slipped from 2018/19, but only £7,000 of costs were actually incurred, resulting in a £24,000 underspend. Expenditure was incurred on the Future Transport Zone application, for funding from the DfT, to increase mobility within the Solent region. The bid was successful with funding of £28.5m now secured. Further planned costs were not incurred in year due to the delay of the CMSP (Solent Rail Study) modelling work which is estimated to cost around £30-£40,000.

The refresh of the 2013 Transport Delivery Plan "Case and Options for Intervention" report, the Solent MiniRus support project and University of Southampton SRTM future upgrades and development options study, delayed from 2018/19 have not been progressed following pressures as a result of lack of staffing.

The Sub Regional Transport Model (STRM) commissions for 2019/20 produced a net surplus of £70,000. Approval is sought from the Joint Committee that this surplus be added to the funding set aside in the SRTM reserve to support the next SRTM upgrade due in 2021. This would increase the funds available for the upgrade to £361,000.

The final outturn position enables a contribution to the general reserve of £24,000 compared to a budgeted draw of £37,000.

Documents In Members' Rooms

1.	None
Equality Impact Assessment	
Do the implications/subject of the report require an Equality and Safety Impact Assessment (ESIA) to be carried out.	No

Privacy Impact Assessment		
Do the implications/subject of the report require a Privacy Impact Assessment (PIA) to be carried out.		No
Other Background Documents **Other Background documents available for inspection at:**		
Title of Background Paper(s)		**Relevant Paragraph of the Access to Information Procedure Rules / Schedule 12A allowing document to be Exempt/Confidential (if applicable)**
1.	**Finance update**	

Portsmouth CITY COUNCIL

Title of meeting:	Solent Transport Joint Committee
Date of meeting:	29th June 2020
Subject:	Solent Future Transport Zone: Programme Update and Governance
Report by:	Richard Pemberton, Principal Transport Planner, Solent Transport
Wards affected:	Affects most parts of Solent area, and particularly the cities of Portsmouth and Southampton and their wider city regions (encompassing Hampshire County Council and Isle of Wight Council Authority areas)
Key decision:	No
Full Council decision:	No

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1. Purpose of report

1.1 Solent Transport have been successful in being awarded £28.8m of funding from the Department for Transport's Future Transport Zones programme, in order to implement a programme of tests and trials of innovative approaches to transport, across the Solent area, from the 20/21 financial year through to 23/24.

1.2 The Covid-19 pandemic has resulted in changes to travel and transport patterns, and changed circumstances, which have required a review of the original plans, prior to commencement of the programme.

1.3 This report sets out recommendations for acceptance of the DfT funding; seeks decisions around the governance and initiation of the programme; and recommends endorsement of changes to the programme identified by the review.

2. Recommendations

2.1 That Solent Transport accept the DfT funding and deliver the Solent Future Transport Zone programme.

2.2 That the Committee approves as an exception to the on-going agreed arrangements for Solent Transport's financial management support, that the financial management and accounting role for the Future Transport Zones (FTZ) funding (previously Future Mobility Zones) be delegated to Southampton City Council (SCC) to reflect the location of the programme of work and the lead role of SCC in developing and signing off the bid

2.3 **That Members agree to the principle of the changes to the programme set out in Paras 3.19 to 3.23, and to delegate authority to make further changes to the programme as required by the evolving circumstances, including changes to project funding allocations, to the Solent Transport Manager after consultation with the Solent FTZ Steering Group and Programme Board (see Paras 3.36 & 3.37).**

2.4 **That governance of the Solent FTZ programme is implemented via the structures and approach set out in Paras 3.34 to 3.38 and Appendix 4, and that authority for initiation of the programme, including recruitment of the programme team, is delegated to the Solent Transport Manager after consultation with the Chair and Senior Officers as required.**

2.5 **That in the interim period between now and these governance structures being set up, responsibility for decisions relating to the Solent FTZ programme and projects within is delegated to the Solent Transport Manager following consultation with Senior Management Board and the Chair / Joint Committee as required.**

The Senior Management Board would relinquish this role on initiation of the Solent FTZ Steering Group and Programme Board.

2.6 **That the broad approach to delivery of individual projects is as set out in Paras 3.40 to 3.45, with projects to be delivered in line with the project management processes and standards of the relevant lead authority but with reporting to and direction from the FTZ Steering Group & Programme Board.**

2.7 **That the Solent Transport Manager, after consultation with Officers at Member Authorities, be authorised to secure staff to immediately fill posts required to achieve rapid mobilisation of the FTZ programme and priority projects within.**

In addition that general operational management and within-budget spend decisions of the FTZ be delegated to the Solent Transport Manager with regular periodic review by the Solent Transport Solent FTZ Steering Group, Programme Board and regular oversight by Joint Committee, and that this reporting is made a set agenda items within these meetings

2.8 **That the Committee note expenditure to date, and the progress it has enabled Solent Transport and its partner the University of Southampton to achieve on the Drone Logistics project.**

3. Background

Context

3.1 A review of the Partnership's 2019/ 20 work was covered in detail in the report of 6th February 2020, so will not be repeated in this report.

3.1 A significant current focus of Department for Transport (DfT) policy-making and funding is upon the Future of Mobility which recognises that we are at the cusp of significant technology - driven changes in transport and mobility. DfT have published several documents and strategies, including the Future of Mobility Urban Strategy, which look at important future trends, challenges and opportunities for the UK transport system and outline the government's approach to maximising the benefits from transport innovation in cities and towns.

3.2 One element of the Government's response is the Future Transport Zones (FTZ) programme (previously named Future Mobility Zones), which has funded local bodies such as councils, hospitals, airports and universities to test innovative ways to transport people and goods in several designated zones. £90m of funding to set up Future Transport Zones was made available for eligible authorities in England (Combined Authorities and cities eligible to bid for funding from the Transforming Cities Fund) to bid for in 2019.

3.3 DfT required Future Transport Zone proposals to include projects delivering the following outcomes:

- trial of new transport services, modes and models, creating a functioning marketplace for mobility that combines new and traditional modes of transport
- improve integration of services, increase the availability of data and provide access to digital planning and payment options, primarily through mobile phone app-based platforms utilising new software that delivers "Mobility as Service " (MaaS)
- explore innovative approaches to provide lower income households with access to future forms of mobility, for example, through the provision of 'mobility credits'
- Test scope for achieving efficiencies through shared (dynamic) demand responsive transport
- Combine trials together in a manner that creates a globally significant demonstration zone for future transport, and share research and learnings from the trials widely (with the aim of creating an exportable template to allow successful initiatives to be replicated in other areas**)**

<u>The Solent Future Transport Zone bid</u>

3.4 Solent Transport led creation of a bid covering both the Portsmouth City Region and Southampton City regions, which comprised 11 projects across two linked themes:

3.5 Theme 1 projects focusing on trialling innovations in personal mobility including:

- trialling and development of a MaaS platform and associated improvements to the Solent Go Multi mode/ multi-operator ticketing product line
- a trial of Mobility Credits in Havant (utilising the new MaaS platform)

- trials of up to three Dynamic Demand Responsive Transit (DDRT) zones in the Solent area
- implementation of large scale cycle share schemes in both cities

3.6 Theme 2 projects, focused on development of new approaches to deliveries and logistics in urban areas, including:

- Trial of use of aerial drones for medical logistics between the mainland and the Isle of Wight, and for some mainland goods flows such as from GP surgeries to hospital labs
- Trials of several different approaches using consolidated deliveries (and supporting infrastructure and measures, such as local mobility hubs with bookable kerb space, delivery lockers, and use of e-cargo bikes) as a means of reducing vehicle traffic generated by deliveries of online shopping and other goods

3.7 Full content of the bid can be viewed at the following link: http://www.solent-transport.com/images/Bids/future-mobility-zones-fund-application-form-final-proposal_30_09_19_FINAL_redacted.pdf

3.8 The proposed programme supports several current wider transport policy and investment themes across Solent Transport's Member authorities, including:

- Maximising benefits of the £120m+ capital investment in public transport and active travel infrastructure secured (or being secured) from the Transforming Cities Fund across the two city regions. Key benefits include improved journey planning and ticketing and provision of new modes of travel which improve first/last mile connections to TCF core corridors.
- Supporting obligations on our Member authorities to address breaches of air quality standards in several parts of the Solent area
- Supporting a range of other wider policy areas including achieving sustainable development, improved living standards and access to employment, and reduced CO2 emissions.

3.9 The Solent FTZ programme was developed in conjunction and in extensive consultation both Solent Transport's Member Authorities, and with several key partners, including Universities of Southampton and Portsmouth, South Hampshire Bus Operators Association (SHBOA) and South Western Railway. Successful delivery of many projects will depend upon our existing strong partnerships with these organisations (the Governance and Programme Board proposals set out in Paras 3.34-3.39 reflect the partnership nature of the programme).

3.10 The bid, for between £27.1m ("do minimum") and £43.9m ("do maximum) of central Government funding was submitted in September 2019, for a programme originally envisaged to commence in January 2020 and run until Q1 2023. However the DfT's decision on funding awards was made in mid-March 2020, and shortly afterwards the DfT took the decision to pause the majority of

FTZ work until July 2020 owing to effects of the Covid-19 pandemic (see Para 3.15).

DfT funding award and decision to accept funding

3.11 DfT have awarded in total £28.759 million to the Solent FTZ programme (Solent is one of three areas to be awarded the funding). DfT's funding is for delivery of all Theme 1 and Theme 2 projects at the minimum funding level requested, with the exception of the following:

- the drone logistics project is funded at the maximum level;
- the freight / passenger Multi-Purpose Vehicles trials and Higher Education Institution Halls delivery consolidation trials are not funded
- that a trial of shared e-scooters be delivered within the Solent area (note that this project was not part of our original bid, and no additional funding was awarded to enable this scheme)

3.12 Para 7.1 (Financial & Resouce Implications) provides an overview breakdown allocation of the funding provided to projects, whilst Appendix 1 provides a more detailed breakdown of the planned funding breakdown and an overview of what this will enable each project to deliver.

3.13 A decision to accept the DfT funding (per *Recommendation 2.1*) commits Solent Transport, and Southampton City Council as the lead/ S151 Authority for this programme (*Recommendation 2.2*) to delivering the programme. However as detailed in Paras 3.14-3.24, several alterations to the programme are now proposed as an adaptation to changed circumstances as a result of the Covid-19 pandemic.

Covid-19 impacts and proposed changes

3.14 The award of funding from DfT to the Solent FTZ programme precisely coincided with the early stages of the Coronavirus pandemic in the UK.

3.15 As a short term response, DfT agreed with all authorities awarded funding to delay the official commencement of the FTZ programme until 1st July 2020 recognising the difficulties in commencing many planned projects resulting from emergency legislation enforcing workplaces closures, implementing social distancing etc aimed at reducing spread of the virus. DfT also changed the end year for the programme from 2023 to 2024, to account for delays to the funding award and due to Covid-19.

3.16 The Committee will appreciate that the bid and projects within were designed in 2018 and 2019, prior to the Covid-19 pandemic, and that the short and likely medium and even longer term impacts arising from the pandemic introduce significant previously unforeseen uncertainty and risk to the Solent FTZ programme.

3.17 Some projects, particularly those focused on public and shared forms of transport, may now be at greater risk of failure to deliver intended outputs, whilst other projects may offer greater benefits than originally envisaged and/or could be adapted to support the Covid-19 transport sector response being implemented by our Member authorities and many of Solent Transport's partners.

3.18 In late March 2020, Solent Transport commissioned Atkins consultancy to review the Solent FTZ programme, identifying risks to delivery and how projects and the overall programme could be adapted to reduce these risks and assist with the Covid-19 transport sector response. This review involved production of a broad forecast of a likely trajectory of transport sector impacts & changes during the Covid-19 pandemic and in a post-pandemic recovery period (envisaged as likely to run until 2023, by which time a "new normal" is expected to be in force). These future forecasts underpin an evaluation of strengths, weaknesses, opportunities and threats for each project in the programme.

3.19 The Atkins review is provided at Appendices 2 and 3 of this report. Key recommendations for each project are outlined in the graphic below.

Bike share

Reconfigure

- **Bring forward and implement bikeshare schemes**
- Review planned location of bikes with new travel flows in mind and the use of flexible schemes such as mobile container-based docks

MaaS Platform

Reconfigure

- **Soft market testing to confirm timescales and requirements**
- Initiate procurement process

Mobility Credits

Reset

- Pause progression of Mobility Credits project, until MaaS App is ready and environment more stable

Macro-Consolidation

Reset

- Delay start of the programme due to available resource
- Kick programme off at the beginning of year 2

DDRT

Reinvent

- Serious uncertainty re DDRT viability
- Delay commencement; significantly de-scope and consider entirely removing from FTZ and re-allocating funding
- This could be reconsidered if the market conditions change

E-Scooter

Reconfigure

- **Continue developing proposal for a park and ride trial**
- Continue engaging with providers to begin understanding capacity and available numbers of scooters

Micro-Consolidation

Reconfigure

- **Bring last mile trials forward in the programme**
- Maintain original timescales

Solent Go

Reconfigure

- **Prioritise carnet tickets on existing Solent Go formats**
- Bus operators to be involved in MaaS Platform requirements

Lift Share

Reinvent

- Delay launch of workplace schemes till the medium term
- If workplace schemes are unsuccessful re-allocate funds to priority areas

MaaS Trials

Reinvent

- Pause until testing environment more stable and likely to yield proposed benefits
- MaaS app to be launched and trialled with the public once ready and use the university trials to test specifics
- Some funding should be re-allocated to the platform development and app launch marketing

3.20 The most significant recommendations are that the DDRT and Liftshare projects be delayed and reduced in scope, with consideration given to cancellation of these projects in their entirety following a review in Spring 2021 if CV-19 social distancing and other impacts on the public transport sector and car-sharing still render these projects difficult or impossible to deliver successfully.

3.21 Subject to agreement with the funder (DfT), funding released from these projects is proposed to be diverted to:

- Enabling the e-scooter share trials (see Paras 3.30-3.33)
- Enhancing and accelerating the cycle share project, and potentially the Micro-consolidation project

DfT agreement to the changes will be sought through sharing the Atkins review/recommendations with the DfT's Fund Leads, and through dialogue regarding our proposed changes.

3.22 Other key recommendations for the short term include early delivery of Solent Go carnet tickets, enabling Solent go to better respond to public transport users' changed working patterns.

3.23 It is essential to retain as much flexibility as possible to adapt the programme to respond to the evolving situation.

3.24 Therefore Members are recommended (*Recommendation 2.3*) to agree to the principle of the changes to the programme set out in Paras 3.19 to 3.23. Members are also recommended to delegate authority to make further changes to the programme as required by the evolving circumstances, including changes to project funding allocations, to the Solent Transport Manager after consultation with the Solent FTZ Steering Group and Programme Board (see Paras 3.36 & 3.37).

3.25 Additionally, as a short term response to Covid-19 impacts, the Drone Medical Logistics project has been substantially accelerated, as set out in Paras 3.26 to 3.29.

Cross-Solent Drone medical logistics trial- rapid implementation

3.26 Part of the Drone Medical Logistics project has been implemented at pace to support the Covid-19 response, at the request of the Department of Transport.

3.27 A key element of the original proposal was to trial the use of airborne drones to move medical products between the Isle of Wight and mainland hospitals. As a result of reduced ferry services and higher demand for medical goods, particularly for time-critical deliveries, the practical trial of use of drones for cross-Solent delivery of medical goods has been brought forwards by more than a year, supported by DfT and Isle of Wight NHS trust.

3.28 Our partner the University of Southampton has led this project, which made drones available as a transport option for certain goods to/from St Marys Hospital in Newport. Drones have operated between Solent Airport (Lee-on-Solent) and Binstead airfield, with onward surface couriers connecting to hospitals, providing an additional transport to the NHS at this challenging time.

This involved rapid deployment of an existing drone to provide support to NHS sites on the Isle of Wight. To achieve this several UK firsts had to be made, including the first Beyond Visual Line of Sight flight of a drone between two airports. Close working with DfT and the Civil Aviation Authority has allowed this to be achieved at speed. Whilst the craft is now cleared for benign cargoes and has delivered some goods to St Mary's Hospital, work continues to secure clearance for Dangerous Goods category 3, which covers the pathology samples and time sensitive medicines which are the key cargoes of a time sensitive nature.

3.29 Additionally, considerable learning has occurred which will inform how the drone logistics trials project proceeds once the FTZ programme formally starts, particularly regarding practicalities and economics of drone operations and management of airspace, and regarding handling of medical goods.

Shared e-scooter trials "fast track"

3.30 As part of the FTZ funding from DfT, Solent Transport and its Member authorities were asked to implement a trial of shared e-scooters to support DfT's review of regulations surrounding emerging "micro-mobility" modes. Originally these trials were to have commenced in 2021, but DfT have now brought forward these trials to support the transport sector's Covid-19 response by trialling new sustainable options which offer a supplement / alternative to public transport, and an alternative to the private car.

3.31 E-scooter trials are now planned to commence by August 2020 and any Local Authority can request to host a trial. Trials will run for an initial term of 12 months.

3.32 All four Authorities within Solent Transport are keen undertake controlled trials so an expression of interest covering all four LTAs was submitted to DfT by Solent Transport in May 2020. This proposal centred on trialling e-scooters as a supplement to buses between several Park and Ride sites and city centres/ employment hubs across Solent area. Trials at these locations/ on these corridors are believed to offer the greatest potential to mitigate anticipated traffic growth into city centres and key employment areas as a result of public avoidance of public transport. They also present some of the best opportunities to utilise existing cycle infrastructure and new "pop up" implemented to support cycling as part of the Covid-19 transport response.

3.33 Our expression of interest also requests flexibility to carry out e-scooter trials elsewhere in the Solent area as needs/ opportunities arise. The trial is proposed

to be funded by diversion of funds from other projects in the FTZ programme (see also Paras 3.20 and 3.21).

Programme initiation and governance

3.34 Proposals for Governance and delivery arrangements were set out in the funding bid, and now must be formalised in order for the programme to proceed.

3.35 The proposed high-level governance structures for the project are set out in Appendix 4 and are designed to align closely with the two Transforming Cities Fund (TCF) programmes in the Solent area. This is appropriate given there are a number of connections and synergies between TCF and FTZ.

3.36 The governance structures comprise:

A new Solent FTZ Steering Group composed of the Solent Transport Joint Committee Members and the relevant directors from each Authority. This will be the accountable body with final decision making authority and will focus on strategic level direction and decision making for the programme. This group is proposed to meet every three months.

3.37 A new Solent FTZ Programme Board, which will provide more detailed oversight, input and specific direction for individual projects as well as having oversight and decision-making authority on operational and tactical matters including recruitment, resourcing, procurement, day-to-day finance management and related matters. This Board will comprise relevant LTA officers (Transport Service heads for each authority), the Solent Transport Manager and FTZ Programme Manager, as well as senior representatives from key partners supporting/ delivering projects within the programme). This Board is proposed to meet on a monthly basis.

3.38 The Programme staffing structure chart (Appendix 5) sets out proposed staff resource and reporting lines within the programme team.
The Solent Transport Manager will lead the programme and line manage the FTZ programme manager.

The FTZ Programme manager will have delegated responsibility for the FTZ programme and / or staff reporting to their post. The FTZ Programme Manager will be responsible for delivery of the projects and the programme in line with decisions and directions from the Solent Transport Manger, the Programme Board and/or Steering Group. This officer will also be responsible for most aspects of management of the delivery team and work close partnership with the Solent Transport Principal Transport Planner.

Whilst most staff are proposed to be employed by Southampton City Council and seconded into Solent Transport, some staff (notably 2x FTE general Transport Planners/Project Managers) are proposed to be employed by and report to PCC & SCC's transport teams, but also be accountable to and managed by to Solent Transport, in order to provide "embedded" staff within

each authority (which will be advantageous to implementation of projects within each authority)

3.39 *Recommendation 2.4* is that Joint Committee agree to governance of the Solent FTZ programme via the structures and approach set out in Paras 3.34 to 3.38 and Appendix 4, and agree to delegation of authority for initiation of the programme, including recruitment of the programme team, to the Solent Transport Manager after consultation with the Chair and Senior Officers as required.

Additionally, *Recommendation 2.5* is that in the interim period between now and these governance structures being set up, responsibility for decisions relating to the Solent FTZ programme and projects within is delegated to the Solent Transport Manager following consultation with Senior Management Board and the Chair / Joint Committee as required.

Delivery of projects

3.40 Project delivery will be dependent on the nature/type of project and the area covered.

3.41 Some projects (for example the Solent Go enhancements project and parts of the MaaS trials project), will be delivered by one lead authority on behalf of the other authorities. These projects will be delivered in line with (and reporting to) the lead authority's corporate Project & Programme Management frameworks, but will also report to and be directed by the Solent FTZ Steering Group/ Programme Board.

3.42 Some projects, for example elements of the Micro-logistics & last mile trials, and potentially the bike/ e-bike share scheme, will need to be delivered separately by two or more individual authorities (for example due to delivery of enabling capital works on the LTA's highway network, and/or need to locally commission and control certain services and products). These schemes will be delivered in line with each authority's corporate Project & Programme Management frameworks, but will also report to and be directed by the Solent FTZ Steering Group/ Programme Board.

3.43 Some projects (for example the Theme 2 logistics projects, and parts of the MaaS trials project) will be client managed by Solent Transport and delivered by partners such as the Universities. These schemes will be delivered in line with our Partner's approaches to project management, but will also report to and be directed by the Solent FTZ Steering Group/ Programme Board.

3.44 The approach for each individual project will be set out in a Programme Initiation Document (PID) to be agreed by the Programme Board and will be guided by procurement approach, practical considerations etc. Delivery arrangements and transfer of funding for each project will be secured via a legal/ funding agreement between SCC (the financially responsible authority) and the lead

authority for delivery. These agreements will be created and/or updated for each financial year of the programme.

3.45 All projects will report to and be directed by the Solent FTZ Steering Group/ Programme Board, via the line management structure. The FTZ Steering group will have final approval and authority on funding allocations (whilst also recognising that individual LTAs will have some delegated authority over pre-agreed aspects of specific parts of some projects).

3.46 Joint Committee are recommended to agree to the broad approach to delivery of individual projects as set out in Paras 3.40 to 3.45, including for projects to be delivered to the project management processes and standards of the relevant lead authority with reporting to and direction from the FTZ Steering Group & Programme Board (*Recommendation 2.6*).

Rapid Mobilisation

3.47 Given the need to deliver some projects rapidly to assist with the Transport Sector Covid-19 response, securing interim resource to enable more rapid initiation of some parts of the programme is required.

3.48 Posts where short term consultant/ agency staff cover to enable this have been highlighted in Appendix 5. This is predominantly to cover fast start of the programme, the delivery of an e-scooter share trial project, and communications and behavioural change inputs required to encourage effective adoption of this mode in the post Covid 19 scenario.

3.49 *Recommendation 2.7* is that the Committee authorise the Solent Transport Manager, after consultation with Officers at Member Authorities as required, to secure staff to fill these posts immediately.

4. Reasons for recommendations

4.1 Solent Transport has been successful in securing £28.8m of funding to deliver a Future Transport Zone programme which will deliver 10 sub-projects which will variously introduce and trial new modes of transport to the Solent area; deliver technology which will transform journey planning and payment across many modes; and will test ways that the growing issue of delivery traffic in our towns and cities could be mitigated.

4.2 These projects will support wider efforts, including capital investment through Transforming Cities Fund (TCF), to transform the transport network in Solent and support modal shift away from single occupancy private car use to cycling, walking and public transport. This will contribute towards reducing congestion and harmful emissions and has scope to deliver benefits across the Solent region.

4.3 Delivery of the FTZ programme will also help build up the Solent area into a high profile testbed for future transport technologies- enhancing our sub-region's

profile & reputation, and delivering economic and environmental benefits both locally and more widely.

4.4 Finally, with some alterations the Solent FTZ programme offers scope to enhance some parts of the transport sector Covid-19 response

5. Integrated impact assessment

5.1 An integrated impact assessment is not required for this decision.

6. Legal implications

Statutory power to undertake proposals in the report:

6.1 S.1 Localism Act 2011 permits Councils to undertake the measures set out in this report. Council responsibilities for strategic transport functions are delivered in accordance with the Transport Act 2000 and the Highways Act 1980.

6.2 S101 & S102 Local Government Act 1972 grant statutory power for Local Authorities to arrange for the discharge of their functions by a committee, sub-committee or an officer of the authority, by a Joint Committee, or by any other local authority (subject to any express provision within LGA 1972 or any subsequent Act).

Other Legal Implications:

6.3 As noted at Para 7.3, Southampton City Council are the S151 Authority for this programme

6.4 Delivery of Local Authority strategic transport functions and environmental improvement powers are derived from a wide range of legislation. Projects that capture personal data will be subject to the Data Protection Act 2018 and delivery will be required to have regard to Uk procurement legislation and the public sector equality duty in the Equality Act 2010.

6.5 The e-scooter trials project will require new national legislation (to be promoted by DfT and Secretary of State for Transport) specifically permitting use of shared e-scooters as part of our trial.

6.6 The overarching purposes for and governance of Solent Transport and it's Joint Committee are set out in a legal agreement which all four Authorities are signatories to.

6.7 Implementation of the Solent FTZ programme aligns with the following Key Objectives of the Solent Transport Joint Committee as set in Appendix 2 of the TFSHIOW/ Solent Transport Legal Agreement:

- Development and Delivery of seamless and co-ordinated public transport operation in partnership with the operators across the sub-region and securing infrastructure to support that;

- Development and Delivery of sub-regional transport schemes and innovations and implementation of sub-regional transport policies;
- Pursuing and securing funding for sub-regional transport schemes (and supporting each transport authority in doing so for local schemes);
- Holding and dispersing other transport funding allocated on a sub-regional basis; and
- Monitoring and reviewing delivery at sub-regional level.

7. Finance/Resource Implications

Capital/Revenue

7.1 DfT awarded £28.759 million of capital funding to the Solent FTZ programme. The table below breaks down the allocation of this funding as set out in the original bid.

Project	**Total funding**
Mobility as a Service (MaaS) trials	£5,977,715
Growing Solent Go	£901,500
Mobility Credits Trial	£715,627
DDRT Trials	£1,562,000 ❶
Bike/ e-bike share scheme	£2,559,730 ❷
Shared e-scooter trial	TBC ❷
Liftshare project	£425,788 ❶
Drone logistics trial	£8,044,034
Macro-consolidation project	£995,194
Micro-consolidation & sustainable last mile logistics trials	£2,559,448 ❷
Programme Monitoring & evaluation	£503,130
Programme management and delivery team	£2,499,593
Contingency	£2,014,365
Total	***£28,759,000***

Notes

❶ Projects indicated by this symbol are recommended to be de-scoped and current budget allocations reduced (see Paras 3.19-3.22)

❷ Projects indicated by this symbol are recommended to be enhanced and budget reallocated from de-scoped projects (see Paras 3.19-3.22)

7.2 £12.5 million of funding was received from DfT in March 2020 which will cover the programme's activities in the 2020/21 and part of the 2021/22 financial years. The remaining £16.259m (covering through to 2023/24) will be provided in financial year 2021/22 subject to satisfactory progress.

7.3 Whilst Hampshire County Council administer Solent Transport's current (primarily revenue-funded) financial affairs, for the Solent FTZ programme Southampton City Council currently hold the programme budget and are proposed to act as the financially responsible authority per requirements of S151 of the Local Government Act 1972 (see *Recommendation 2.2*).

7.4 The grant funding from DfT is capital only. Page 99 of the Solent FTZ bid document explains how Capital funding will be used to support research activities delivered by the FTZ programme.

Match funding

7.5 Match funding has been committed by Member authorities to support the FTZ programme as follows:

Solent Transport:

- Solent Go Back Office funding-supporting Solent Go/ Phase 3 MaaS project: £30,000 p/a over 4 years = £120,000
- Solent Go marketing budget: £12k 2019/20; £8k p/a thereafter to 2022/23 = £36,000 total

Southampton City Council:

- SCC Dial-a-Ride revenue budget- contribution to 1x DDRT trial zone: £108,000 p/a from 2021/22 to 2022/23= £216,000 total
- DfT/ DEFRA JAQU Clean Air Zone funding for Sustainable Distribution Centre project: £517,000

Hampshire County Council:

- Funding support for 1x DRT trial zone from Passenger Transport revenue budget: £20k p/a from 2020/21 to 2022/23 = £60k total

7.6 A significant amount of the match funding is for the DDRT trials project, which is one of the projects subject to de-scoping and diversion of budgets (Para 3.19/3.20).

7.7 Per *Recommendation 2.3*, and subject to agreement with the main funder (DfT), alterations to the programme and funding allocations set out in Para 7.1 will be recommended to the Solent FTZ Steering Group for approval; additionally taking a flexible approach to the evolution of the FTZ programme may require further alterations to allocations as the programme progresses.

Expenditure to date

7.8 The following expenditure has been incurred to date:

- £200,000 funding related to University of Southampton to fund the Drone Medical Logistics trial. This transfer of funding was agreed in writing via email by all Members of the Joint Committee on 17th/ 18th April 2020 under emergency powers.

- £25,000 expenditure on consultant support to prepare the Covid-19 impacts/ programme review

7.9 It is recommended that the Committee note this expenditure (*Recommendation 7.8i*), and the progress it has enabled Solent Transport and its partner the University of Southampton to achieve to date on the Drone Logistics project.

……
Signed by:

Appendices:

Appendix 1: FTZ Funding and deliverables

Appendix 2: COVID-19: Catalyst or Catastrophe for the Future of Mobility in the UK and the Solent Region (Atkins forecasting report)

Appendix 3: Atkins programme recommendations document

Appendix 4: Programme Governance

Appendix 5: Programme staff structure- Staff structure plan & establishment, incl short term fast start consultants identified

Background list of documents: Section 100D of the Local Government Act 1972

The following documents disclose facts or matters, which have been relied upon to a material extent by the author in preparing this report:

Title of document	Location

The recommendation(s) set out above were approved/ approved as amended/ deferred/ rejected by …… on ……

……
Signed by:

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Appendix 1: Details on DfT funding and deliverables

	Project	What is to be delivered (stated in bid)	Element/Item	Cost estimate	Total
Theme 1	**MaaS trials** **do minimum funding**	Delivery of a three-stage trial of MaaS, in stages as per below: Stage 1: small-scale "closed" trials focusing on the particular needs of selected groups of staff and students at University of Portsmouth and University of Southampton, with a limited number of transport providers available via the app. Stage 2: • Increasing the number of transport providers on board • Scaling up participation to the full university communities • Development of Mobility Credits capabilities (to enable Mobility Credits trial project) • Optimisation of app to increase the level of personalisation and user responsiveness it can offer Stage 3: wider rollout of MaaS to cater for a wide variety of journeys across all user groups within the wider Solent region. It would likely use the existing Solent Go brand, and would offer all local transport operators own products as well as multi-modal Solent Go products, in a single seamless planner and "marketplace" app. The intention is to procure an App / platform provider prior to stage 1 and then work with the provider to gradually develop the offering and get more operators on bard as the stages progress. There is substantial research, evaluation, dissemination activity planned together with marketing/ incentivisation of usage planned.	Research costs	£3,093,015	£5,977,715
			Implementation support	£517,200	
			MaaS platform costs Phase 1+2	£1,222,500	
			MaaS Platform Costs Phase 3	£1,125,000	
			User Incentives	£20,000	

	Project	What is to be delivered (stated in bid)	Element/Item	Cost estimate	Total
		The funded "do minimum" project anticipates a reduced level of functionality (fewer modes, providers, capabilities) on the MaaS platform, so reduces budget for the platform by 25% compared to do maximum. The number of human factors researchers involved is reduced from two to one, along with reductions in survey technician resource, other research costs, and other support funding e.g. user incentives as a consequence.			
	Growing Solent Go **do minimum funding**	Creation of several new Solent Go multi-operator/ multi-mode products and zoning system changes to better fit local travel patterns: • Move from Smartcard to primarily app based platform (likely based around QR codes) for most products • Creation of two new "city region" zones covering wider PCR/ SCR areas in addition to current City and Solent Region zones • Creation of Solent Go carnet tickets as a supplement to or possible replacement for season tickets • New Solent Go bus + rail products (likely to be a "super plusbus" unlimited bus plus point to point rail journey product, rather than an unlimited zonal rail product) • Expanding the current discount scheme offered by some Solent bus operators aimed at Jobcentreplus users to cover Solent Go products. • Marketing & incentivisation of use of new products The intention is (as far as possible) to offer the new products only via a new Solent Go app, which would be launched to support the Stage 1 MaaS trials (preferably using the same app) and which over time would develop into the Phase 3 Solent MaaS "marketplace". The funded do minimum proposal envisages the new products being available only on buses, with no extension to ferries (as the "do maximum" bid proposed). It also removes the "hopper" product (on the basis of lower prioritisation/interest expressed during user	New bus products	£260,000	
			Rail products	£188,750	
			Other technical items, contingency, PM	£362,750	
			Marketing	£90,000	£901,500

	Project	What is to be delivered (stated in bid)	Element/Item	Cost estimate	Total
		engagement), reduces budget for rail product development and reduces the level of marketing budget for the new products.			
	Mobility Credits Trial **do minimum funding**	This project will implement a small scale trial using the stage 2 MaaS app to distribute mobility credits (paid-for travel via the app) to a trial group of low income users (council tax in the Leigh Park and Wecock Farm areas of Havant. We estimate that around 100 trial participants should be sufficient for a "do minimum" trial[1] (providing a 10% margin of error), all of whom would receive the same value of mobility credits. The trial will evaluate impacts of the mobility credits on this group, vs various outcomes for a control group and the wider population. This project cannot commence until the MaaS trial has reached stage 2 (likely to take around 24 months) and will run for about 1 year.	Project design, control group surveys, analysis, evaluation	£410,000	
			Project implementation officer	£105,627	
			Platform and credits costs	£200,000	£715,627
	DDRT trials **do minimum funding**	This project, at "do minimum" funding level, will set up one DDRT trial operating zone somewhere in the Solent area, with 3 vehicles initially and scope to grow to 6 vehicles. Sources of match funding (SCC & HCC) mean this trial is likely to occur in the Southampton City Region and is likely to be joint trial delivering both commercial DDRT in an operating zone, and also Southampton Dial-a-Ride in off-peak times. The project will also undertake monitoring & evaluation of impacts of the trial.	Co-design & procure trials	£60,000	
			Implementation	£1,452,000	
			Analysis & evaluation	£50,000	£1,562,000
	Bike/e-bike share	This project will deliver cycle share schemes in the two cities, with a specific focus on testing approaches which:	Detailed feasibility & design	£70,000	
			Procurement & legal	£60,000	£2,559,730

[1] http://www.raosoft.com/samplesize.html

	Project	What is to be delivered (stated in bid)	Element/Item	Cost estimate	Total
	do minimum funding	• Reduce economic losses due to vandalism (which drags down cycle share viability) eg through robust bike design, secure/containerised docks, etc • Increase flexibility of schemes to meet seasonal/ changing demand patterns, eg mobile docks, containerised docks etc. The bid stated the do minimum proposal would provide ~480 standard bikes and no e-bikes at ~100 dock locations across Portsmouth, Southampton and the Fareham-Gosport BRT route. There could be scope to deliver e-bikes if the number of docks, conventional bikes etc were reduced. There could also be scope to extend to the Ryde area on the IOW. Cycle share would plug into and be offered as a new mode via the MaaS app. The project also includes undertaking a small scale trial of "smart" app activated bike locks aimed at improving user convenience (no need for users to carry a lock) and reducing losses due to theft. This trial could be carried out in either city.	Back Office, Marketing Prototyping & tests Cycle share network implementation Monitoring & evaluation Smart Locks Trial	£300,000 £100,000 £1,884,730 £40,000 £105,000	
	E-scooter trials **(no funding allocated in bid)**	DfT have requested all FTZ areas to carry out a trial of shared e-scooters, and plan to fast track these trials as part of the Covid-19 response. The Solent FTZ bid did not include dedicated budget for this scheme and DfT have not allocated any additional budget. This project is likely to need to be funded from fund redistribution from other projects and/or from some of the contingency budget. In May 2020 Solent Transport submitted an expression of interest to DfT for four trials mostly focused on park and rides (offering e-scooters as a substitute for P+R buses) to support the transport sector Covid-19	TBC	TBC	

	Project	What is to be delivered (stated in bid)	Element/Item	Cost estimate	Total
		response. If our EOI is selected we will be required to implement schemes by late August 2020 for a one year trial period.			
	Lift sharing project **do minimum funding**	This project will offer lift-sharing via the MaaS app, and will also work with employers to incentivise car sharing at major workplaces. The aim being to utilise lift-sharing as a means of drawing car-based commuters onto the MaaS app. The DfT funding available would enable the project to engage with around 42 businesses/ ~67,000 employees, either in both cities, or in one city (Southampton) only.	50% funding for implementation in workplaces	£275,788	
			Project mgt & marketing	£150,000	£425,788
	Drone Logistics **do maximum funding**	Full implementation of project including: • Simulation work to enable development of unmanned air traffic control system (UTC) in Solent enabling drone integration into conventional ATC • A variety of real-world trials for different use cases including cross-Solent medical logistics and movement of samples from GP surgeries to central labs • Research and testing of integration of drone logistics with ground logistics • Seed funding at end of programme to support set-up of commercial long term drone logistics provision for NHS in area • Significant research and evaluation activities Some elements of the project (practical trials of cross-Solent logistics) have been fast-tracked as part of the Covid-19 response	Research costs	£1,464,020	
Theme 2			UTM System costs	£4,480,000	
			Live Trials	£980,320	
			Cross-Solent network "seed" funding	£266,500	
			Project management (should have been £768,000)	£853,194	£8,044,034
	~~**HEI Consolidation**~~		**not funded by DfT**		
	Macro-consolidation	Subsidy and incentives for 5 major new Sustainable Distribution Centre users, utilising existing Southampton SDC as a base. It is intended that the SDC trial users to be located in both Portsmouth and Southampton.	Delivery & Service Plans & research costs	£520,194	
			SDC Procurement/ set up costs	£0	£995,194

	Project	What is to be delivered (stated in bid)	Element/Item	Cost estimate	Total
	do minimum funding	Funding for 8 Delivery and Service Plans (DSPs) per year (24 total over 3 years) @ £15k per DSP - across both cities. Various research & monitoring activities related to uptake, impacts, success factors, potential wider impact of widespread SDC usage etc (Portsmouth CAZ engagement programme will assist in "recruiting" potential SDC users in city)	SDC Marketing & user subsidies	£375,000	
			SDC Monitoring, evaluation,contract mgt	£100,000	
	Micro-consolidation **do minimum funding**	Set-up of kerbside management sensors and systems to create flexible kerbside designation in some areas, enabling "pop up" bookable loading bays, supporting mobile or flexible micro-consolidation hubs. Envisaged as being located at Local Mobility Hubs (Southampton) and around Interchanges (Portsmouth). Funding sufficient for back office systems and around 1,300 to 1,400 sensors, ie 1.3 to 1.4km of kerb. This is envisaged as sufficient for approx. 10x flexible /bookable kerbside areas for hosting the trials in both cities. £500k funding support towards e-cargo bikes, portering equipment, e-vans etc (financial support towards appointed last mile delivery partners eg zedify) Various research and evaluation activities (Portsmouth CAZ engagement programme will assist in "recruiting" potential SDC users in city)	Research costs	£866,448	
			Live trials personnel+other e.g. marketing	£380,000	
			Live Trials equipment	£500,000	
			Live trials kerbside management/app/systems	£813,000	£2,559,448
	~~**DRT+Freight:MPV**~~		**not funded by DfT**		
				Sub-total: all projects	**£23,741,036**

	Project	What is to be delivered (stated in bid)	Element/Item	Cost estimate	Total
	Programme Monitoring+Eval. **do minimum funding**	Continuation of the South Hants "corridors" focused meta-evaluation, which started for LSTF (2011 onwards) and has continued (Southampton City Region only) through the DfT access fund programme to present. Intend to maintain long term time series of evaluation of transport indicators and their response to different inputs, through to 2023/24.	Research costs	£503,130	£503,130
				Sub-total projects + wider monitoring + evaluation	***£24,244,166***
Programme costs	**Programme Mgt/Delivery team** **do minimum funding**	Recruitment of programme delivery team of 9.7FTE (stated in bid) to manage the programme, client manage providers, deliver projects and deliver some research/evaluation outputs. Also covers procurement and legal agreement costs (eg for University led projects)	LTA employed staff	£1,864,553	
			Consultants- Months 1 -6	£515,040	
			Procurement of university delivered projects	£120,000	£2,499,593
				Sub-total projects + wider monitoring + evaluation + programme office & staff	***£26,743,759***
				Unallocated remainder of £28,759,000 DfT funding	***£2,015,241***
	10% Contingency on project costs		Original estimate	£2,015,241	£2,015,241

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ATKINS

Member of the SNC-Lavalin Group

COVID-19: Catalyst or Catastrophe for the Future of Mobility in the UK and the Solent Region

May 2020

1. COVID-19: Unpacking our assumptions

COVID-19; a highly infectious virus, hit the globe in the first quarter of 2020. Many governments have enforced a number of measures to restrict the spread of the virus, with a significant number resorting to a complete lockdown. Over the second quarter of the year in the UK, lockdown measures are likely to be gradually lifted.

This thought piece sets out how the government's response to COVID-19 has most significantly impacted travel and transport. This has caused us to challenge many assumptions, that for a long time we have held as valid.

> Coronavirus will offer a "once in a generation chance to change the way people travel in the UK". Grant Shapps, UK Transport Minister[3]

> The real risk reported by Autotrader is that 56% of people without a car plan to buy one post lockdown. [1]

After exploring the current context and the impact of similar events, specifically looking at the effects on transport and travel and quantifying what this could look like for the Solent region, we will look to what the future holds. We will seek to understand which assumptions no longer hold true regarding movement and which continue to remain valid. Drawing from these conclusions, we conclude the greatest risk to transport authorities will be the return to the private vehicle[1]. From there we make suggestions for ways in which authorities can respond to the challenges posed by COVID-19 and more specifically in the case of Solent Transport, how we can shape the opportunities of the Future Transport Zone funding to address these challenges.

2. COVID-19: Reshaping our travel behaviour

COVID-19 is transmitted through human to human contact and therefore there has been a clear focus globally of reducing human interactions. Travel lockdown, social distancing and hygiene campaigns have become the most widespread containment approaches. One third of the world's population were in lockdown as of April 28th, 2020[2].

Freedom of movement and travel choice are central to our way of life. Lockdown and sustained social distancing severely impact the accepted norms of travel and transport services. Grant Shapps, Secretary of State for Transport, reported on 9th May that in ensuring social distancing, public transport services can only operate at 10% of pre-COVID overall capacity[3]. As lockdown eases, and travel increases, this overwhelming downturn in public transport supply (and demand) presents significant challenges to the transport network. Accordingly, there is an expectation that reliance on the private car will increase, though the Government also sees opportunity within the current climate to promote national campaigns for active travel – cycling and walking – and embed some of the gains made by these modes during the immediate COVID-19 response. To back up these campaigns, a funding package of £2bn was announced to support cycling and walking in the short term.

Figure 2-1 highlights the significant reduction in travel following the COVID-19 outbreak.

[1] https://www.autotrader.co.uk/content/news/public-transport-distancing
[2] https://www.businessinsider.com/countries-on-lockdown-coronavirus-italy-2020-3?r=US&IR=T
[3] https://www.bbc.co.uk/news/uk-52600708

Figure 2-1 - Transport use change since lockdown[4]

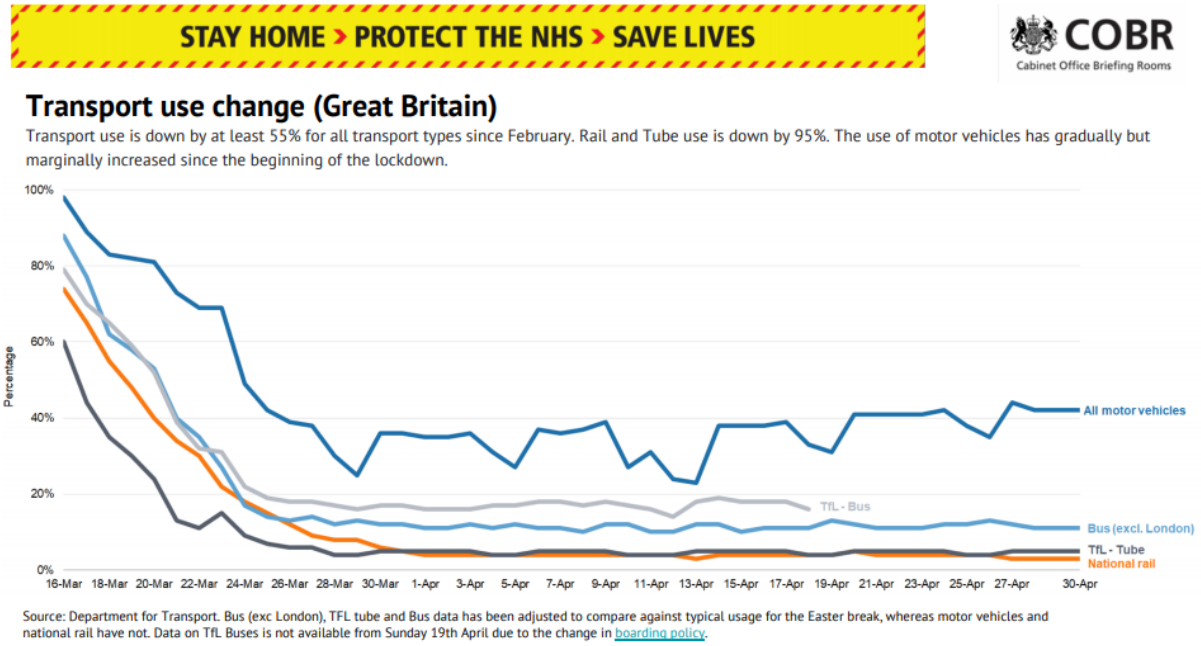
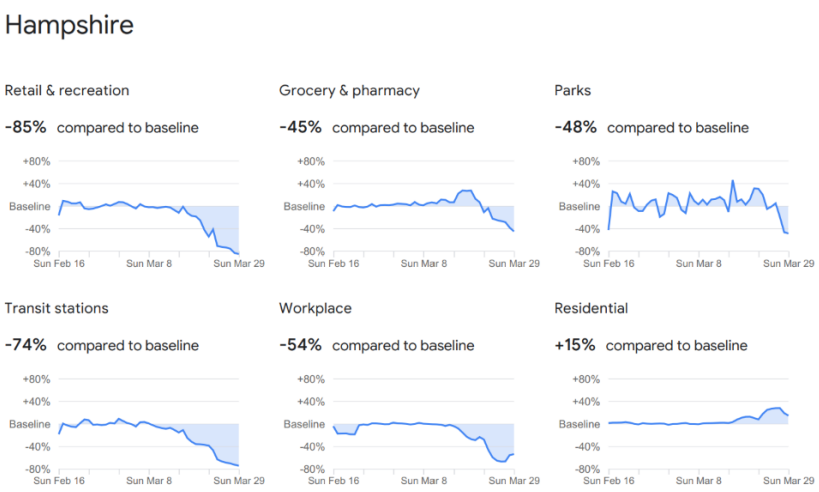


Figure 2-2 - How destinations of journeys have changed in Hampshire since lockdown[5]



The reduction in journeys to each of the destinations in Hampshire outlined in the figure above, have contributed to bus patronage reducing by 80%. This significant reduction has already seen one bus operator completely withdraw from its routes, highlighting the scale and impact that this crisis is having.[6] The reduction in travel has impacted all areas of life. Across the areas of work, education and leisure the following changes have been observed:

4 https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/882878/Slides_to_accompany_coronavirus_press_conference-_2_May_2020.pdf
5 https://www.google.com/covid19/mobility/
6 Interview with Hampshire representative

Work

The economy has been brought to a standstill as many businesses have paused and halted activities. In order to support people through these lockdown measures the government has brought in a series of mechanisms and schemes to provide financial support to people and businesses. These measures have seen more than 9 million people furloughed, whereby their job is currently not required, with government paying 80% of these individuals' salaries[7]. Business loans and grants have been introduced to support businesses of all sizes.

> Within the UK GDP is set to fall by 35% during Q2 and if the lockdown lasts until the end of June it is likely that the UK economy will shrink by 1/5 over the year.[8]

Many businesses have adapted with a huge increase in homeworking. The Office for National Statistics reported that on average across 2019, 5% of people worked from home for the majority of their working week, with 30% reporting working from home at some point across the year[9]. During the UK lockdown the Office for National Statistics has predicted home working is at an average of 49.8%[10]. The significance of this is identified by the vastly increased use of video conferencing facilities with the 947% increase in calls since January[11].

Education

Education for the majority has become remote. Universities have shut and moved lectures and exams completely online. Schools have shut for all children, except those of key workers and have produced online/remote resources for students. Those at the most crucial part of their education are receiving online lessons. This has been facilitated by a rapid uptake and development of tools to support distance and e-learning.

Shopping

Shopping habits have seen a significant and sustained change since lockdown. After the initial fears leading to panic buying died down, sustained trends have been observed across this sector. A return to larger, weekly/fortnightly shops, identified across all major supermarkets with a reduction in the number of transactions but increase in expenditure[12]. This is likely driven by the fear around leaving the house too often and the government to 'stay home', and social distancing measures meaning individuals would rather queue once for a larger shop than queueing regularly for little shops and odd items. Although a reduction in overall trips, this behaviour change will see an increase in car usage for larger shops which are difficult to carry.

Home deliveries have seen a significant increase across all retail sectors. Tesco has reportedly doubled the number of home delivery slots to match the significant increase in demand [13], Marks and Spencer are now offering a 30-minute home delivery slot[14] and Amazon are on a large recruitment drive after seeing significant uptake of their online store[15]. Although not posing a problem while there is a lack of other traffic on the road **this significant increase in van and truck usage owing to deliveries could pose a real challenge** if other road traffic increases.

Leisure/Sport and Recreation

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7 https://www.bbc.co.uk/news/business-52209790

8 https://www.theguardian.com/business/2020/may/01/long-lockdown-shrink-uk-economy-fifth-2020-study-coronavirus

9https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/employmentandemployeetypes/articles/coronavirusandhomeworkingintheuklabourmarket/2019

10 https://www.ons.gov.uk/peoplepopulationandcommunity/healthandsocialcare/conditionsanddiseases/bulletins/coronavirustheukeconomyandsocietyfasterindicators/30april2020

11 https://palife.co.uk/news/video-conferencing-booming-during-lockdown/

12 https://www.thisismoney.co.uk/money/saving/article-8185081/How-Britains-shopping-habits-changed-amid-coronavirus.html

13 https://www.eastlothiancourier.com/news/18429886.tesco-doubles-number-home-delivery-slots/

14 https://www.bbc.co.uk/news/business-52545028

15 https://www.theguardian.com/technology/2020/apr/15/amazon-lockdown-bonanza-jeff-bezos-fortune-109bn-coronavirus

Within the UK, leisure and sport activities have also changed significantly with gyms closing and all team sport being banned. Once again this leads to a significant reduction in those travelling and the increased sales of "home" leisure and gym equipment demonstrates how people are adapting to the new restrictions and moving "online". During the lockdown phase there have been no international or domestic holiday trips further reducing movement.

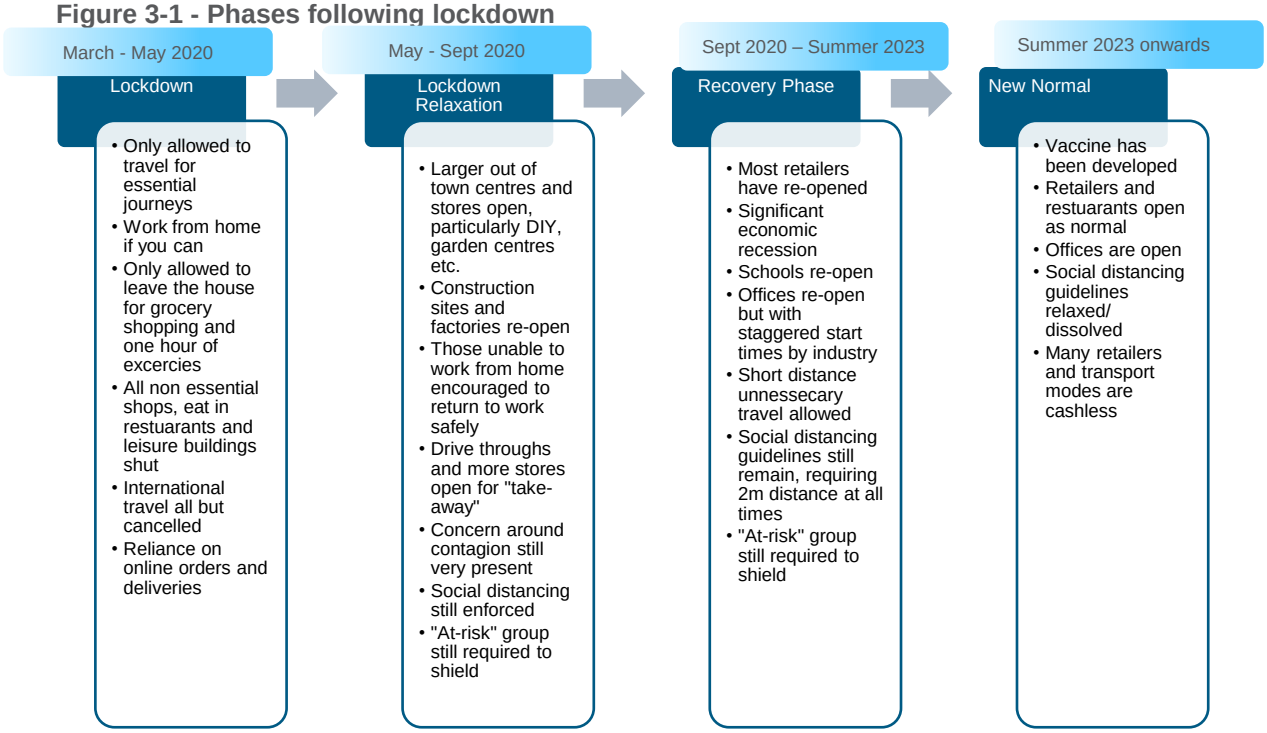
Within a similar vein online health care has risen within an industry that has been traditionally slower to adapt and make use of technological developments. Some are even claiming that this could mark a sustained change and the end of traditional GP appointments. [16]

Across these three aspects of day-to-day life, a picture is painted of a workforce that is working from home, an education sector that has moved online and a leisure industry that is offering people the same facilities and exercise classes within their home. These adaptations have caused us to call into question the assumption that we have all held that to be productive, educated and to undertake leisure activities we have to leave our homes and thus travel.

3. How will the UK respond?

At present there is much uncertainty surrounding how the UK will transition out of our lockdown period, however it is expected to follow a phased approach. A scale to help the public understand how critical the situation currently is, has been developed. For clarity, we have tried to summarise this into the next three phases we will witness, with the key assumption that a second peak of the virus does not return. We have summarised what the subsequent phases could look like in the UK and subsequent chapters will quantify how human behaviour and travel is likely to change throughout each phase and the response that is required from authorities to influence this:

Figure 3-1 - Phases following lockdown



While the government will the lead the lockdown relaxation, allowing more and more of the economy to re-open and therefore restart there is still a lot of uncertainty about how individuals will behave after lockdown is relaxed.

[16] https://www.businesscloud.co.uk/opinion/could-covid-19-spell-the-end-of-traditional-gp-appointments

The suggested timescales are an indication of when the phases may transpire, with activities increasing or becoming more common as the phase progresses and it should be seen as a gradual change as the colour gradient suggests.

4. Quantifying our response

One of the biggest challenges of accurately predicting the implications of COVID-19 is that a pandemic of this scale has not occurred in modern times. When considering past case studies as a guide to future behaviour, it is important to contextualise this pandemic in the globalisation era and consider the technological developments that have happened since. To find similar events we must look as far back as the flu pandemic of 1968 which accrued a death toll of around 1 million people or the Asian flu of the late 1950s which resulted in death tolls of around 2 million. Owing to global developments which have occurred since these past pandemics took place, we are left drawing assumptions about the future implications of COVID-19 based on events that are either:

1. Much smaller/confined in scale
2. Have a different causal relationship that has altered the way people change their lives

The following case studies detail how areas have responded to similar events to try and help us draw some conclusions about the expected impacts of COVID-19.

4.1. Case studies

London 7/7 Bombings

London 7/7 2005 was the single worst terrorist atrocity on UK soil. Four suicide bombers attacked central London striking at the heart of Public Transport, 3 devices on the London Underground and 1 device on a double decker bus.

Behavioural Change

There were a number of notable changes that occurred as a response to this significant attack. Immediately after the event there was an 8.3% reduction in London Underground usage, and it was found 1/5 of people had reduced their travel as a result of the incident. There was a significant increase in bike use with an extra 4000 journeys made daily. However, by the September 2005 most evidence points to a return to normal with the increased bike use only lasting approximately two weeks. One of the greatest reasons for the quick return to normal is the fact that this was a one-off event.

Salisbury Novichok Incident

The Salisbury Novichok Incident was a poison-based attack targeted towards a specific individual. It occurred in March 2018 and saw two people purposely poisoned and two indirectly poisoned, with one fatality. The attack occurred in the city centre and led to panic and fear due to the invisible nature of the poison.

Behavioural Change

This panic and fear of coming into contract with the unknown (now known to be the Novichok Nerve Agent) led to a reduction in people coming into and visiting the city. Footfall was down by 17.1% in March 2018 and it was estimated that international visitors and organised tour visitors were down by 40%. Less people wanted to travel by bus and the local buses saw a decline in ridership. The levels bus increased over time, but a year after the event footfall was still down by around 10%.

Salisbury Reds, the largest bus operator in Salisbury, have shared data on patronage trends before and after the March 2018 Novichok poisoning incident. Whilst seasonality and other factors (e.g. changes to car parking charges aimed at stimulating the visitor economy) make it difficult to pick out any immediate short term trends following the incident, it is notable that in the medium term (2019) network wide passenger numbers had dropped by 5 to 7% in certain key periods of the year (e.g. Christmas and school summer holidays) compared to the two previous years. It appears probable that that the Novichok incident may have compounded and worsened the impact on Salisbury of some nationwide trends, which has in turn contributed to a medium term (at least 18 month) negative impact on bus usage in the city.

SARs outbreak

SARs part of the coronavirus strand of viruses was an epidemic which started in Guangdong, China in November in 2002 and was ongoing till 2004. In total 26 countries were affected and there were more than 8000 cases. The disease was transmitted from person to person and 774 were killed by the virus.

Behavioural Change

A notable impact of the virus was the behavioural changes around transport and travel. Public transport become less favourable (50% reduction in Taiwan during the outbreak) as people choose to avoid the risk of travelling in an enclosed space with others. This saw a large increase in private car purchase, 33% in China compared to the year before. Along with car purchases there was a large increase in cycling as those who couldn't afford a car or were making shorter journey moved to bike use.

Recession (2007-9)

The great recession saw economic downturn and financial crisis experienced across the globe. It especially impacted the banking and real estate industries. The crisis led to widespread unemployment and job insecurity across Europe and the US, reduction in bank lending and loans, and a drop-in house prices.

Behavioural Change

One behavioural change saw a reduction in household spending, as many become more cautious due to the uncertain financial situation. From a transportation perspective, travel and unessential journeys were considered more carefully before they occurred, as people were became more stringent with their money. This saw a 15% reduction in travelling for leisure, a 12% increase in people travelling off-peak, and a 14% increase in purchasing advanced fares. Businesses reduced business travel and encouraged conference calls. This also saw more people choosing to work from home to reduce travel costs. The recession naturally saw many people reduce their spending, and the purchasing of large goods especially furniture and white goods decreased as people couldn't afford to buy new items.

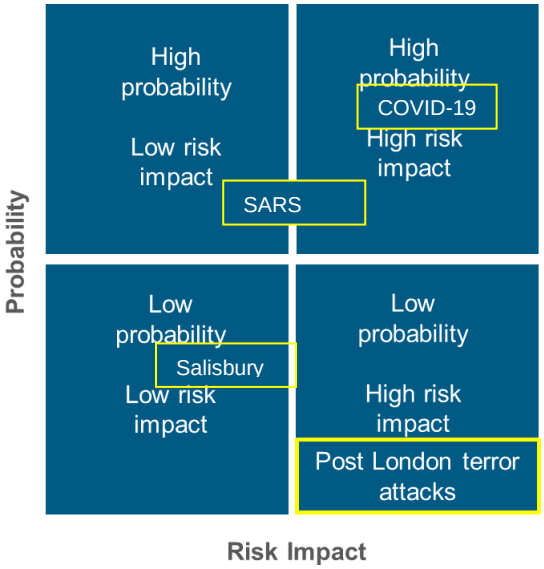
Transport Impacts

- Road traffic and congestion levels fell during the recession. This is believed to have been due to people travelling less for leisure, not commuting and a reduction in road freight as people weren't making large purchases.
- In 2009 motorway traffic levels had reduced by 31% based off the previous two-years.
- There was a 15% fall in rush hour congestion based on loss of jobs, 20% of commuters worked from home more to save money, 14% had turned to public transport and 12% had moved to lift-sharing to save money.
- Lorry freight travel also fell 12% from 2008 to 2009 as people weren't making purchases.

In order to draw conclusions, the following table has highlighted the elements of the case studies above that can be applied to the existing COVID-19 situation:

As 7/7 demonstrates, with terrorist related events, there is an underlying level of caution and fear after the event, however a normal pattern of life is able to return shortly after the event. This is because the risk profile associated with a terrorist attack sees a high risk and low probability event alongside a public push to fightback against terrorism and not let it impact day to day life. This allows the public to return to normal activities after calculating their own associated risk.

Figure 4-1 - Overview of risk profile with different events



The COVID-19 related risk profile is different to what we have experienced in previous events. The risk is still present, and the uncertainty of how the virus would impact us personally, remains. This creates an unknown level of risk and without a vaccine the probability of contraction remains high. Taking these variables into consideration it is likely we will see a continued level of fear and caution throughout the lockdown relaxation and recovery phase until the time a vaccine is produced and widely available. These cautious tendencies will be exacerbated by continued implementation of measures to mitigate social interactions.

With this in mind the bounce back will be delayed until a vaccine is available, and this is predicted to be over a year since the UK entered lockdown and therefore an established series of behaviours and habits may become ingrained and be long-lasting in ways which are unprecedented.

That said there are two key things we should note from the events above:

1. Encouraging the return to public transport poses a significant challenge. If it is not addressed effectively then the number of car journeys is likely to increase dramatically throughout the lockdown relaxation and recovery phases. If measures are not put in place to ensure there is sufficient supply of safe alternatives modes to car usage, then the increase in private car dependency is likely to remain a key component of the New Normal. The SARS case study highlights both the return to the private vehicle and the potential to shift to other modes such as cycling.
2. It is possible to predict short term behavioural changes that will occur from COVID-19 but predicting the longevity of these changes is much more difficult. There is an opportunity for authorities to influence the long-term behavioural changes using measures put in place during the early stages of exiting lockdown to nudge people to more sustainable travel habits. After events (London 7/7 and SARs) cycling has been seen to become an immediate response, but these behavioural changes are often short lived. To see lasting habits formed encouragement/ campaigns, incentives and infrastructure improvements will be required.

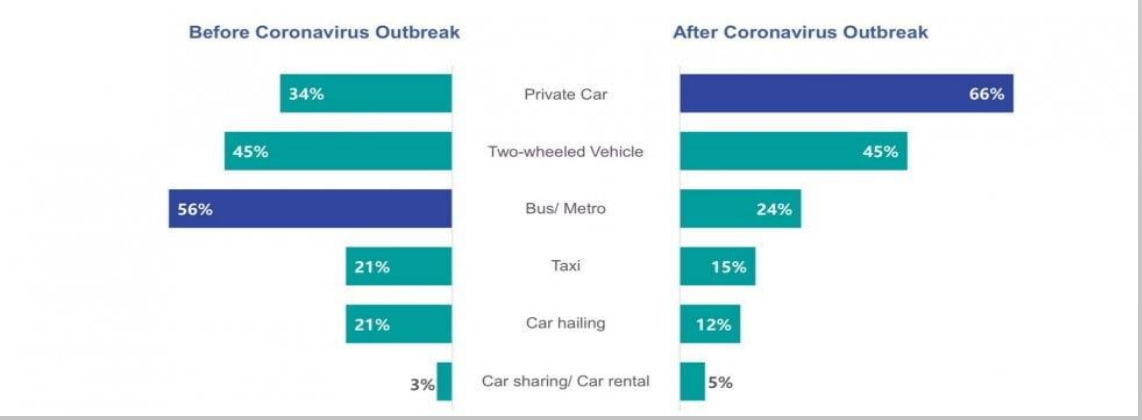
4.2. Recovery phase in China

China, 2020

Wuhan, a region within China is thought to have been the provenance of the COVID-19 virus. Wuhan has gone through the lockdown phase prior to the UK, therefore evidence can begin to be gleaned around how travel behaviour in particular has returned to the cities within it.

Behavioural Change

Within China evidence has pointed to a significant increase in travel again since lockdown has lifted. This has been across air, road and Public Transport. Car sales have dramatically increased across China with sales expected to return to normal by early summer. Some Chinese states are choosing to support the return to the private vehicle with subsidies for cars as both Shanghai and Beijing have witnessed a return to 2019 traffic levels. As demonstrated in the graph below, post lockdown there has been a quick rebound and growth in private car use, balanced with a large decline in public transport use.



However, air travel has seen a more conservative return. Data from flightradar24 shows domestic air travel in China is at around 50% of 2019 volumes. While these figures are likely to be due to remaining restrictions, it also indicates how other transport will take time to recover due to concerns surrounding the virus.

Evidence from China and other cases studies suggests that there are three significant and consistent trends that we can include as we try to quantify travel behaviours during the recovery phase and the new normal:

1) Reduction in public transport usage forcing a move to the private vehicle

Upon exiting lockdown, Beijing and Shanghai have both seen traffic levels reach the same levels as 2019 while the public transport metro has seen a downturn by 50%.[17]

The heightened fear around overcrowding will lead to a distrust of Public Transport and in a region such as Solent that has already been identified as "car dependent" this could be significant. A recent study suggested that 61%[18] of Britons would feel nervous about using Public Transport as we begin to move into the recovery phase. If immediate changes are not made it is likely across the UK but particularly in car dependent regions the preference will be to return to vehicles, with over 50% of people not owning a car before lockdown suggesting they will buy one post lockdown.

Public Transport operators will be forced to make changes to the way their services operate by reducing the maximum capacity of people allowed on buses (see Figure 4-2) and trains, in some cases up to 90% reductions to enforce social distancing. This could also force people to use their private vehicles and will

[17] https://uk.reuters.com/article/uk-health-coronavirus-china-autos/chinas-car-market-seen-rebounding-from-virus-as-lockdowns-ease-idUKKCN21R22Y

18 https://www.ipsos.com/ipsos-mori/en-uk/majority-britons-uncomfortable-sport-music-bars-coronavirus

reinforce the need for better information, advice and facilitation (Figure 6-2 - How authorities support people's journeys). These changes could all justify a move to the private vehicle where this is a feasible option.

Figure 4-2 - Example of a bus with social distancing controls

2) Reduction in public transport usage towards alternative modes

Cycling has been shown to significantly increase during the lockdown period. Lack of car ownership or the lack of ease around using a private vehicle for journeys is forcing people to look at alternative modes to both the private vehicle and public transport. This has led to significant increases in both cycling and bike share schemes globally.

> In March, use of bike-share systems increased by roughly 150% in Beijing and 67% in New York, where cycling on main thoroughfares increased by 52%. Meanwhile, cycling traffic increased by 94% in Dundee during April.[19]

Consideration of these approaches presents an opportunity for the UK to encourage a longer-term shift to more active travel modes at a time when people are seeking alternative journey options. Through making cycling and active modes more attractive and safe, this may see the diversion from public transport move towards cycling/ walking instead of private vehicles.[19]

3) Reduction in overall travel

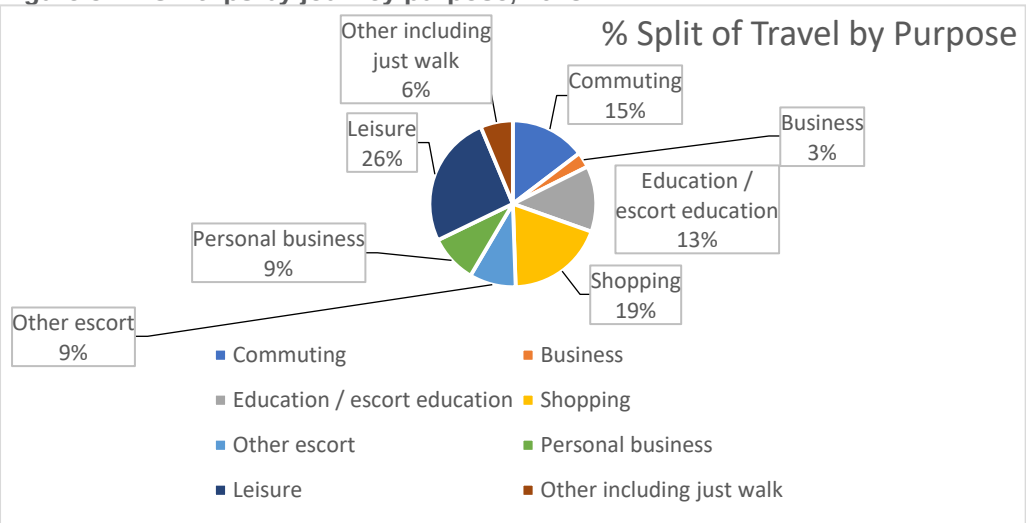
It is important to note the fact that technology has proven to withstand the pressures of large organisations working at home, a return to previous patterns of travel is unlikely to occur, certainly in the shorter term. This suggests that in the longer-term travel demand may remain suppressed as remote solutions evolve more rapidly to meet the needs of the day than transport providers (especially PT) can.

5. Quantifying these changes in the Solent Region

Taking Sections 3,4 and 5 we are able to assess and predict the impact that this will have on travel within the Solent region.

5.1. Overview of journey split in the UK[20]

Figure 5-1 - UK trips by journey purpose, 2018



[19] https://www.bbc.com/future/article/20200429-are-we-witnessing-the-death-of-the-car
[20] https://www.gov.uk/government/statistical-data-sets/nts04-purpose-of-trips

Further dividing the most significant journey purposes by mode helps draw further conclusions.

Table 5-1 - Percentage split of modal choice by journey type (rounded)

	Active travel	Car	Public Transport
Commuting	18	66	16
Education / escort education	44	46	10
Shopping	27	65	8
Leisure	20	71	9

Figure 5-1 and Table 5-1 are representative of journeys across the entire UK, so actual modal split is likely to be even further skewed towards the car in regions such as Solent which are known to have lower Public Transport numbers and a higher preference for individual journeys towards the private car[21].

In order to assess and quantify the impact on the Solent region, we will now explore the expected modal changes by journey purpose.

5.2. COVID Commuting Challenge

Table 5-2 illustrates how industry within the Solent region compares to the rest of the UK. The ability of individuals to work from home in each industry is then considered.

Table 5-2 - % Industry Split between UK and Solent compared to working from home split

	UK Split	Solent Split	Mainly work - own home	Work at home in the week prior to interview (week 1 of lockdown)	Ever work at home	Never work from home
A Agriculture forestry and fishing	1.2	0.8	8.6	13.7	39	38.7
B Mining and quarrying	0.2	0.1	5.7	8.9	24.8	60.6
C Manufacturing	7.5	7.1	3.9	9.3	21.1	65.7
D Electricity gas air cond supply	0.4	0.3	4.9	13.6	29.6	51.9
E Water supply sewerage waste	0.6	0.6	1.9	6.5	20.4	71.2
F Construction	6.7	6.7	3.8	10.2	25.9	60.1
G Wholesale retail repair of vehicles	14.6	14.6	3.2	6.2	13.4	77.2
H Transport and storage	4.7	5.3	1.8	3.4	11	83.8
I Accommodation and food services	6.8	7.9	2.1	4.4	10	83.5
J Information and communication	4.1	4.2	14.8	32.8	53.1	0
K Financial and insurance activities	3.3	2.5	5.2	22.8	38.9	33.1
L Real estate activities	1.6	1.4	12.3	18.4	40.3	29
M Prof scientific technical activ.	9	6.1	12.8	26.3	46.3	14.6
N Admin and support services	8.8	8.5	5.6	11.2	23.2	60
O Public admin and defence	4	5.5	2.6	13.7	29.4	54.3
P Education	8.4	10.1	2.7	12.8	38.3	46.2
Q Health and social work	12.3	12.7	3.9	8	20.3	67.8
R Arts entertainment and recreation	2.9	3.1	9.9	17.4	33.3	39.4
S Other service activities	2.9	2.7	7.8	16.8	30.3	45.1

[21] https://solentlep.org.uk/media/1514/tip-final-web-version.pdf

The Solent region sees only small comparative differences with the industry split across the UK. However, significantly in the industries that make up larger percentages of the ability to work from home we see Solent lower than the UK average, notably in M, P and I. This will lead to a likely increase in those returning to work outside of their home during both lockdown relaxation and the recovery phase. With commuting making up a significant amount of the Public Transport usage and this mode most likely to fall, having a large economic base that need to travel for work offers a significant commuting challenge for Solent during the recovery phase.

The rise of home working has been significant during the COVID-19 lockdown phase. IT Teams have responded to facilitate new technologies to enable remote working and maintain levels of productivity without travel. This varies by industry, but one poll suggests that 24%[22] of people plan to work from home more regularly even after lockdown is lifted. However, it is important to bear in mind that an estimated 50% of people are unable to work from home and that this group of workers is often skewed towards those on a lower income, or in service and gig economy jobs.

All of this suggests that while for some the assumption 'that we need to travel to be productive' still applies, for a large sector of the job market, it no longer stands as true as it once did. This leads us to conclude that throughout the recovery phase travel will remain reduced compared with pre COVID-19 numbers, but larger than during lockdown. As those primarily working in office-based roles will continue to work remotely supported by now established digital solutions.

Applying the evidence above to Solent we can assume the following numbers of commuters will return to travel during each phase:

Table 5-3 – Commuter numbers per month during COVID-19 phases

Pre-COVID-19 2020 predicted levels	Lockdown Phase	Lockdown Relaxation	Recovery Phase	New Normal
69,000	17,000	27,000	48,000	60,000

Assumptions

- Number of industries that are able to work from home, inferences drawn from Table 5-2 - % Industry Split between UK and Solent compared to working from home split
- 40,000 people cannot work from home in the Solent Region
- During recovery phase some people who can work from home will occasionally still travel for work
- New normal will see increase in travel for work again with a significant number preferring to work from home but not possible everyday

5.3. A Re-Education

The Solent region's travel patterns are influenced by two international universities, with 23,000 students at the University of Southampton and 25,000 students at the University of Portsmouth and therefore notably a higher percentage of population working in education than the UK average as presented in Table 5-2. Although schools will likely return before the end of the academic year, universities are better suited to coping with remote learning and may not return until 2021. The University of Southampton travel plan shows the staff and student travel patterns by mode:

Table 5-4 - University of Southampton travel by mode, 2016/17

	Private vehicle	Car share	Public Transport	Active travel	Other
Staff	39.3	8.4	17.9	32.3	1
Students	1	0.2	60.5	37.9	0.4

[22] https://www.bbc.co.uk/news/business-52414376

The delay of students returning to university may benefit and free up capacity on Public Transport but will have a very small impact on the number of private vehicles on the roads. Staff will either fall into the working from home category or where this isn't possible, will contribute to private occupancy vehicles, perhaps more significantly as car sharing reduces.

Extrapolating the evidence above for universities and evidence-based assumptions on schools to the entire Solent region we can assume the following numbers of education trips will be seen during each phase:

Table 5-5 - Education trips per month during COVID-19 phases

Pre-COVID-19 2020 predicted levels	Lockdown Phase	Lockdown Relaxation	Recovery Phase	New Normal
50,000	1,500	3,000	35,000	50,000

Assumptions

- Schools at 1% of capacity during lockdown, raising to 3% during relaxation[23]
- University of Portsmouth completely shutdown and University of Southampton seeing some travel during lockdown
- Minimal increase during relaxation phase as minimal number of children return to school when construction sector returns to work
- Recovery phase (likely from September for education) will be at 80% as universities have limited return but schools return in a much more complete context

5.4. Solent Shoppers

As evidenced above shopping habits have significantly changed during the lockdown phase. During lockdown relaxation we expect the habits of larger, less frequent shops to continue. This will be driven by a reluctance to visit confined and crowded convenience stores and the inconvenience of social distancing meaning individuals preferring to queue for larger shops less frequently. The larger less frequent shopping habit also leads to a tendency towards increased car usage as individuals, although making less shopping trips overall, increase their propensity for car usage for food shopping.

The other impact seen as a result of COVID-19 has been the increase in home deliveries, not only for food shopping but across all retail sectors. This has been in some regards to support the "at-risk" population for whom it is recommended that they do not visit confined areas such as supermarkets. Once again we envisage that throughout lockdown relaxation a reliance on home deliveries will be sustained, partially due to the need to carry on supporting the "at-risk" population until there is a vaccine and the convenience.

Applying the evidence above to Solent we can assume the following numbers of shoppers will be seen during each phase:

Table 5-6 - Shopping trips per month during COVID-19 phases

Pre-COVID-19 2020 predicted levels	Lockdown Phase	Lockdown Relaxation	Recovery Phase	New Normal
75,000	44,000	60,000	60,000	67,000

Assumptions

[23] https://schoolsweek.co.uk/coronavirus-school-attendance-around-1-finds-dfe-analysis/

- Limited data pertains to number of trips during lockdown phase, by calculating car usage at 25%, public transport at 20% we have estimated a total number of journeys. After subtracting the commute trips and education trips, this gives a best guess for shopping trips.
- Assume during relaxation stage this stays consistent but increases during recovery phase as more shops open and home deliveries become less frequent as more people return to work

5.5. Life of leisure

In a pre COVID-19 world the private vehicle was the mode of choice for the majority of leisure trips[24]. This is most likely due to the majority of multiple passenger trips and longest journeys by number of miles being attributable to leisure journeys. During the recovery phase and new normal we can expect the private vehicle to increase for these modes and particular for a car dependent area such as Solent. Journeys that were made by car in a pre COVID-19 world will remain that way and likely increase. Leisure will look markedly different as individuals reduce international and national holidays for a while leading to increased day trips by car. This will lead to an increase in car journeys at the weekend from both visitors and locals within regions like Solent. These types of journeys are typically difficult to influence and in many regards the private vehicle offers the most efficient and safest mode of travel for "multiple occupancy journeys".

> In 2018, 1052 was the average miles per person for leisure trips by car, compared with 788 for commuting and just over 400 for shopping.[20]

The Solent region is home to 85% of the UK Cruise industry, notably because of the Southampton dock and its deep water. With the cruise industry predicting a significant fall in number of passengers across 2020 and following years this will support a reduction in some vehicles within the Solent.

Applying the evidence above to Solent we can assume the following numbers of leisure will be seen during each phase:

Table 5 -7 - Leisure trips per month during COVID-19 phases

Pre-COVID-19 2020 predicted levels	Lockdown Phase	Relaxation	Recovery Phase	New Normal
101,000	0	0	81,000	110,000

Assumptions

- Leisure and personal business see a significant return during the recovery phase as a vast majority of individuals are eager to return to leisure
- Spikes should be anticipated during months such as August as individuals are not able to undertake international travel
- Many shielding, some estimates at 20% and still a sense of fear preventing some from travelling further
- New normal leaves more UK leisure travels as holiday and day trips become more accepted

5.6. Travel within the Solent

Taking the assumptions listed above and the evidence from previous scenarios we have estimated how this could impact the Solent region in terms of number of journeys made by mode and purpose. Taking the most recent survey in 2015 we have factored this up (to account for population increase) to predict number of trips by mode in 2020 and then interpolated this to a monthly aggregation of trips and applied our insights from the findings above around commuting, education, shopping and leisure to identify the total number of trips.

The graph below compares the number of trips by the assumed mode breakdown currently witnessed within the Solent region across the three most immediate phases, with the following:

[24] https://www.gov.uk/government/statistical-data-sets/nts04-purpose-of-trips

The Solent LEP 2018 reports suggests modal split as:

Table 5-8 - 2018 Solent Modal Split (%)

	Active travel	Car	Public Transport
Commuting	18	66	16
Education / escort education	44	47	10
Shopping	27	65	8
Leisure	20	72	9

However, owing to the likely decrease in Public Transport expected we have assumed a 75% reduction in Public Transport, which is assumed on buses – the main form of Transport in Solent and distributed the remaining journeys evenly between active travel and car

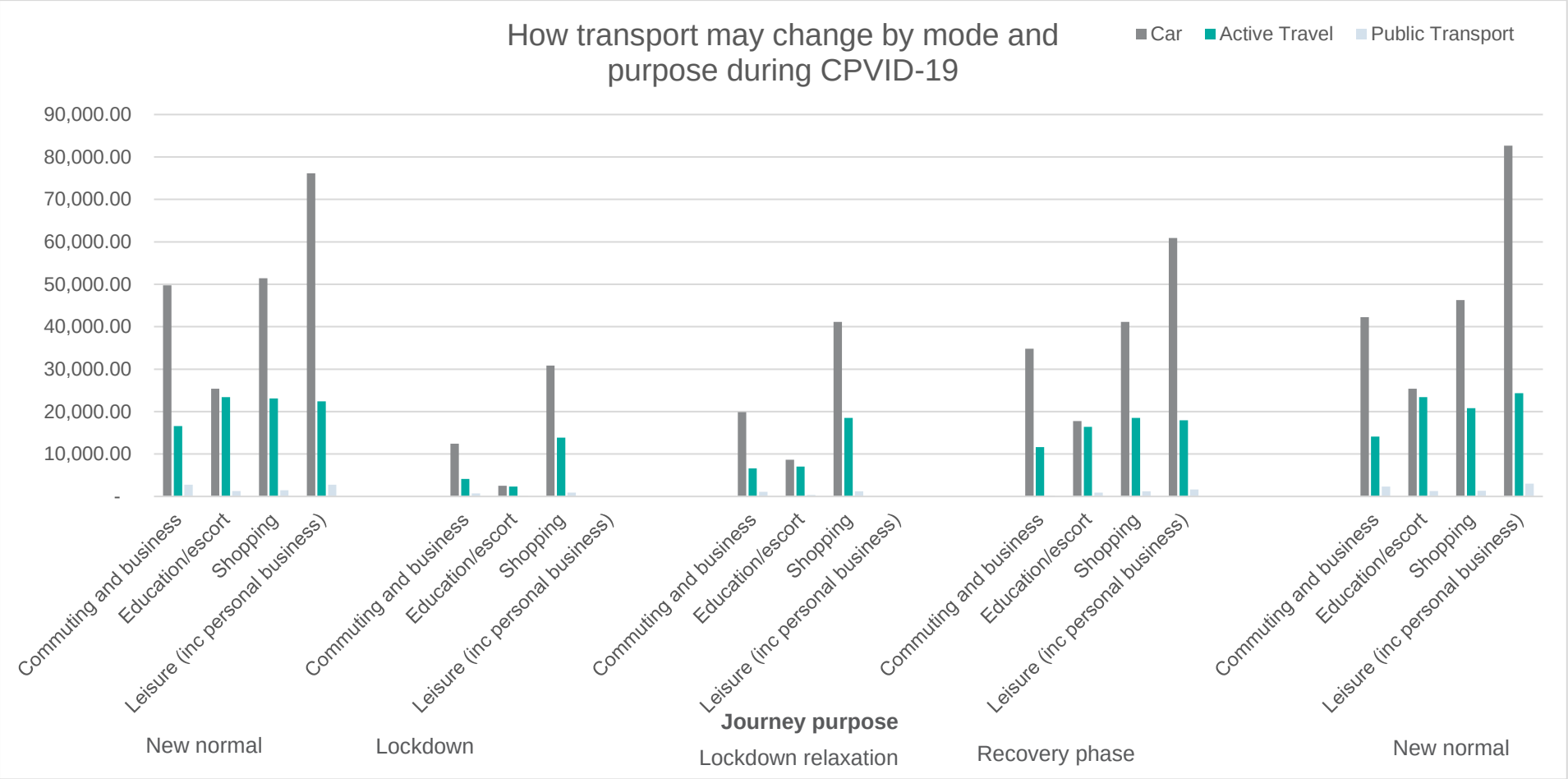


Figure 5-2 - Potential changes to transport during COVID-19 phases by purpose and mode

This graph above and our evidence enables us to summarise the challenges that the Solent region will face in regard to travel during the recovery phase:

1) Commuting and business returns with high level of car usage.
2) Move from Public Transport to private car usage.
3) Reduction in lift shares for commuting increase car usage.
4) Shopping habits increase vehicles on the road (both private and deliveries).
5) Walking and cycling increases and the need to maintain social distancing may mean that in some areas capacity becomes an issue, even though in a pre COVID-19 era it was rarely a challenge for Solent. The above assumptions suggest more than 10,000 extra journeys undertaken per month by active travel during the recovery phase.
6) Frequency of buses increases to accommodate for social distancing during peak times or reduction in bus services as not sustainable forcing people to the car.
7) Increased leisure journeys, visitors and locals, as holidays decrease once again increasing car usage.

The likely increase in car usage will bring about significant and damaging impacts on the Solent region, if not addressed. Authorities need to consider:

1) Air Quality

In March 2020, DfT set out ambitious plans to decarbonise transport[25]. During the recovery phase the return to private vehicle could offer significant setbacks in meeting ambitious targets as part of the UK's overall Net Zero campaign. Furthermore, this is concerning as the length of recovery phase is likely to ingrain new behaviours within individuals that, based on our understanding of human behaviours, will be adopted well into the "new normal" phase.

Second of all there are worryingly links to air quality and the health impact of COVID-19[26]. This highlights the importance of addressing air quality during the lockdown phase.

One study reveals 80% of deaths across 4 countries were in the most polluted regions.[17]

2) Congestion

Congestion is known to negatively impact a number of key metrics for cities. Returning to increased levels of congestion would not be a desired outcome.

3) Health and wellbeing

Arguably more than ever before, the health and wellbeing of the UK population will be challenged. With reports of significant increase in mental and physical health problems not being addressed a significant return to the private vehicle rather than active travel of public transport could exacerbate this.

The statistics laid out so far and the prediction of modal choice in the Solent region, assume a limited influence by authorities in their response to COVID-19 and therefore presents COVID-19 as a hinderance of Future Mobility and the potential to undo significant advancements that have been made in these fields over previous years. However, challenges can also offer opportunities and there is a unique opportunity to influence behaviour during the recovery phase that could address the challenges for a sustained period and use COVID-19 as a catalyst for positive change.

[25] https://www.gov.uk/government/publications/creating-the-transport-decarbonisation-plan
[26] https://www.theguardian.com/environment/2020/apr/20/air-pollution-may-be-key-contributor-to-covid-19-deaths-study

6. The driving forces behind people's travel behaviour

The case studies and prediction of travel for Solent above highlight the significant changes that could be expected. Our evidence-based predictions and the observations from other nations set out that there is a precedence for individuals to return to the private vehicle and although total number of trips are not likely to peak for many years increased car dependency is a challenge and should be concerning. The **primary focus during the recovery phase** should therefore be to:

1) Prevent car dependency through:
    a. Encouraging active travel
    b. Safely enabling a return Public Transport
    c. Developing novel approaches and models that can support new lifestyles and travel patterns

It takes 66 days to form habits, the recovery phase is like to be over a year. The challenge is therefore to encourage individuals to form positive habits as these will be sustained.[27]

Solent Transport and authorities in general have an opportunity to use this as a catalyst to change people's travel patterns, not just in the short term as seen with other events, but longer sustained travel behaviour changes.

As lockdown measures have been lifted internationally, the evidence coming from these countries suggests a return to private vehicles is most likely. This is caused by a significant downturn in traditional public transport usage. **How can authorities understand these changes in behaviour and what is causing them?**

Focussing on travel and transport, it is accepted that there are three factors that people consider when deciding how to travel:

Figure 6-1 - Factors that alter individual's journey choice

These assumptions still stand true and will continue to drive travel behaviours, however there are some differences that need to be considered:

Table 6-1 - How people decide their approach to travel

Type of choice	Pre COVID-19	Post COVID-19
Efficiency	• Financial Cost • Time Cost • Ease	Financial cost will become a more important factor due to the financial impact of COVID-19 and the general fear of recession.

[27] https://www.quickanddirtytips.com/education/science/how-long-habit

	• Ability to be productive	Importance of time cost is likely to be overtaken by other factors.
Comfort	• Wet/cold • Overcrowding • Sit/standing	Overcrowding will likely be the most significant considerations within the “comfort” bracket.
Safety	• Well-lit journey • Avoiding travelling solo	Assumption on relative risk to health and transmission is now likely to inform travel choices more so than previously more weighted factors such as “time cost”.

The evidence is suggesting that once lockdown is relaxed individuals continue to avoid crowded areas and spaces and as such public transport use is diverted towards other modes. This is due to the perception that public transport is less safe as there is greater risk of transmission. This avoidance behaviour sees the rise of private car use, as well as more people cycling. Bike share schemes are also seeing an increase, suggesting that it’s not the aspect of sharing that puts people off public transport use, but the travelling in close proximity to others. This choice is based upon the perception that travelling in a private vehicle or with space around you is safer than a bus or train which at particular times may see crowding.

Authorities and operators still have the same ability to support the public’s journeys. This leads to the final assumption that we wish to consider in this thought piece. That in order to travel, people will continue to require:

Figure 6-2 - How authorities support people's journeys

Historically these three have been undertaken in isolation with separate platforms providing elements such as real-time information, journey planning and smart ticketing but in the pre COVID-19 world the rise of Mobility as a Service sought to bring the three of these together. Once again, the three of these stand true however the way in which they are applied will look different in a post COVID-19 world:

Table 6-2 - Requirements for travel pre and post COVID-19

	Pre COVID-19 baseline requirements		Drivers for change	Post COVID-19 adjusted requirements	
	Channels	**Type**		**Channels**	**Type**
Information	• Online • In-app • Phone • In person	• Cost • Modal options • Number of modal changes • Time • Notifications of delays	• Desire for less human interaction • Less surface interaction • Desired reduction in sharing • Social distancing • Desire for more real-time information updates • Reduced capacity of services • Reduced availability of services	• Remote channels such as online and in-app preferred • More interest in real-time data on the go which favours apps	• Most information required remains the same • Additional information on “live” capacity of public transport vessels • Notifications more important as service frequency changes • Information on crowding and busyness at destinations will inform advice about whether to travel
Advice	• Online • In-app • Phone • In person	• Prioritisation based on individual preference. Preference towards efficiency and cost factors		• Remote channels such as online and in-app preferred • Seek on-demand travel advice related to overcrowding	• Cost may become a more important factor after the financial impact of COVID-19 • Overcrowding will now be a significant consideration. • Tailored advice may be required for new “high risk” user groups • Notifications on mandated travel restrictions desired • Prioritisation to include factors such as current capacity • Number of mode changes during a journey becomes more significant as people seek to reduce interactions
Facilitation	• In person • Self -ticket booths • In-app • Point of travel contactless ticketing • Advance purchase online	• Ticket purchasing • Directions for active travel • Disability support		• Preference for contactless payments • Reduction in cash transactions	• Demand for directions for active travel journeys such as walking and cycling may be increased • Rise in desire for contactless payments • Reduction in demand for season tickets and a move to PAYG model as people make fewer journeys/commutes per week

As per the pre COVID-19 world information, advice and facilitation is still going to be required for individuals. The nature of how this is achieved is unlikely to change, however the type of information and advice that is given will change. For instance, crowding information more than ever may change and influence people's journey, however this information could still be received in the same way.

7. Authority solutions

As established, the opportunity for authorities is to imbed positive behaviours that will last. Minimal action by authorities will risk a significant return to the private vehicle and the problems established in previous sections.

Public Transport

As established within Section 5 commuting trips are likely to see the biggest swing away from Public Transport to the private vehicle or active travel. Within the Solent region which we know is heavily car dependent there should be a focus on discouraging the shift to the private vehicle through:

1) **Demand management**

In order to ensure social distancing can be maintained demand management will be seriously considered. This occurred very effectively within the UK during the 2012 Olympics but required significant engagement with industry and business. Although it may not directly encourage a shift away from the private vehicle it encourages the spreading of peak travel times reducing the impact of the private vehicle. For those who have Public Transport as an option, demand management may make this more appealing as it offers the ability to travel at a time which is less crowded or to destinations that are less crowded.

> "There are a series of different things that we can do including staggering work times." Grant Shapps, April 2020

2) **Active travel**

An alternative to Public Transport that does not have the crowding implications is improving active travel options and micro mobility offerings, namely walking, cycling, bike and e-scooter share.

Considerations by authorities could include:

a. Reallocation of road space for walking and cycling maximising the use of relaxation of regulations
b. Bike hire schemes
c. New cycle share facilities
d. Subsidising bike usage
e. E-Scooter trials after relaxation of DfT regulations
f. Ability for information, advice and facilitation (contactless) in one place across all modes

> Many countries that are ahead of the UK and already within their recovery phase are seeking opportunities to capitalise on changes to people's behaviour that have been seen during lockdown. France, Belgium and Italy have all taken similar approaches as they incentivise bike riding, improve cycling infrastructure and widen pavements to ensure social distancing can be maintained while walking and cycling.[28]

As observed in Section 5, Active travel modes have the second highest usage levels in Solent. While most of the active travel trips are made by walking, the recent lockdown growth in cycling could see a greater proportion of these trips made by bike. Therefore, the above considerations could attempt to "lock in" this cycling growth in the recovery phase which would deliver significant modal shifts away from the private car (and, provide an alternative to public transport) and mitigate some of the negative impacts of reduced public transport attractiveness and options.

[28] https://www.bbc.co.uk/news/world-europe-52483684

3) **Making Public Transport safer in a public health context**

a. Providing live/predicted crowding information

b. Better information provision to reduce waiting times

c. Contactless payment/Prepayment

d. Introduction of a carnet style ticket to encourage alternative travel demand/less than daily travellers

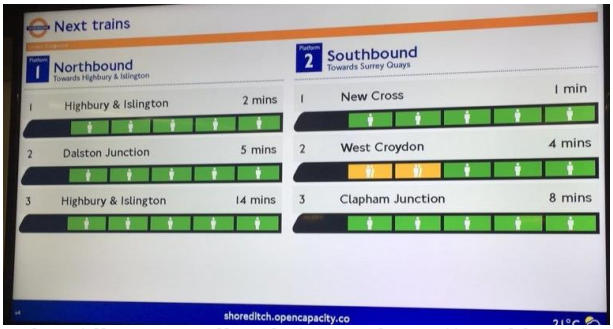


Figure 7-1 - Example of live crowding information offered by TfL

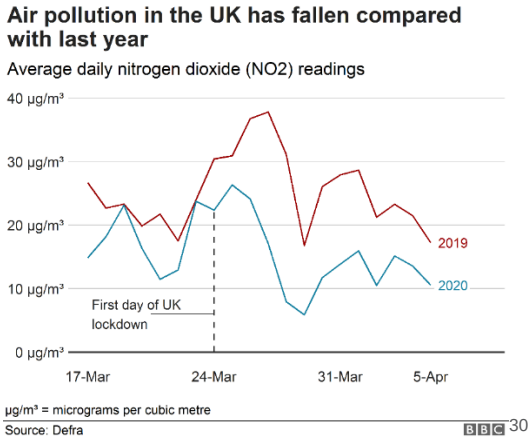
4) **Public awareness**

Public awareness campaigns are a useful tool to encourage users to adopt different travel behaviours. COVID-19 has increased awareness around how we travel as some stark images have come to light highlighting the impact our journey choice has on air quality.

Greater Manchester have committed to £5m to public campaign around social distancing supporting walking and cycling. [29]

One stark example is the below graph highlighting how air pollution has fallen in the UK, clearly identifying the period which lockdown begun.

Figure 7-2 - Air pollution pre and during COVID-19 lockdown



5) **Freight**

With the short term and likely sustained increase in freight deliveries, options to reduce the impact of additional deliveries by road need to be carefully considered and balanced with the requirement to bolster the economy and encourage the necessary wealth exchange. This is particularly important in areas such as the Solent which is expected to see a 45% increase in freight over the next 35 years[31].

- Different approaches to consolidation
- Relaxing/altering delivery hours (in many areas this has been in place for the lockdown phase)
- Incentivising environmentally friendly vehicles
- Exploring mixed use vehicles (freight and passengers to support the commercial viability of bus solutions)

[29] https://www.transportxtra.com/publications/local-transport-today/news/65387/greater-manchester-authorities-launch-5?etid=1497519&artid=65387

30https://www.bbc.co.uk/news/uk-england-52202974

31 MDS Transmodal (2019), Future of Freight Demand, report for the National Infrastructure Commission

6) New models

One of the UK's leading software providers in DDRT is trialling DDRT for key workers abroad and there are other examples of this being explored within the UK. [32]

Another opportunity that exists is around the type of Public Transport use. People's caution around public transport use is likely to make a number of bus routes unprofitable as highlighted within Section 2. This presents the opportunity to consider new approaches to bus travel through which Dynamic Demand Responsive Transit (DDRT) schemes may offer a better alternative to the private vehicle and more profitable commercial models. DDRT could offer a suitable option as it offers the ability to actively manage the number of people within a vehicle as well as suitable transport for key workers that are continuing to require travel.

7) Electric vehicle charging points

Although electric vehicles maintain some of the significant flaws of private ridership. One of the significant challenges identified is improving air quality to reduce the impact of COVID-19 on individual health. Additional investment in charging points could lead to the improved incentivisation of electric vehicle uptake, reducing some of the air quality concerns.

8) Incentivisation

Incentivisation is a powerful tool to encourage the uptake of positive behaviours. At a time when there is significant opportunity to encourage new behaviours that will be enforced by a significant COVID-19 recovery phase incentivisation should be considered as a positive opportunity. Mobility credits could be considered as part of an incentivisation model. As we move into a recession those households identified as low income alongside unemployment are both likely to increase meaning different solutions and incentivisation for these groups to be able to move is required.

8. FTZ and COVID-19 working together or opposed?

Solent Transport has recently announced the successful award of Future Transport Zone (FTZ) funding from DfT. With this funding set to be received shortly it is important to understand synergies between the COVID-19 response and maximising the delivery of an FTZ in the Solent region.

If COVID-19 is to be a catalyst for future mobility it is important the funding is not simply spent on supporting the typical COVID-19 recovery operation that all authorities will explore. Instead, there should be a continued focus on the innovations which will support the 'future' element of these areas.

By adapting and maintaining flexibility within the delivery of the Future Transport Zone we are confident that the funding can support both the necessary recovery phase for COVID-19 and go beyond this to achieve the objectives set out within the FTZ. Table 8-1 sets out the interventions/objectives that were separately developed for the FTZ funding and a suggested response strategy to COVID-19, developed through the evidence above, and outlines whether meeting the objectives of one supports the objectives of the other.

Table 8-1 - COVID-19 response compared against the FTZ

Original focus	Intervention/Objective	Aligns with FTZ	Aligns with COVID-19 response
FTZ	Reduce car dependency	✓	✓
	Improved air quality	✓	✓
	Increase productivity	✓	✓
	Increase physical activity	✓	✓

[32] https://ridewithvia.com/2020/04/d-c-bowser-administration-and-via-launch-transportation-solution-for-essential-healthcare-workers/

	Addressing the impact of movement of goods by road	✓	✓
COVID-19	Ensure Public Transport is not a high risk environment for COVID-19		✓
	Maximise opportunity to shift to bikes/cycle share/e-scooters	✓	✓
	Explore new models for buses	✓	✓
	Provide better information for individuals around public transport e.g. crowding/times of operation	✓	✓

One of the significant areas within the personal mobility section of Future Transport Zone is the Mobility as a Service section. Taking the assumptions forward from Figure 6-1 - Factors that alter individual's journey choiceabout what people require, more than ever there will be a greater desire for:

- **Better information**
  - Timetables have changed and individuals will want to reduce waiting time
  - Buses may be running but have reached capacity as this will be significantly reduced
- **Tailored advice**
  - Routes/modes that are the safest and require limited interaction
  - Essential for “at risk” population
- **Facilitation**
  - Contactless payment/ pre-payment through an app
  - Introduction of a carnet style ticket to encourage alternative travel demand/less than daily travellers

These objectives are met by the Solent Go improvements and a MaaS platform. Although historically it would have not been envisaged that crowding information was essential to people’s journeys the fact that FTZ provides a method for getting better information to people is the important requirement within the system.

The key focus will be on producing or procuring back office systems that are flexible enough to respond to the different information and modes that will be required as patterns and behaviour changes.

It is clear that FTZ funding if applied in the right way can be used to both maximise on an existing opportunity to encourage an uptake in active travel while supporting a safe return to public transport and the uptake of active travel as part of the COVID-19 recovery.

9. What’s next for Future Mobility Zones?

The government measures implemented in response to COVID-19 have caused us to call into question many assumptions which were so fundamental to our daily lives that we never had reason to challenge them before. We have sought to set out in the above article that there significant changes in peoples travel patterns will be seen and witnessed, not only by journey purpose but mode as well.

If authorities do not act upon this there is a significant risk that years of encouraging active travel and Public Transport uptake could be undone as people return to the safety of the private vehicle, the problems of which are exacerbated by increasing van usage for deliveries. This would significantly hinder the future, not only of our mobility, but our planet. The Solent region finds itself in particular need of making active decisions around this owing to the type of employment and the existing car dependency found within the region, highlighting the efficiency, comfort and safety of the private vehicle in the area.

There are opportunities and decisions that can be taken to ensure this hindrance does not occur and these have been established above. Despite the Solent region finding itself, arguably in a more difficult position than other areas it also has a significant advantage over other regions, the Future Transport Zone. To prevent the reflex reaction to rely on private vehicles for journeys made in the recovery phase of the pandemic, there is a huge opportunity to leverage this point of change in people’s routine to encourage sustainable modal shift in line with the FTZ objectives. Some

examples of interventions which will both support the objectives of the FTZ and respond to the challenges brought about by COVID-19 are outlined below:

- Now more than ever, we are seeing the opportunity for technology to be used to ensure that people have access to; accurate real-time information, advice tailored for their circumstances and safe facilitation of journeys. These three aspects of **Mobility as a Service** will remain just as important during the recovery phase as they are in the phases which follow.
- By introducing **bike share schemes**, as laid out in Solent's FTZ proposal we are helping to facilitate a sustained increase in cycling stimulated during the recovery phase.
- The introduction of new operational models such as **Dynamic Demand Responsive Transit**, allows for a more agile use of assets and a greater control over information collection and dissemination including live capacity updates.
- The introduction of ticketing products such as **carnet** which move away from the 'season ticket' model and towards a pay as you go model will also help people to be more flexible with travel times and modes to reduce overcrowding of Public Transport and prevent the return of 'rush hours'.
- Facilitation of contactless payments, in-app bookings and the expansion of **Solent Go**'s smart ticketing will reduce the human interaction required to making travel bookings and purchase tickets.
- Further growth in online shopping, and potential shifts in shopping pattern to favour fewer, bigger shops, could cause increases in home delivery and shopping related traffic. Identifying how **sustainable last mile deliveries**, e.g. through use of e-vans, cargo bikes etc could help to reduce some of the negative impacts of this trend will be beneficial. Also, further increased delivery volumes and activity may further generate the case for, and conditions for success for, **consolidated deliveries and collection points** at varying scales.

An additional challenge for FTZ programmes in general surrounds measuring the effectiveness and impacts of the new transport solutions that are trialled. This is a key focus for the DfT's FTZ programme, but creation of a baseline (against which impact of trials and tests can be measured) will be challenging as the pre COVID-19 norm is unlikely to return, and the process of transition to a "new normal" will be lengthy. Additionally, the "start point" particularly for public transport may be much lower than before. Therefore how the impact, effectiveness or "success" of FTZ projects is measured will need to change, perhaps becoming more focused on establishing longer term viability and applicability of trials to other areas, and focusing on broader outcomes- rather than being primarily based on comparing impacts of trials to baseline "without intervention" data.

The fundamental role of the FTZ funding is to ensure that the future transport ecosystem in the Solent Region is better (more efficient and environmentally friendly) than it was pre COVID-19. In spite of social distancing regulations and the likely fear of Public Transport that risks setting the UK back even further in our strive to reduce car dependency, by seizing the unique opportunity to influence travel behaviour and introduce new transport solutions, COVID-19 could be the catalyst to sustained modal shift away from the private car in the Solent Region.

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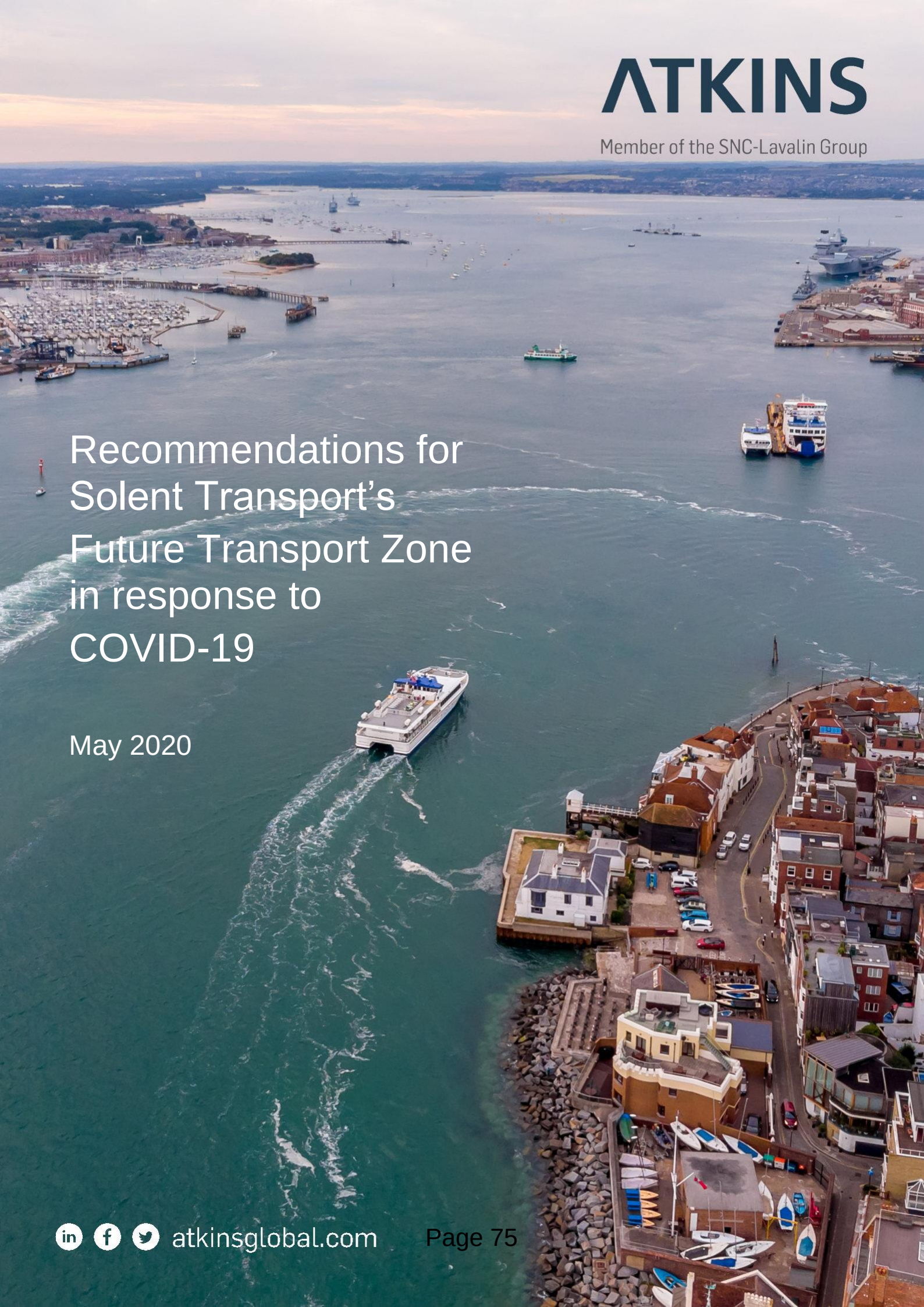

Recommendations for Solent Transport's Future Transport Zone in response to COVID-19

May 2020

Executive Summary

The Future Transport Zone funding offers Solent Transport a significant opportunity to reduce congestion, car dependency, poor air quality, low physical activity and the impact of movement of goods by road. Throughout Atkins' investigation and intelligence gathering, it has become apparent that much of what the Future Transport Zone sets out to achieve can contribute to the COVID-19 recovery. The primary aim of the COVID-19 recovery, from a transport perspective, **is to prevent a permanent, large scale return to the private vehicle by individuals as travel begins to increase**. If the FTZ is not approached correctly in the current Public Health context, then there is a significant risk of only delivering only minimal benefits, but if approached with **strong governance, flexibility and agility** the FTZ funding perhaps offers greater opportunity than previously envisaged.

The risk profile of delivering the Future Transport Zone has changed and therefore given the urgent need for interventions, recommendations have been chosen which can with some certainty support both the FTZ response and COVID-19 recovery, within the constraints of outcomes, time and budget. In light of this, we have offered recommendations as to whether projects should be **reset, reconfigured or reinvented** based on whether the evidence suggests in their current format they are feasible and support the COVID-19 recovery.

For the overall programme we have identified that the **mobilisation of FTZ projects should begin in order to maximise the current opportunity**. To achieve this, **strong governance** must be put in place, with objectives set out and clear project plans that **maintain safety and enable flexibility** in the current circumstances and given the uncertain short-medium term future.

The Drones project (Project 1, Theme 2) offers an example of advancing a programme in order to respond to the current context. Through increasing the resource and bringing this project forward findings that can bring benefit in particular to the NHS during this time are being uncovered quickly.

Within the personal mobility programme (Theme 1) **the two 'quick wins' that would benefit the Covid-19 response the most are the bike/e-bike hire scheme and e-scooter trials**. These can both be developed on the premise that during the COVID-19 response they can have some impact in minimising a return to the private vehicle. In order to maximise their potential, aligned to the COVID-19 response, the geographies of each should be carefully considered as previous assumptions around basing these at Public Transport interchanges may no longer stand true. Consideration should be given to the possibility of **enhancing these projects by diverting resource** from schemes with lower potential in the changed circumstances.

The COVID 19 response provides a backdrop for **Mobility as a Service** to provide **benefits around improved information, advice and facilitation for the customer**. Implementation and procurement determine how quickly a MaaS platform can move to 'go-live' and it is suggested a clear strategy for these is established through stakeholder engagement and soft-market testing. Dependent on findings procurement may begin so the MaaS programme can be in place for the medium term (operational in 2021) when usage is likely to increase. The nature of the MaaS trials means these should be delayed until the research findings can be better more robust and in the meantime the App developed and rolled out to the public. Funds should be reallocated from the university trials to the platform and app development to support this approach.

Public transport is likely to suffer disproportionately during the pandemic and will require support in the medium term to aid its recovery. There is a short-term opportunity for implementation of the planned Solent Go carnet tickets to make it a more relevant offer to dovetail with the anticipated changes in travel behaviour arising from increased flexible and home working, reduced 9-5 commuting and 'virtual' meetings.

Theme 2 also offers opportunities: home deliveries of various types have seen a huge increase in particular. Alongside the drone project, the micro-consolidation project offers opportunities in the current context. These project's elements should be prioritised during the Covid-19 recovery period, particularly focussing on the last mile delivery element and the addition of a significant delivery partner to aid this.

Reallocation of funds from the DDRT and Lift share projects should be considered to release additional funds for higher priority projects.

A summary of the key actions is identified below for **Solent Transport to successfully develop their Future Transport Zone**, while ensuring the current context is considered and opportunities maximised. The coloured text demonstrates the prioritisation around elements of the project.

Overall FTZ Programme Mobilisation

Deliver a successful Future Transport Zone and support a COVID-19 recovery

- Identify clear objectives
- Setup strong governance
- Programme Initiation Document
- Maintain flexibility and agility
- Manage identified risks

Bike share

Reconfigure

- **Bring forward and implement bikeshare schemes**
- Review planned location of bikes with new travel flows in mind and the use of flexible schemes such as mobile container-based docks

MaaS Platform

Reconfigure

- **Soft market testing to confirm timescales and requirements**
- Initiate procurement process

Mobility Credits

Reset

- Pause progression of Mobility Credits project, until MaaS App is ready and environment more stable

Macro-Consolidation

Reset

- Delay start of the programme due to available resource
- Kick programme off at the beginning of year 2

DDRT

Reinvent

- Serious uncertainty re DDRT viability
- Delay commencement; significantly de-scope and consider entirely removing from FTZ and re-allocating funding
- This could be reconsidered if the market conditions change

E-Scooter

Reconfigure

- **Continue developing proposal for a park and ride trial**
- Continue engaging with providers to begin understanding capacity and available numbers of scooters

Micro-Consolidation

Reconfigure

- **Bring last mile trials forward in the programme**
- Maintain original timescales

Solent Go

Reconfigure

- **Prioritise carnet tickets on existing Solent Go formats**
- Bus operators to be involved in MaaS Platform requirements

Lift Share

Reinvent

- Delay launch of workplace schemes till the medium term
- If workplace schemes are unsuccessful re-allocate funds to priority areas

MaaS Trials

Reinvent

- Pause until testing environment more stable and likely to yield proposed benefits
- MaaS app to be launched and trialled with the public once ready and use the university trials to test specifics
- Some funding should be re-allocated to the platform development and app launch marketing

Notice

This document and its contents have been prepared and are intended solely as information for Solent Transport and use in relation to the Future Transport Zone response and COVID-19.

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This document has 38 pages including the cover.

Document history

Revision	Purpose description	Originated	Checked	Reviewed	Authorised	Date
Rev 1.0	Draft for Solent Transport review	GB	EC	NW	TB	12/05/2020
Rev 2	For Solent Transport review	NW	GB	EC	TB	19/05/2020
Rev 3	For Solent Transport review	NW	GB	EC	TB	28/05/2020

Client signoff

Client	Solent Transport
Project	Solent FTZ COVID-19 Impacts
Project No.	5197583
Client signature / date	

Contents

Figures

Tables

1. Context

In March 2020 the Department for Transport (DfT) awarded £29m of funding for the Solent Future Transport Zone (FTZ). The FTZ programme was then delayed as the UK was placed into 'lockdown' in response to the COVID-19 pandemic. During this pause, Solent Transport has conducted a review of the FTZ programme to ensure it remains fit for purpose, considering: feasibility; ability to deliver; and the validity of the proposals against a changed landscape. This report summarises the key findings of this review which will be fed back to DfT and used to frame the future deployment of the programme. This recommendations document should be read in light of the Thought Piece (COVID-19: Catalyst or Catastrophe for the Future of Mobility) which sets out that **if the Solent FTZ programme moves quickly and remains agile, it can both support a COVID-19 recovery while maintaining the initial objectives of the FTZ**.

Table 1-1 - FTZ and COVID-19 recovery objectives

Original focus	Intervention/Objective	Aligns with FTZ	Aligns with COVID-19 response
FTZ	Reduce car dependency	✓	✓
	Improved air quality	✓	✓
	Increase productivity	✓	✓
	Increase physical activity	✓	✓
	Addressing the impact of movement of goods by road	✓	✓
COVID-19	Ensure Public Transport is not a high-risk environment for COVID-19		✓
	Maximise opportunity to shift to walking/bikes/cycle share/e-scooters	✓	✓
	Explore new models for buses	✓	✓
	Provide better information for individuals around public transport e.g. crowding/times of operation	✓	✓

The project proposals and programme developed for the FTZ funding application were written in a context which has changed dramatically due to the COVID-19 pandemic and the subsequent travel restrictions and social distancing measures introduced. While the future is uncertain, by considering the response from other countries who are further ahead in their recovery from COVID-19 and other similar events, we can make some assumptions, which have been documented within our Thought Piece. What we consider to be normal, is expected to change in phases as we progress from 'lockdown relaxation' to a 'recovery phase' and then the new normal', typified by a wide rollout of a vaccine when the personal threat of COVID-19 is expected to be greatly reduced.

2. Approach

Given the changed context, a review of the FTZ objectives set out by the DfT and Solent Transport was conducted. The original proposal has also been reviewed to understand whether the projects' objectives remain appropriate and the intended outcomes are achievable over the 4-year funding window. We have considered 3 broad recommendations when reviewing each project: reset; reconfigure; or reinvent, as summarised below:

Figure 2-1 - How the FTZ can respond from a governance perspective

1. Reset

- **Action:** Put the Future Transport Zone on hold and deliver the same solution but postpone the start date until delivery is achievable and guaranteed, and we have reimagined what the 'new normal' looks like.
- **Outcome:** FTZ objectives remain the same but unknown whether we will still be able to meet them.

2. Reconfigure

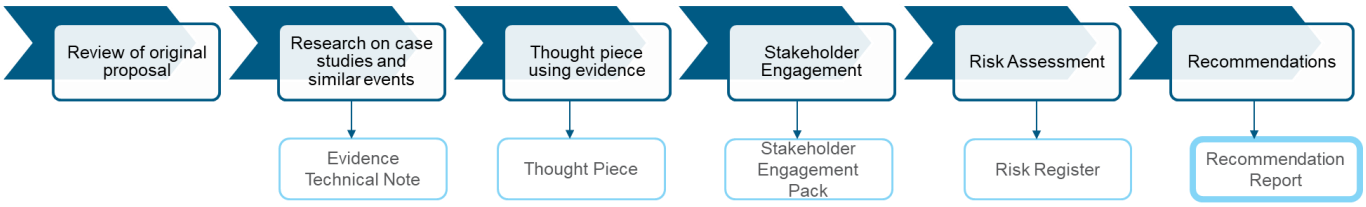
- **Action**: Reorganise the planned activities to capitalise on the current opportunities without changing the outcomes.
- **Outcome:** Maintain the DfT/ FTZ objectives but challenge the dependencies of projects and be agile with timescales within the 4 year programme to capitalise on existing circumstances and mitigate short term risks.

3. Reinvent

- **Action:** The assumptions made in the development of the program no longer hold up and the changes which would need to be made are so significant that this element of FTZ must be completely rethought.
- **Outcome:** Objectives from DfT and Solent will change to align with a vastly different mobility landscape and set of user demands.

To derive recommendations, Atkins undertook the activities as summarised in Figure 2-2:

Figure 2-2 - Project Approach and Deliverables



Consultation with the project partners and broader stakeholders, including potential suppliers, was crucial. It was instrumental in establishing the high-level Risk Register (see Appendix), which summarises the potential direct impacts on FTZ of COVID-19 and, perhaps more importantly, the available mitigations (and opportunities) that arise. The Risk Register provides a conduit through to this report and our recommendations for moving forward.

A summary of the stakeholders we engaged with can be found below. Given the time restraints, there was a limit to the number of stakeholders who could be engaged.

Table 2-1 - Overview of stakeholders

Organisation	Theme	Subject	Contact
University of Southampton	Personal Mobility	Research	James Pritchard John Preston
University of Southampton	Personal Mobility	University as a testbed	Adam Tewkesbury James Pritchard
University of Southampton	Freight and logistics	Impacts of COVID-19 on Theme 2	Tom Cherrett

University of Portsmouth	Personal Mobility	Research and university as a testbed	Djamila Ouelhadj
Moovit	Personal Mobility	MaaS platform	Brad Lee
Mobilleo	Personal Mobility	MaaS platform	Ross Basnett
Enterprise Holdings	Personal Mobility	MaaS offering/ car share	Oz Choudhri
Brompton Bike	Personal Mobility	Bike/e-bike share	Julian Scriven
Trafi	Personal Mobility	MaaS platform	Damian Bown
Shotl	Personal Mobility	DDRT platform	Gerard Martret
Hampshire County Council	Freight and Logics Personal Mobility	Future of bus operation	Andrew Wilson
South Hampshire Bus Operators Association (SHBOA)	Personal Mobility	Solent Go enhancements and future bus operations	Richard Soper
South Western Railway (SWR)	Personal Mobility	Solent Go enhancements and future rail operations	Phil Dominey Tony Dickenson

3. Overall Programme

The overall programme has been delayed significantly, having initially been due to start in January 2020. The expected start date is now July 2020. There are numerous recommendations that have arisen out of the activities described above, and a number of activities that are essential to start quickly in order to aid the response to COVID-19.

In order to maintain and deliver an effective FTZ in the unprecedented Public Health context a **flexible and agile approach** is required. By this, we mean revisiting and re-identifying the key objectives for FTZ and adapting our approach to achieving these in response to shifting external factors and changing priorities, including:

- Understanding dual-objectives that support both a COVID-19 recovery and a Future Transport Zone, ensuring Solent Transport respond quickly to maximise this without compromising the FTZ
- Modal split is unknown so maintaining the ability to add/change modes as behaviours adapt
- User engagement and seeking to push elements of this back in the programme.

Our recommendation is that **FTZ can be safely and effectively mobilised within the current context** to deliver a world leading Future Transport Zone. In order to do this the following should be considered:

Set up governance

As highlighted within the Risk Register and above, we are within a time of higher risk and **therefore need to retain flexibility and agility**. This should be supported **by strong governance ideally steered by a dedicated programme management resource or organisation**. A recommended starting point is to establish communications processes and reporting lines between partners and develop a programme initiation document (PID). The PID will clarify roles and responsibilities to ensure the programme is set up for successful delivery. The entire programme needs re-baselining according to:

- Evolved objectives of the FTZ
- New timelines for delivery
- New/different projects to include
- Finances
- Maximising and moving elements of the programme forward/back based on the current context

Governance must include and allow for contingency, succession planning and clear points of contact given the current circumstances. The recommendations made within this report are designed to form the basis of the PID.

Resourcing

Resourcing is a significant risk that has increased due to the new context. Initial plans to hire a team of 9-10 staff through a combination of full-time new recruits, seconded staff and partner organisations (academia and consultants) are likely to change. Through examination, partner organisations have shown to be ready to respond to the challenges of supporting the FTZ launch remotely but in the current context both recruitment and secondments may be more challenging. In order to move quickly yet remain agile Solent Transport need to focus on identifying extra resource who are able to mobilise and respond quickly to the challenges that the FTZ and COVID-19 recovery required.

Stakeholder communications

Feedback from some stakeholders suggested that the frequency of communication and level of detail shared with delivery partners regarding timescales and preparation activities has been less than desired. This is partly due to clarity on this information not being available to Solent Transport. In order to minimise the risk of partner disengagement, an engagement plan should be developed as a priority for the partners as part of the overall governance.

Procurement

One of the longest timescales identified is the procurement activities. In order to maximise any opportunities within the current context it is essential that the longer procurement activities begin as soon as possible. Flexibility will be required in any procurement so that all technology platforms can flex to respond to different challenges for their users over the next period. A review of the procurement approach and understanding the current relaxation in rules could prove beneficial to speed up a number of the procurement processes that need to be undertaken.

Our findings highlight that the market is ready to respond to the demands of Future Transport Zone. Many of the companies engaged with have developed innovative solutions to adapt in this time, including supporting the journeys of key workers, providing adapted information to the public and adapting commercial models. They are ready to respond to a procurement process and, given the harder economic times, welcome the opportunity that FTZ offers to stimulate the marketplace. This may lead to more competitive prices and also an opportunity for Solent Transport to make the most of relaxed procurement rules, if supporting a COVID-19 recovery.

Remote working

We have produced a supporting note to highlight how tools could support the remote delivery of the Future Transport Zone. It is important to note that each of the key partners has access to Microsoft Teams which has powerful functionality. Although partners have different challenges, they all showed an eagerness to respond to the Future Transport Zone. When tested, both the partners and marketplace had strong business resilience and continuity planning in place to respond to the challenges that the current context offers as well as the ability to adapt for further unforeseen delays e.g. a second peak. In light of this we suggest that remote working does not need to hinder activities that can be undertaken, even between organisations, to support delivery of the FTZ.

Logic Mapping

As part of the bidding phase logic maps were used to identify and link context and inputs to outcomes for Theme 1. We envisage that Theme 2 logic maps may remain similar, other than an increased importance and quantity of home-deliveries. To continue this, within Figure 3-1 and Figure 3-2 we have identified through a logic map both how the COVID-19 recovery is able to support the FTZ and the FTZ at a programme level supports the COVID-19 recovery. In order to keep these readable, each Figure only highlights the key linkages between each element for either the COVID-19 response supporting the FTZ programme or vice versa.

Figure 3-1 - How COVID-19 response supports the FTZ Objectives

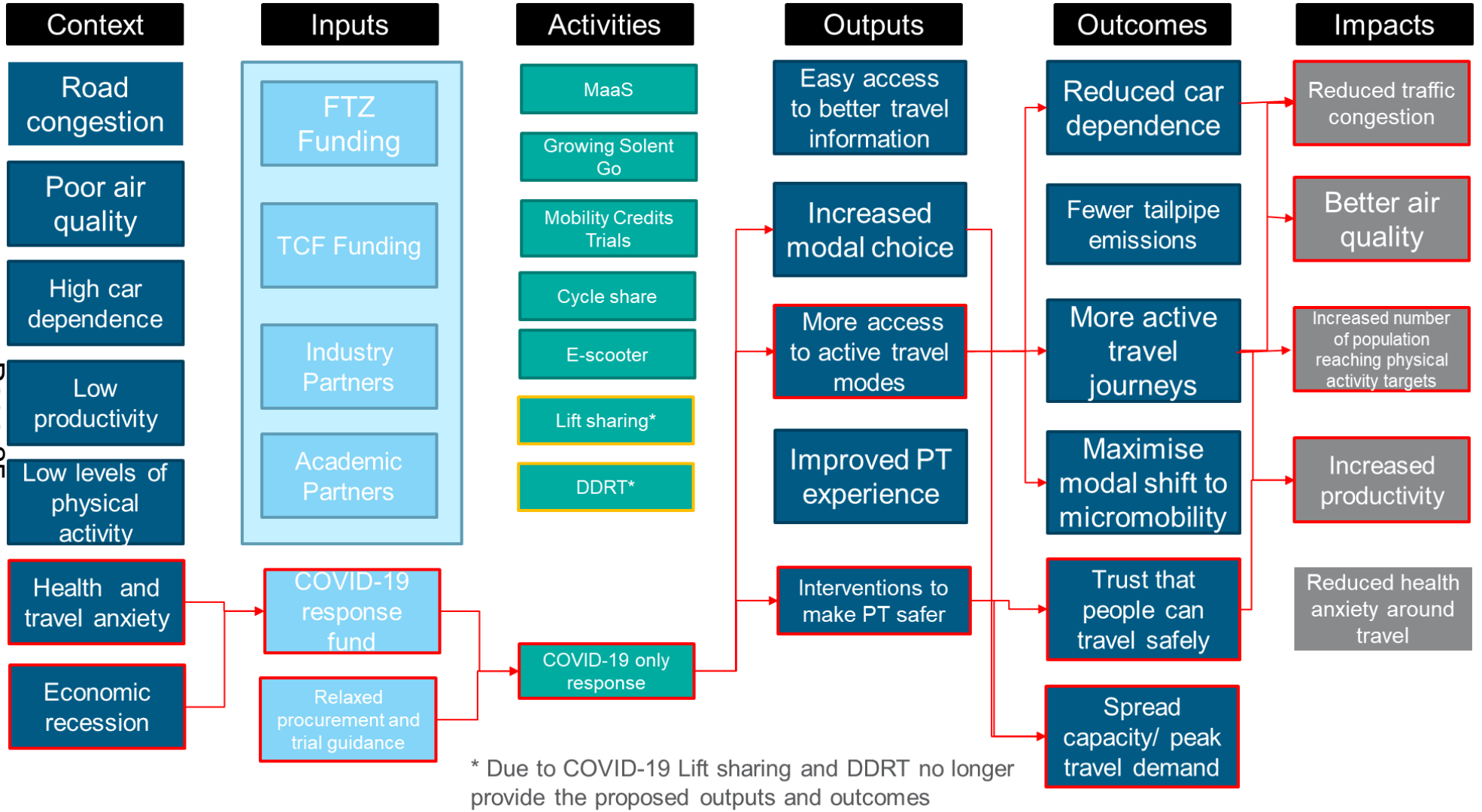
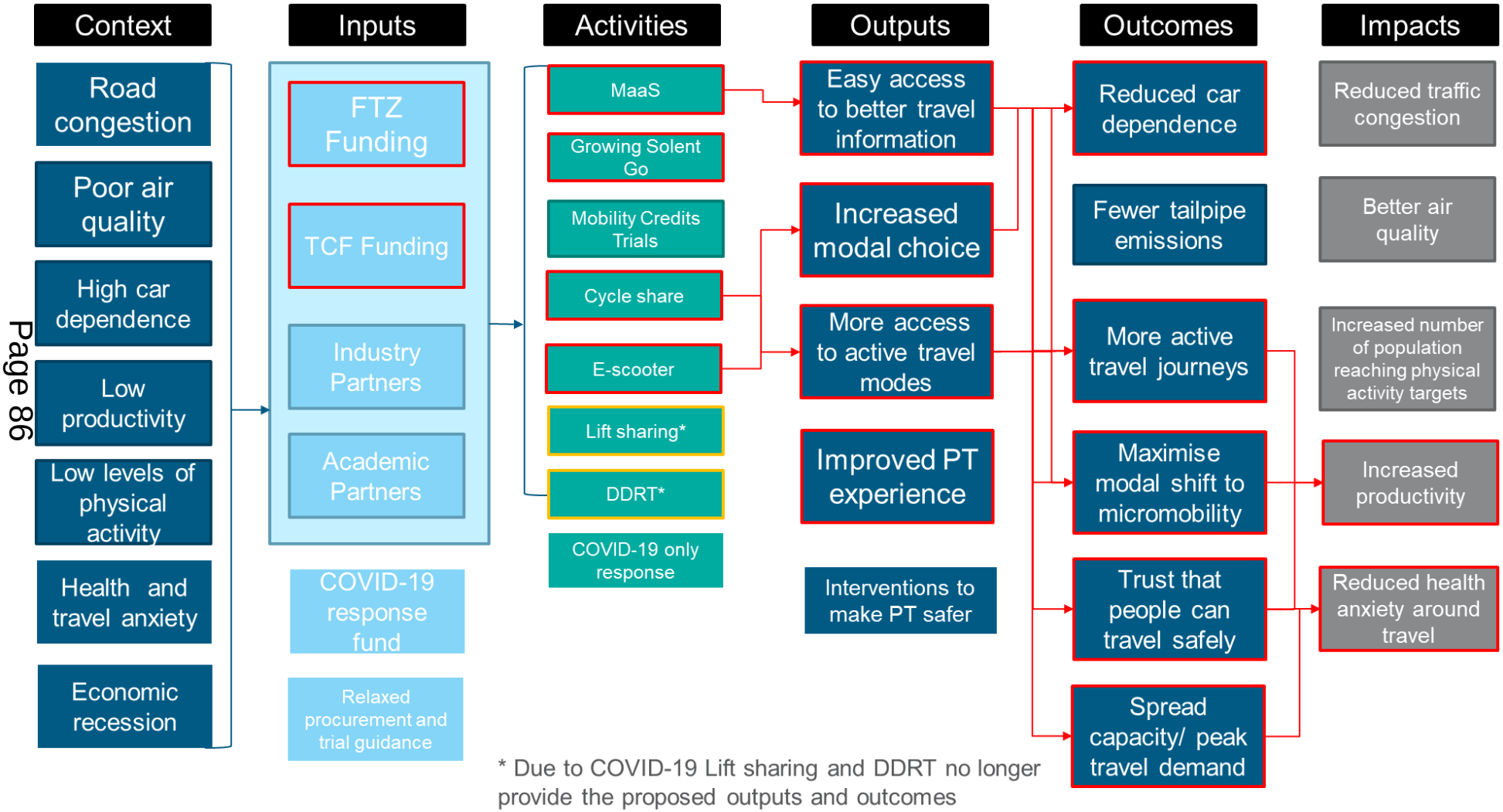


Figure 3-2 - How FTZ Programme supports the COVID-19 response



4. FTZ Programme Elements

The individual projects of the FTZ programme were reviewed and evaluated in line with the Risk Register. A SWOT analysis was conducted for each, assessing the options for adapting the original proposals in line with the new COVID-19 context.

4.1. Mobility as a Service (MaaS)

Mobility as a Service is the cornerstone of Solent Transport's Theme 1: Personal Mobility. The platform will integrate the planning, booking and payment of existing modes in addition to new modes which will be introduced throughout the FTZ programme. New modes will include bike/e-bike sharing schemes and e-scooters. MaaS trials using the University of Southampton and the University of Portsmouth as testbeds were proposed to test and tailor the platform to the Solent market. Since the platform development and MaaS product launch are not dependent on the trials, MaaS has been separated into the platform itself and the trials at the universities when considering the impacts of COVID-19 on the programme.

The overall aim for the MaaS platform and trials was to deliver an example of:

> **Setting best practice** for **MaaS** in a way which **works for all stakeholders** in a **car dependent context**, generating knowledge and insights for DfT which could support **roll-out** of a national approach to MaaS.

4.1.1. MaaS platform

An overview

The MaaS platform will offer information, advice and facilitation to transport users via a smartphone application. The capabilities of the platform will be outlined in a specification, and there are opportunities to work with suppliers during procurement and implementation phases to tailor these capabilities to the current COVID-19 context and futureproof for new scenarios.

COVID-19 response

The SWOT analysis of delivering a MaaS platform in the context of the COVID-19 recovery phase is displayed below.

Figure 4-1 - SWOT analysis - MaaS platform

Strengths

- Provides people with access to required information, advice and facilitation of journeys
- Platform providers are able to work remotely and have examples of doing so for international clients
- Existing services can be integrated immediately
- Offers a platform for Solent Transport to push notifications to customers to give travel advice

Weaknesses

- Potentially requires long procurement process
- Even a white label app will take months to get commercial agreement and requires compatibility with other back off systems which may require significant development time.

Opportunities

- New user groups will want access to information and advice on safe travel in real time.
- Opportunity to build upon individuals greater familiarity of digital processes such as NHS tracing app and teleconferencing
- Opportunity to incorporate capacity management
- Opportunity to incorporate test and tracking app
- May help to give confidence to people to continue taking Public Transport
- Mobility credits can be used to get people back into jobs
- Flexible pricing can be used to flatten rush hours

Threats

- Existing service providers e.g. bus operators may not have time/interest to collaborate
- Car dependency is very high and people cannot be convinced to use other modes
- Platform providers may be responding to all FTZ tenders at a similar time which could put pressure on the timescales
- MaaS trials will need to be adapted to new context and may have to occur post product launch.

Stakeholder engagement

We engaged with 3 MaaS platform providers Trafi, Moovit and Mobilleo to inform our recommendations from a supplier viewpoint. Justification for engaging with each of the specific supplier and minutes from our conference calls are available in our Stakeholder engagement document and a summary can be found in6.1.Appendix A A.1.

Our recommendations

Reconfigure

There is a real opportunity to launch the app to the public towards the end of the recovery phase/start of "new normal" to encourage and enable appropriate travel and instil trust in the use of alternative modes to the private car thus mitigating surges in car usage. The limiting factor for this will be time for procurement, design and implementation. A better understanding around these are required to identify how quickly and effectively a MaaS solution can support the COVID-19 response.
As our thought piece suggests a MaaS platform must provide:

- Information
- Advice
- Facilitation

This does not change in the current context and therefore as long as these purposes are achieved, and any platform maintains the flexibility to provide a range of information and advice and different facilitation methods, this activity should continue.

The opportunities to add additional capabilities to the platform such as live occupancy data would need to be addressed in the specification and the complexities considered but could be developed throughout the life of the FTZ funding.

Table 4-1 - Recommendations - MaaS Platform

#	Recommendation	Justification	Outcome	Start Timescale	Impact/ Completion timescale
1	**Conduct soft market testing**	This will focus on better understanding the timescales around development and implementation and specifying newer elements within the specification e.g. crowding information. It should also focus on engagement with operators to understand the data that is available to inform/advise the public with.	Survey of market capabilities could feed into potential to revised timescales for the MaaS project, particularly if it discovers data/ capabilities which means MaaS could be delivered earlier in the recovery phase.	Short term	Short term
2	**Dependent on the soft-market testing, review the procurement of the MaaS platform and identify/explore any approaches to speed this up**	The launch of the MaaS app will have direct benefits to the COVID-19 response by facilitating safe travel on alternative modes to the private car. Other projects within Theme 1 are dependent or will be strengthened	MaaS can be dual-purposed to help the COVID-19 response and meet FTZ objective, dependent on the timescales identified within Recommendation 1.	Short term	Medium term

		by the timely procurement of the MaaS platform.			
3	**Ensure that the tender emphasises the need for flexibility of the platform to perform different roles as we go through the post-pandemic phases**	The MaaS application has the ability to aid the response to COVID-19, likely towards the end of the recovery phase/start of new-normal by providing residents with up-to-date travel information and advice. As we establish a 'New Normal', user requirements and preferences such as the type of modes available and motives for travelling will change, so the platform needs to adapt and respond to the changing user needs to ensure that it *works for all stakeholders.*	MaaS platform will remain relevant and has greater chance of being successful beyond the FTZ funding. This is an important element of *setting best practice.*	Short term	Medium term
4	**Provide the public with access to the MaaS app prior to the University trials**	The original scope set out to slowly increase the number of participants with access to a MaaS app. White labelled MaaS platforms have improved significantly and many are ready to be rolled out with little tailoring to provide the basic MaaS capabilities to inform, advise and facilitate journeys. MaaS platforms also incur a significant cost, so by increasing the number of participants, the greater the impact you can achieve for the investment. The university trials should be postponed (see 4.1.2).	The public can begin to experience the benefits of MaaS from as early as 6 months from procurement.	Medium Term	Medium/ Long Term

4.1.2. University MaaS Trials

An overview

The trialling of the Mobility as a Service application was a vital part of the MaaS development proposal. The original plan consisted on 4 phases, with Phase 0 commencing in September 2020 in line with the start of the university term:

- **Phase 0** – Trial development and procurement
- **Phase 1** – Small scale university trials

- **Phase 2** – Scaling up of the trials
- **Phase 3** – Full implementation across Solent region

The University of Southampton and the University of Portsmouth play vital roles in two aspects of delivery:

1. The research departments are leading the user engagement and algorithm optimisation work packages
2. They are testbeds for the trials, making use of access to staff and students to recruit participants

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COVID-19 response

The SWOT analysis of delivering MaaS trials at the universities in the context of the COVID-19 recovery phase is displayed below.

Figure 4-2 - SWOT analysis - MaaS trials

Strengths

- Universities still represent a microcosm of society even in new post COVID-19 context
- Comparison between Southampton and Portsmouth
- Many research tasks can be delivered remotely
- Aims to enable people travel safely and reliably which will assist in the early stages of people returning to work

Weaknesses

- Algorithm optimisation tasks rely on procurement of MaaS platform provider to commence
- Focus on modal shift away from private car may be against health advice
- Services will be operating at a reduced capacity and frequency

Opportunities

- Potentially more willingness to take part in a trial as return to work acts as a pivot point for behaviour change
- Incentives to work from home will allow more flexible travel patterns
- Opportunity to focus on supporting users shifting to active travel modes
- User preference for removal of season tickets in favour of PAYG aligns with MaaS offering

Threats

- Any insights into barriers for modal shift may be heavily influenced by COVID-19 related anxieties
- Baselining travel data will be difficult if people are not travelling in consistent patterns
- Social distancing on public transport and fears of overcrowding will make incentivisation of shared modes and public transport difficult
- University terms very uncertain

Stakeholder engagement

We engaged with representatives of the University of Southampton and the University of Portsmouth to capture their readiness to take on the tasks set out in the bid proposed, to understand the risks and opportunities and to determine whether the campuses will remain good testbeds for MaaS trials. Minutes from our conference calls are available in our Stakeholder engagement document and a summary can be found in 6.1.A.2.

Our recommendations

Reinvent

The MaaS trials were originally developed as a means to scale up the number of participants with access to the MaaS app. The benefits of MaaS are even more important in the context of recovery from COVID-19 and therefore the app should be available to the public as early as possible. The trials should be used as a controlled environment to test changes in optimisation algorithms and the effectiveness of incentives schemes and new features before rolling them out in the live public platform. Due to the delayed start of the university MaaS trials and the reduced timescales, some funding should be reallocated to the platform development and marketing the rollout of the app to the public.

Table 4-2 - Recommendations - MaaS trials

#	Recommendation	Justification	Outcome	Start Timescale	Impact/ Completion timescale
1	**Delay the start of the trials by at least 2**	Trials should be postponed until there is greater certainty about	Trials conducted when travel conditions are more	Long Term	Long Term

	years to September 2022	travel advice and when universities have reopened to students and staff. Gives the universities time to address short term operational challenges before trialling new ideas.	stable will lead to more reliable insights, a key objective of the FTZ.		
2	**Use the trials to test new features and algorithms**	By having some baseline data through the public's use of the MaaS app, the trials can be used to test the effectiveness of incentive schemes and receive feedback on new features such as the car cost calculator and addition of new modes. UoP's research on algorithm optimisation can also be tested in the university trials.	Trial outcomes can be tested against baseline data and specific elements of the MaaS application can be trialled in isolation to understand the effectiveness. User engagement can be split between existing users of the app to gain lessons learnt and new users to the platform.	Long Term	Long Term
3	**Retain universities as testbeds**	While there is much uncertainty around return to work for staff and return to campus for students, this is representative of the uncertainties across many sectors and therefore the universities still provide a good testbed.	Less reworking of the MaaS trials is required and universities remain engaged in programme.	Long Term	Long Term
4	**Pursue some research activities prior to Phase 0** **Capture user preferences to aid the launch of the MaaS app prior to the trials, but keep this limited in nature**	Ensure that new anxieties and barriers to travel are captured which can be incorporated into the public MaaS product launch but don't use this as a sole baseline since responses in the recovery phase may neglect other important factors.	Captures users' changing needs so that the MaaS app can cater for any potential future lockdowns but doesn't waste resource on baselining or capturing user preferences which will be shortly outdated.	Short Term	Short Term
5	**Facilitate early engagement between UoP and MaaS platform developers for algorithm optimisation**	Some algorithm optimisation could occur for the public launch of the app and it is essential that the systems and methods between UoP and the	Compatibility between UoP systems and MaaS platform developers ensured from the start. Any quick wins in terms of tailored	Short term	Medium Term

		MaaS platform supplier are compatible.	optimisation for the Solent region are realised.		

4.2. Growing Solent Go

An Overview

Solent Go is an established multi-operator tickets currently in use across the Solent region, offering bus and ferry travel. It is currently available as paper, ITSO smartcard and mobile (QR code) through the bus operators own apps. The Growing Solent Go project aims to bring both individual benefits to ticketing across Solent while the back office would underpin the MaaS scheme, through ticketing via the MaaS Marketplace.

The planned enhancements as part of FTZ see the introduction of additional ticket types. These tickets include Carnet and Jobseekers tickets. The Solent Go zones will also be reviewed and see the creation of new city region zones. The integration of bus and rail travel will also be included.

COVID-19 response

The SWOT analysis of delivering the Solent Go enhancements in the context of the COVID-19 recovery phase is displayed below.

Figure 4-3 - SWOT analysis - Growing Solent Go

Strengths

- Digitally focussed enhancements remove the need for cash or user/ driver engagement
- Enhancements offer tickets with greater flexibility
- Likely increase in people seeking employment so Jobseekers tickets offer support towards mobility
- The marketplace app can be integrated with the MaaS Platform.
- Ability to pass additional information to the user through Solent Go app
- Additional functionality within Solent Go including new modes and mobility credits.

Weaknesses

- Requires engagement from the operators to implement changes.

Opportunities

- Ability to introduce more flexible tickets in line with changing behaviours
- Encourage travel at less crowded times or not all the time through ticket choices and available information
- Potential to include additional ticket options such as key worker cards

Threats

- Current operators have more fundamental concerns around ridership, capacity and delivering safe services.
- These enhancements may not be a priority.
- People may not return to public transport

Stakeholder engagement

We engaged with the two key operator groups, SHBOA and SWR to inform our recommendations from a supplier viewpoint. Justification for engaging with each of the specific supplier and minutes from our conference calls are available in our Stakeholder engagement document and a summary can be found in 6.1.A.3.

Our recommendations

Reconfigure

Capitalising on the current focus of reducing the return to the private vehicle a ticketing system that offers the capability to utilise different forms of payment on the bus and at some stage incorporate other modes is essential and should be prioritised. Growing Solent Go offers the FTZ the most effective way to provide the MaaS scheme with a ticketing system and this remains so. With challenges around suitability of some of the enhancements and the fact this is operator run, alternatives or priorities should at least initially be explored with a quick rollout of some of the functionality below to maximise the current opportunity. It should be noted that Public Transport will not be a preferred mode of choice in the recovery phase.

However, as easily implementable in the short term it is envisaged that the carnet ticket offers a 'quick-win' to cater to the changing needs of the public which could be implemented via existing systems/ ticketing media, and therefore should be considered for short term prioritisation.

Table 4-3 - Recommendations - Growing Solent Go

#	Recommendation	Justification	Outcome	Start Timescale	Impact/ Completion timescale
1	**Strongly encourage operators to offer Carnet Ticket on existing formats**	Evidence from stakeholders and the Thought Piece suggests the season ticket is unlikely to return and the flexibility a carnet offers is going to be essential. Relatively simple to implement in existing format (through Smartcard and although technically simple will require ITSO engagement) and not dependent on MaaS app.	Offers people a cost-effective flexible ticket. Ability to understand if this encourages people to travel.	Short term	Short Term
2	**Incorporation of other modes and functionality as part of Solent Go (see recommendation 2 of Mobility Credits Trial)**	Bus and train travel can only be part of the solution with social distancing rules. Need to consider if the Solent Go back office provide the ticketing mechanism for new active travel micro-mobility modes that may become more vital.	Increased up take of Solent Go app and increased functionality.	Medium Term	Long term
3	**Dedicated delivery team/ manager to work closely with both SHBOA, SWR and other related stakeholder**	Concerns from operators about ongoing situation and implications towards the Solent Go enhancements and priority. Requires ongoing discussions as situation develops and important to select a point of contact	A vital point of contact for the operators and regular engagement with them is likely to keep them engaged throughout the programme.	Short term	Short term

		serving the FTZ programme as COVID-19 impacts continue.			
4	**Additional information delivered as part of Solent Go app**	Consider working with SHBOA and existing Solent Go app to communicate new bus times and crowding information for the journey and the destination encouraging travel at different times.	Access to information and advice will be critical as individuals begin to re-plan journeys.	Short term	Medium term
5	**Involve operators in MaaS app requirements and design**	There is current interest and desire from the operators to be more involved in the requirement specification. Method to mitigate the risk of disengagement.	Continued and maintained interest from operators and more likely Apps will match expectations and functionality requirements.	Short term	Long Term

4.3. Mobility Credits Trial

An overview

The Mobility Credits Trial has been designed to understand and establish how the provision of mobility credits will bring wider benefits and impacts to its users. It has been envisioned that mobility credits will automatically be credited to user accounts through the MaaS app and this would enable the measurement and collection of data to understand the impact on user travel behaviours. The participants for this trial would be selected based on criteria such as low-income households, young in age and location of residence.

The trials were due to take place in in the borough of Havant with resident of Leigh Park or Wecock Farm with comparisons drawn between the two testbeds.

The aim of the trial will extend to collecting insights into some wider impacts of mobility credits on individuals – for example how the economic/employment outcomes, participation in education, various social outcomes etc. for individuals may change as a result of provision of credits. Given the small scale of the trials (less than 100 participants), the objective is to draw insights into the potential impact that the rollout of a mobility credits scheme could have on the wider area, rather than making a large scale impact through the trial itself.

COVID-19 response

The SWOT analysis of delivering the Mobility Credits trial in the context of the COVID-19 recovery phase is displayed below.

Figure 4-4 - SWOT analysis - Mobility credits

Strengths

- Likely a significant increase in low income households
- Project offers ability to move to those who may have lost that ability
- Unlike other trials, control group in place so baseline data not required

Weaknesses

- Current plans require functional MaaS app
- Concerns over how quickly it can be initiated in current setting
- Expected increase in demand for credits and wider community issues if this cannot be fairly distributed
- Requires individuals to use of Public Transport

Opportunities

- Ability to alter trial and undertake through Solent Go Smartcard to allow quick rollout
- Understand link to productivity at a time when productivity is likely to be falling
- Undertake trial in different area and include other micro-mobility modes

Threats

- Requires operational Public Transport
- Ability to apply this to normal life would be questionable

Our recommendations

Reset

The Mobility Credits Trial could offer benefits to participants during a recession , however the scale of the funded trial is very small and there are dependencies on both Public Transport and availability of a MaaS app (to incentivise/understand behaviours) which means the mobility credits programme should not be rushed out as a response to COVID-19.

Even if is technically feasible to undertake through existing Solent Go ticketing methods, the proposed approach to collecting data and measurement of impacts (the real value of the proposed trial) would be lost. By resetting we enable an understanding to be built around changes that need to be made to this project in terms of geographies, participants groups and mode choice.

Table 4-4 - Recommendations - Mobility credits

#	Recommendation	Justification	Outcome	Start Timescale	Impact/ Completion timescale
1	**Review the trial details e.g. area, types of transport and in light of programme developments etc.**	Area of trial may be inhibitive to moving programme forwards, depending on how things progress over the next year so if decision is made to move programme forward trial details should be reviewed to ensure objectives can still be met.	Trial still able to meet original objectives.	Long Term	Long Term
2	**Review the management of participant and control group selection.**	Recession and job loss during the recovery phase will cause those at the lower end of the socio-economic scale to have even greater challenges. Need to manage expectations	Both trial participants and control group are active and engaged in the trial.	Long Term	Long Term

		of control group as they are likely to feel disadvantaged and explore reimbursing them at a later date.			

4.4. Dynamic Demand Responsive Transit (DDRT)

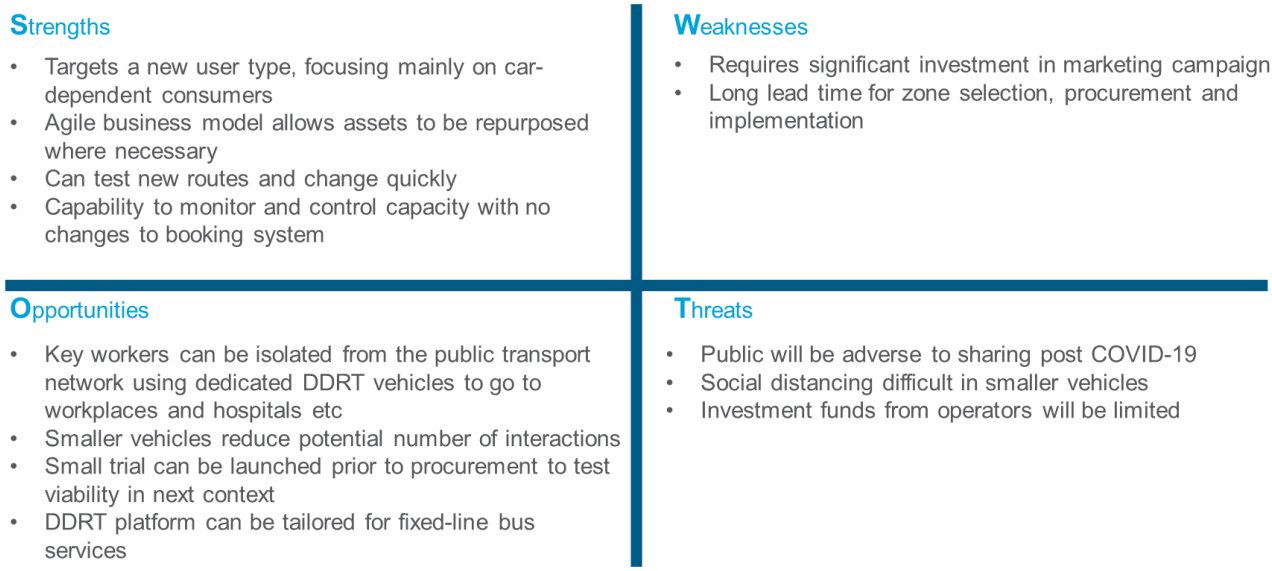
An overview

Many DDRT schemes which have launched in the UK and worldwide have since failed due to being unprofitable, therefore Solent Transport's Dynamic Demand Responsive Transit Trials were developed with the aim of achieving commercial viability at the forefront. Nine potential DDRT zones across the Solent Region were identified for the FTZ funding application and from that, one zone will be selected for the trials. Given Southampton City Council and Hampshire County Council's match funding, this zone is likely to be located in the Southampton City Region. This project seeks to integrate DDRT booking capabilities into the Solent MaaS "marketplace" to incorporate more services into a single platform and to connect wider catchment areas to the main public transport corridors as set out in the Transforming Cities Fund proposals.

COVID-19 response

The SWOT analysis of delivering the DDRT trials in the context of the COVID-19 recovery phase is displayed below.

Figure 4-5 - SWOT analysis - DDRT trials



Stakeholder engagement

We engaged with Shotl to understand the opportunities and risks of a DDRT trial in the Future Transport Zone. Minutes from our conference calls are available in our Stakeholder engagement document and a summary can be found in 6.1.A.4.

Our recommendations

Reinvent

The original proposal required investment and operation at commercial risk from bus operators which is unlikely to occur during the recovery phase as they focus on more urgent matters and have little scope to take commercial risks.

However, there are opportunities to trial DDRT to assist COVID-19 recovery or support, through creation of a new collaborative commercial model with a local bus operator and SME DDRT provider, DDRT might offer potential to provide a substitute for traditional bus services in areas which had lower provision in pre-COVID-19 times, and hence are likely to struggle to support any bus services in the short, medium and possibly longer term.

This requires an overhaul to the original approach but offers an operator sensitive approach to DDRT which can support both them and users through the challenging period. This approach also offers the potential to understand if a joint venture approach can supplement provision moving forward.

Because of the high uncertainty around viability of DDRT in the post COVID-19 world (it is potentially highly vulnerable to user avoidance of public transport modes), if additional funding was required to enhance projects more likely to be successful in the new normal (e.g. enhanced Micro mobility, bike/ e-bike share & e-scooter trials), the DDRT trials project budget could be a candidate for redirection, either partially or in its entirety.

Table 4-5 - Recommendations - DDRT

#	Recommendation	Justification	Outcome	Start Timescale	Impact/ Completion timescale
1	**Engage with bus operators and SME DDRT providers to understand appetite of joint venture model**	A joint venture provides the ability to set up a more immediate DDRT trial as a form of COVID-19 response. This form of proposal has yet to be tested with both parties	Understanding and confirmation as to whether this is a viable solution. If not considered viable then the DDRT project should be delayed (potentially for 1+ years) until the bus operators are ready for delivery or funds diverted to other projects.	Short Term	Short Term
2	**Consider descoping the project and find areas for reallocation of funds**	The viability of DDRT post-COVID-19 is very uncertain and may be highly susceptible to reduced propensity to shared travel modes.	Other projects which are more likely to succeed in a post-COVID world and meet user requirements could be enhanced and their impacts and benefits having a greater reach.	Short Term	Short Term

4.5. Bike/e-bike share scheme

An overview

At present there is no significant shared cycle scheme within Solent region, yet it is considered to have a high chance of success when it comes to bikeshare scheme delivery. Therefore, the FTZ bike share project plans to introduce a large-scale bike share scheme to provide a cost effective and sustainable transport option in the region.

COVID-19 response

The SWOT analysis of delivering the bike/ e-bike share scheme in the context of the COVID-19 recovery phase is displayed below.

Figure 4-6 - SWOT analysis - Bike/e-bike share scheme

Strengths

- Provides a positive alternative to those who don't want to use public transport
- Suitable for commuting and leisure activities
- Continues to support the current trend of increased cycling
- Considers security which will be essential in ensuring bike supply continues

Weaknesses

- Shared mobility sees potential for multiple people to use the same bike in one day, raises hygiene concerns
- Only suitable for journeys of certain distance

Opportunities

- Offers new cyclists access to a bike which could support their new commuting pattern without the need for storage or investment
- Supports more flexible working habits/ working from some of the days
- Potential to understand different hiring or reservation models
- Could support 'pop up' park and rides or temporary park and rides

Threats

- New flows or commuting patterns may result in different key locations. Current proposed 'Closed User Group' locations may no longer be viable
- Increased number of people cycling, current plans may not be able to meet the demand

Stakeholder engagement

Brompton bike hire were engaged with and the overview of their discussion can be found in 6.1.A.5.

Our recommendations

Reconfigure

The bike share scheme has the ability to maximise initial behavioural changes influenced by COVID-19. Through making some changes to the existing proposal the benefits brought by the scheme could see both support towards shorter term COVID-19 recovery and return to work, while maintaining original FTZ ambitions and objectives.

With this in mind the bike share scheme should be prioritised and progressed, and consideration should be given to diversion of budget from more vulnerable/ risky projects to enhance this scheme (e.g. for provision of additional e-bikes) if further funding cannot be secured from other sources.

Attention to the proposed locations should be considered, as there are expected to be changes to commuting patterns. Locations should be reviewed and potentially altered to ensure they are still suitable. The original objective to test approaches which reduced scheme losses to vandalism are still relevant and will support efforts to achieve long term viability.

Table 4-6 - Recommendations - Bike/e-bike share

#	Recommendation	Justification	Outcome	Start Timescale	Impact/ Completion timescale
1	**Explore further funding that can support bike share coverage or the do maximum approach**	Government have announced large sums of cycling and walking funding. Also there is potential to divert funding to this scheme from other FTZ projects assessed as having lower potential now.	Accessing additional funding could see the 'do maximum' approach delivered. Seeing more bikes, and inclusion of E-bikes which would make longer journeys feasible through bike share.	Short term	Medium Term
2	**Prioritise delivery of the bike share scheme**	Current demand and the trend for cycling has increased in response to COVID-19 and government have suggested it as a preferred commuting mode.	Prioritising the scheme meets both short term COVID-19 response needs and medium term FTZ ambitions.	Short term	Short Term
3	**Review proposed locations, with considerations of workplaces over bus interchanges**	Expectation that bus ridership will decrease. Many will choose to avoid bus travel entirely so in the short-term locating bikes at bus interchanges may not be as beneficial as other locations.	Initially meets current needs by choosing locations which will see greatest short-term success and commercial viability. Longer term roll-out can look to include transport interchanges as public transport begins to see greater uptake. Ability to move	Short Term	Short Term

			locations with our approach is a significant advantage as demand changes.		
4	**Include hygiene or cleanliness considerations in procurement requirements**	Greater consideration around transmission points and hygiene in COVID-19 recovery stage will see greater consideration by users for a clean shared mode.	Solent transport develop a safe shared mobility solution which meets both safety and transport needs.	Short Term	Short term
5	**Explore longer term hire/sharing alternatives**	Seen significant uptake since start of COVID-19.	Prioritising the scheme meets both short term COVID-19 response needs and medium term FTZ ambitions.	Short Term	Medium Term

4.6. Lift share workplace grant scheme

An overview

Lift share programmes have been common within the Solent area for a decade, and in some opinions under utilised, this project explores the potential of implementing a digital solution through the MaaS platform. The focus of this project is to encourage uptake of the digital platform by major employers within the region, in particular focussing on 24-hour operations where Public Transport is not possible for employees and single ridership is high.

COVID-19 response

The SWOT analysis of delivering the lift share project in the context of the COVID-19 recovery phase is displayed below.

Figure 4-7 - SWOT analysis - Lift share

Strengths

- Targets those who use private vehicles but does not expect them to change mode
- Immediate cost saving for drivers which could be critical during recession

Weaknesses

- Requires sharing in confined space with someone outside your household

Opportunities

- In medium/longer term could help address any increase in private vehicle ridership
- Review of workplace travel patterns likely to occur
- Workplaces that require people to be in situ will need alternatives to public transport

Threats

- Propensity to share may be low for a significant amount of time even in subsequent phases
- Workplace match funding unlikely

Our recommendations

Reinvent

Lift share could still be a useful part of the Future Transport Zone and the COVID-19 recovery.

However, in terms of prioritising key recovery elements this should be pushed further back and resource prioritised towards some of the schemes felt to have higher potential now, particularly in light of the perception of risk posed by lift sharing. Meaning launch of workplace schemes should be considered in the medium term.

If these schemes are not successful or there is little uptake, funds should be re-allocated to other higher priority or successful projects.

Table 4-7 - Recommendations - Life share

#	Recommendation	Justification	Outcome	Start Timescale	Impact/ Completion timescale
1	**Identify and engage with employers initially identified, particularly those with limited parking capacity and/or with large % of employees regularly commuting by Public Transport**	As highlighted within our evidence, China saw 2% increase in lift share where other modes saw up to 80% reduction. Rather than individuals taking Public Transport, car share can be seen as a viable alternative, particularly in occupations for high-risk workers (hospitals). These workers are in close proximity with each other daily so car sharing is not likely to phase them as much.	Targeted lift share campaign to those individuals for which active travel or safe use of public transport is not an option.	Medium Term	Medium Term
2	**If uptake is low after Recommendation 1 review programme and assess if funding could be better allocated to other opportunities or should be saved and lift share incorporated into MaaS once safe and within the "recovery phase"**	Evidence suggests social-distancing measures will be enforced until the "new normal" and even then, propensity to share enclosed spaces may be low.	Opportunity to reset and push backwards in the programme or reallocate funding to other higher potential opportunities.	Medium Term	Medium Term

4.7. E-scooter scheme

An overview

Incorporated at the request of DfT after a decision was made during the bidding phase to not significantly consider e-scooters, although flexibility was built into our programme to allow the introduction of new/alternative modes. Initial findings suggest that the trial for Solent Transport will be incorporated as part of the existing "Park and Ride" solution to replace the bus journey. There is a preference towards a docked scheme rather than dockless in these areas.

COVID-19 response

The SWOT analysis of delivering the E-Scooter project in the context of the COVID-19 recovery phase is displayed below.

Figure 4-8 - SWOT analysis - E-Scooters

Strengths

- Additional alternative mode to car travel
- Considered more sustainable than private car use
- Provides an alternative to those who no longer want to use public transport, but the journey is not possible by other active modes

Weaknesses

- Shared mobility sees potential for multiple people to use the same bike in one day, raises hygiene concerns
- Competes with road/ path space with other active transport modes which have also seen an increase due to COVID-19

Opportunities

- Could plug gaps or offer additional capacity provision in areas that currently rely on bus provision
- Potential to trial different hire/ usage models which may support COVID-19 hygiene concerns such as reserving or hiring the same scooter
- Understanding how COVID-19 transport changes (growth of cycling/ wider pavements) work alongside the addition of a new mode.
- Ability for operators to use their own app in the short-term to meet the immediate need before transition towards the full MaaS app.

Threats

- Could be too expensive an option for those who are impacted by COVID-19 recession or job losses
- E-Scooter providers don't survive COVID-19 crisis
- Government legislation may restrict freedom of operation.

Design

As this project has not been specifically scoped out yet our recommendation is to develop this project as a matter of urgency as it is felt to have high potential to assist the transport response to Covid-19 and may have higher user appeal than shared public transport modes.

Like recommendations around the other sharing schemes it will be important to identify the right location in the new context and provide assurance around the safety of these shared modes. In the short term this offers a 'hook' for individuals to trial new mobility modes which would make it easier to transfer them onto a full MaaS app in time.

As there is no specific budget line for e-scooter trials in the FTZ funding award from DfT, if a trial is to be progressed using FTZ funding, budget would need to be diverted from other projects to support a trial. Other FTZ projects with higher risk/ lower potential in the post-Covid19 world have been identified elsewhere in this report.

Our recommendations

Table 4-8 - Recommendations - E-Scooters

#	Recommendation	Justification	Outcome	Start Timescale	Impact/ Completion timescale
1	**Develop project as a matter of urgency**	Offers alternative to car travel and initial evidence is that E-Scooters could see a large uptake at times such as these. Therefore, E-scooters are seen as core to supporting both the COVID-19 response and the FTZ development. Government has relaxed rules around e-scooters to develop this.	E-scooter trial able to commence quickly. Meeting both short term COVID-19 recovery and future mobility objectives.	Short Term	Short Term
2	**Explore potential additional funding to support this from COVID-19 response**	The FTZ funding from DfT does not include a specific allocation to an e-scooter project as the Solent bid did not originally propose such a trial. Re purposing from other areas may be possible. Government have announced a range of additional funding streams for COVID-19 related transport recovery.	Additional funding to run an effective trial which could occur across a range of locations or use cases.	Short Term	Short Term
3	**Consider multiple commercial and usage models during planning stage**	With concerns of hygiene, sharing and vandalism still likely to be present, consideration of both reservation or pay as you use models might be suitable in current climates.	Understanding as to how people perceive and interact with both commercial and usage models.	Short Term	Medium Term
4	**Consider locations in light of new road structures/ set up**	Expectation that there will be changes to road and pavement structures, such as widening for social distancing while walking, cycle paths to encourage return to commuting through cycling. E-Scooters need to compliment	Growth of understanding as to how COVID-19 pavement and road changes impact E-Scooters and surrounding policy recommendations.	Short Term	Short Term

		and fit in with these changes.			

4.8. Macro-consolidation

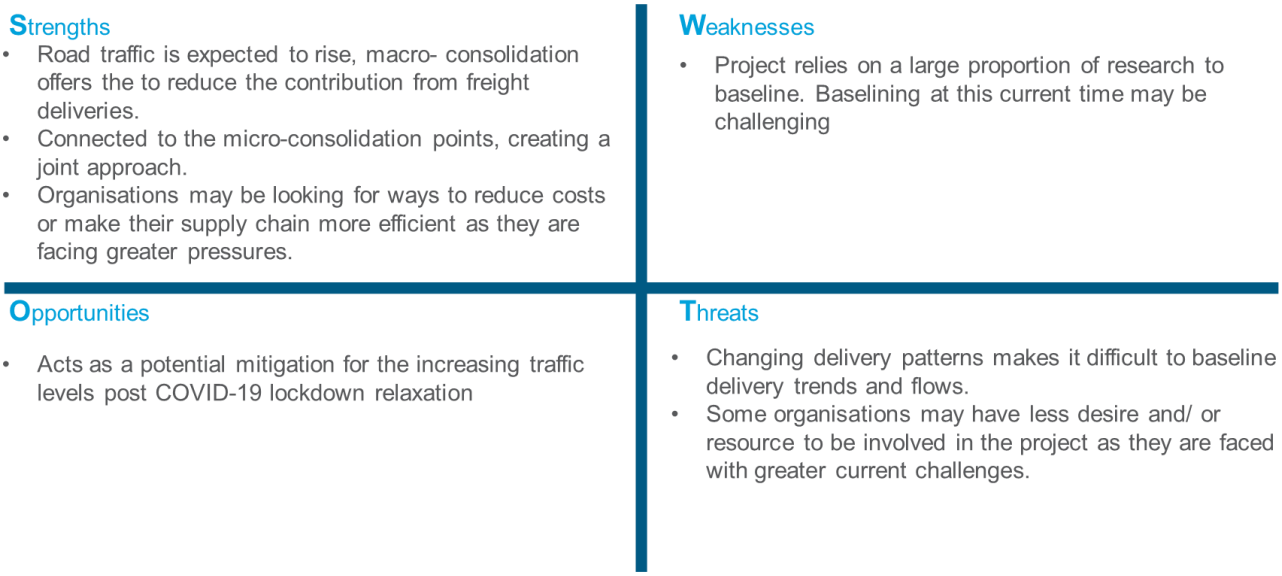
An overview

The aim of this project is to increase the use of the existing Southampton freight consolidation centre. Through engagement, incentives and research it is hoped that the number of businesses using the consolidation centre can be increased and connections with the micro-consolidation projects and ambitions can be realised.

COVID-19 response

The SWOT analysis of delivering the macro-consolidation scheme in the context of the COVID-19 recovery phase is displayed below.

Figure 4-9 - SWOT analysis - Macro-Consolidation



Stakeholder engagement

The freight and logistics team from the University of Southampton were engaged with as part of the evidence gathering.

Our recommendations

Reset

Macro consolidation offers the potential to reduce the number of freight vehicles on our roads through improved efficiencies. In the COVID-19 environment this will remain of high importance. If the necessary resource is available, the programme should continue as planned with activities schedule to commence in the early stages of the programme.

However, as the micro-consolidation and other personal mobility projects (bike share and e-scooters) could deliver quicker COVID-19 recovery potential, macro-consolidation could be paused. This could see Southampton focussed implementation of DSPs and user incentives pushed back until Year 2, and delivered in a shorter time span. This is also supported by the lower level of funding received seeing lower ambitions in terms of DSPs and organisation involved.

#	Recommendation	Justification	Outcome	Start Timescale	Impact/ Completion timescale
1	**Pause Macro-consolidation project kick off until year 2**	Other projects which could deliver quicker COVID-19 benefits require more immediate resourcing.	Macro-consolidation still delivers COVID-19 and wider FTZ benefits by the end of the programme.	Medium Term	Long term
2	**Prioritise 'milk round' connections with the Micro-consolidation points**	Supports the impact of the micro-consolidation project. Smaller and more frequent individual purchases will likely see a greater increase and supporting this element of the project could have greater impact in reducing road traffic.	Supports the micro-consolidation success as well as meeting macro project aims.	Medium Term	Long Term

4.9. Micro-consolidation

An overview

This project would trial the creation and use of 'Micro-consolidation Points' (MCPs), to assist last-mile freight activities across both Southampton and Portsmouth. The elements of this project include dynamically managing the use of existing parking spaces/ bays to allow timed drop-offs and pick-ups by parcel carriers, through a newly developed bay booking tool. As well as the installation of locker systems and using established attended delivery services to support last mile delivery logistics and create opportunities for last-mile e-cargo bike deliveries.

COVID-19 response

The SWOT analysis of delivering the micro-consolidation scheme in the context of the COVID-19 recovery phase is displayed below.

Figure 4-10 - SWOT analysis - Micro-Consolidation

Strengths

- The lockdown measures have seen a rise in home deliveries and related freight.
- Offers a solution to minimise impacts of increased home deliveries
- Lockers will provide alternative for those who begin to return to work over the course of the recovery
- E-cargo bikes could help alleviate extra vans on the road when car usage rises in the recovery phase.

Weaknesses

- Increased level during lockdown may not remain at the same elevated level
- Evaluation period determining BAU parcel flows may be skewed by current patterns

Opportunities

- Simulation of changes could be used to simulate both a continuation of elevated COVID-19 delivery trends but also a return to slightly lower levels
- To bring in large home delivery providers (Amazon, DHL etc) to see a substantial impact

Threats

- Delivery trends of the lockdown and lockdown relaxation my dramatically change as we enter a recession and people reduce spending habits.

Stakeholder engagement

The freight and logistics team from the University of Southampton were engaged with as part of the evidence gathering.

Our recommendations

Reconfigure

In order to mitigate the impacts from increases in online deliveries occurring as a response to COVID-19, the micro-consolidation project should be progressed. This would see some of the research consolidated or conducted alongside the last mile delivery trial. Procurement should continue as planned at the beginning of the programme, and considerations of key locations and routes should be reviewed in the COVID-19 setting.

Running the programme as planned will still see the benefits of micro-consolidation realised as it is expected that the trend of increased home deliveries will remain. To maximise the benefit this brings in the current context, partnering with a more significant provider of home deliveries should be explored as this would bring far greater scale of benefits as well as upscaling the research and understanding outputs. Currently the resource and budget may struggle to support this so this project could be a candidate for additional resource from de-prioritised projects.

#	Recommendation	Justification	Outcome	Start Timescale	Impact/ Completion timescale
1	**Bring forward the low/zero emission last mile delivery trials and explore the opportunity to bring in a more significant provider**	Home deliveries have increased during lockdown measures and are expected to remain at a higher level in future. Therefore the objectives of this project increase in importance. This context offers a unique opportunity to trial and identify	Better understanding of implementation of sustainable last mile deliveries at a time when this is significantly increasing, and an opportunity to reduce their impact. These findings	Short term	Medium term

		different responses to the last mile challenge.	would be replicable across the UK.		
2	**Awareness of the BAU outcomes may be COVID-19 skewed**	At present it is unclear as to if this trend of increased deliveries will remain or change.	Valuable research will still be gathered which will support medium to longer term micro-consolidation.	Short Term	Medium Term

5. Programme

An updated programme plan is provided in an excel document, referenced FTZ Programme Milestone Alterations_v1. It provides an overview of which projects should be progressed in the short, medium and long term in relative to the funding window.

6. Summary Table

A summary of the recommended approaches to each project in Theme 1: Personal Mobility is provided in the table below.

Table 6-1 - Proposed approach for each project

Project Number	Project Name	Option 1: Reset	Option 2: Reconfigure	Option 3: Reinvent
Theme 1: Project 1	MaaS platform		●	
	MaaS trials			●
Theme 1: Project 2	Growing Solent Go		●	
Theme 1: Project 3	Mobility credits	●		
Theme 1: Project 4	DDRT			●
Theme 1: Project 5	Bike/e-bike share scheme		●	
Theme 1: Project 6	Liftshare			●
Theme 1: Project 7	E-scooters*			
Theme 2: Project 1	Drones		●	
Theme 2: Project 2	Macro-consolidation	●		
Theme 2: Project 3	Micro-consolidation		●	

***Project not defined during bid phase so required to design new approach**

6.1. Summary of recommendations

We have summarised the recommendations which we believe Solent Transport should focus on because they support a COVID-19 recovery while maintaining the core focus of the Future Transport Zone. These have been prioritised through identifying the most effective in the current situation and understanding that there is finite resource to deliver these, especially in year 1 as recruitment is ongoing.

Table 6-2 - Prioritised recommendations (high to low)

Project/Programme and Recommendation number	Recommendation overview	Justification for prioritisation
Overall Programme Mobilisation	Programme Governance	It is imperative that the Future Transport Zone programme is mobilised to support the COVID-19 recovery. Ensuring governance is established early will facilitate robust communications and reporting lines, confirm roles and responsibilities to enable implementation and provide the essential framework for partner and procurement activities. Resourcing the delivery of the FTZ has become of increased importance with a need to move quickly and effectively given the current context.
Overall Programme Mobilisation	Procurement	Procurement has the longest lead time. This should be prioritised if the FTZ funding and COVID-19 recovery phases are to work together. Time should be taken to explore all the procurement options, considering alternative routes only where appropriate.
Bike/e-Bike Share – Recommendation 2	Prioritise delivery of the bike share scheme and allocate resource accordingly.	The best-case scenario for a COVID-19 response is to replace private vehicle journeys with big shift to active travel modes. Facilitating bike sharing should therefore be of the utmost priority, even if in the short term it is not supported by MaaS apps. The long term viability of any bike share scheme must still be a significant consideration as part of this recommendation.
E-scooter Trial – Recommendation 1	Develop E-scooter project as a matter of urgency.	Similar to the bike share the priority of introducing E-scooters should be high as it offers an alternative to individuals returning to the private vehicle.
MaaS Platform – Recommendation 1	Prioritise the soft market testing of the MaaS platform and identify any approaches to speed this up.	The MaaS app and the flexibility it offers could support the COVID-19 response with the ability to get information and advice to individuals quickly, alongside the facilitation of contactless ticketing and booking. This must be considered in light of the recommendation to deliver the MaaS app to the general public before the University trials.
DDRT – Recommendation 2	**Consider descoping the project and find areas for reallocation of funds**.	Reallocating in favour of schemes with better Benefit-Cost Ratios will give a higher level of probability of assisting in the COVID-19 response.
Solent Go – Recommendation 3	Prioritise carnet ticket.	A more flexible approach to travel is imperative moving forwards. Even for individuals that prefer the office it is likely during the next phase travel will be significantly reduced. A carnet ticket will support this and should be prioritised.
Micro consolidation – Recommendation 3	Consider bringing forward last mile trial.	Opportunity to begin mitigating against increased delivery impacts of COVID-19, if resource allows.

This report, in the context summarised in the complementary Thought Piece, has established a way forward to mobilise the Solent FTZ and enable the implementation of the key objectives. It shows how the FTZ programme can be adapted to meet changing objectives and priorities, namely:

The delivery of a Solent Future Transport Zone across the next four years, that supports the COVID 19 recovery, develops future transport technology solutions and adapts to changes in transport delivery and travel behaviour.

The COVID-19 response at an authority level provides an 'opportunity' to support active and sustainable travel to prevent a return to the private vehicle. The response to the pandemic offers the chance to start embedding the changes we are seeing in travel choice and behaviour. In the immediate term, public transport will suffer and there will no doubt be a reversion to car usage. However, it is critical that this is challenged and the FTZ is instrumental to this. FTZ delivery can initiate and demonstrate new approaches at a time when accepted norms are being challenged or cast aside. Implementing the FTZ proposals will help build resilience into the network and lay the foundations for alternatives to be taken up as we emerge from the immediate public health crisis with changed lifestyles and new ways of working.

Appendix A. Stakeholder Engagement

A.1. MaaS Platform

Table A-1 - Stakeholder engagement - MaaS platform

	Summary of market response
Readiness	• Platform developers are accustomed to working remotely and have not had significant staff reduction due to illness, furlough or redundancy and are therefore ready to proceed with any development works. • One supplier suggested the lead time from appointment of provider to 'go live' date takes approximately 6 months, could be more or less depending on the level of changes to an existing white label platform, quality of APIs from service providers and willingness to collaborate from other stakeholders. • FTZ remains a priority and suppliers would be willing to respond to tenders from Solent Transport.
Risks	• Car dependence and perception that car is the safest mode are risks to uptake. • Platform development is dependent on cooperation between transport operators including public transport and micro mobility providers. Any 'weak' links cause delay to launch and so a good working relationship is key.
Opportunities	• Providers are seeing an uptake in DRT services offered through the platform and reorganisation of assets for DRT buses to be used for transporting key workers to avoid them having to get on public transport and increasing the likelihood of infecting other passengers. • Seeing a rise in bike hires, especially the Brompton Bike business model which rents bikes to one user for days at a time rather than hours and is stored in their homes or workplaces overnight. • Users require now, more than ever access to real-time data on bus frequency and scheduling. • Looking into ways of predicting and informing on capacity on PT modes and using mobility credits which can only be used at certain times to spread the peak of rush hours.
Procurement	• Consortium or individual procurement approach is fine, but a consortium enables suppliers to ensure there are no 'weak' links and sets a good working practice between the partners from the start. • Some authorities have bypassed formal procurement routes to fastrack MaaS implementation.

A.2. MaaS trials

Table 6-3 - Stakeholder engagement - MaaS trials

Consideration	University of Portsmouth	University of Southampton
Research	• Delivering FTZ projects, including research elements requires the recruitment of new staff which is blocked at the moment by HR. • The software development is dependent on procurement of MaaS platform.	• UoS research capabilities remain strong but there will be some lead time required to get to full capacity. • User research and engagement can begin but being mindful that responses may be overshadowed by short term context and

		therefore long-term barriers may be neglected.
Trials	• It is unclear when students will be returning to campus. • UoP is undergoing major changes as a result of COVID-19 and therefore is prioritising the delivery of day to day teaching.	• Uncertainty around when campus will fully reopen. • University is likely to prioritise other operational needs in short term. • Opportunity to use the 10-year travel plan to leverage MaaS trials and get senior buy-in.

A.3. Growing Solent Go

Table 6-4 - Stakeholder engagement – Growing Solent Go

	SHBOA	SWR
Readiness	Still committed to the Solent Go enhancements and reviewing the scope, feasibility and platform requirements. They are ready to commence detailed discussions around the Solent Go and MaaS app aspects and planning since neither rely on pre-established levels of demand which might have been affected by COVID-19.	Still committed to the heads of terms agreement. They are looking at introducing the Solent Go option to their smart card and ready to start discussing technical specifications.
Risks	Short term focus will be understanding the COVID-19 influence on demand and capacity. Understanding of the situation is changing regularly, potential disengagement around Solent Go could arise. Some enhancements may need to be revisited in the light of the new base travel positions post COVID-19.	Currently under DfT's emergency measures, so unclear how long that will remain.
Opportunities	Greater involvement in the MaaS Marketplace App development	Using COVID-19 changes to travel as an opportunity to re-launch their smartcard offering.

A.4. DDRT

Table 6-5 - Stakeholder engagement - DDRT providers

	Summary of market response
Readiness	• Accustomed to working remotely and have the tools available to do so. • Could implement a mini-pilot within 2-3 weeks to test uptake of DDRT in current circumstances

Responses from live DDRT trials	• On services which remain operational, the ridership levels are at 25% of the pre COVID-19 patronage. This is much higher than other shared modes such as buses.
	• Operational services are implementing measure to reduce capacity:
	  ○ This is typically by 1/3
	  ○ Very easy to implement and enforce via the booking system
	  ○ No major impact on commercial viability, since average occupancy pre-COVID was around 1/3 of total capacity anyway
	• Looking into putting Perspex screens in between riders to improve safety too.

	• They have offered to use case of DRT for transporting key workers, but this hasn't had much take up - unclear why this is but suspected to be to do with authorities not able to keep up with the speed of change.
Risks	• Likely to see a rise in car usage and bike usage where people own them. • Difficult to predict the longevity of nervousness towards shared modes and the relative perception of safety between buses, DRT minibuses, lift sharing etc. without launching a trial. • Risk to setting up a new scheme now, that there is likely a big change in demand and travel patterns and thus user profiles.
Opportunities	• DDRT offers a better digital control of load factors which is a key concern in the recovery phase. • Lots of vehicles and fleets being underutilised at the moment and could be repurposed as DDRT vehicles e.g. taxis, minibus services. • The reduction in demand for taxis is expected to last a significant length of time meaning there will likely be drivers and vehicles available at a reduced cost. • Shotl are seeing a new demand for DDRT platforms to be used for fixed-line bus services in order to have greater data collection and control of capacity. They have examples of this working with fixed line, full demand responsive and hybrid solutions depending on the use case. • DDRT is most valuable in the off-peak, as off-peak bus services become even less commercially viable if people are not making as many non-essential journeys, DDRT is a better alternative. • Looking into converting routes which were on the cusp of being better suited to demand responsive, post COVID-19 the patronage has reduced sufficiently for the business case to suit DRT better rather than reducing frequency to the point where the service is too inconvenient for users. • Blue collar workers are a good target market to ensure safe and reliable transport to and from work during lockdown relaxation and recovery phases.
Procurement	• Shotl are happy to launch a pre-pilot mini-trial for limited cost and rapid delivery speed (2-3 weeks implementation or 6 weeks if white label) which can test operational feasibility and user appetite before formal procurement process. • Procurement for similar projects has been very time consuming and a big stretch on resource for small companies (especially if multiple tenders come out at once). • Need to work with on the ground vehicle and driver operators

A.5. Bike hire engagement

Table 6-6 - Stakeholder engagement - Bike/e-bike share

	Summary of market response
Readiness	• Significant uptake for bike hire companies, anecdotally one company normally has 3 enquiries a week for bike hire services at offices currently it is about 10 a day.
Risks	• Huge uptake in cycling expected putting unseen demand on (conservatively, an extra 10,000 journeys a month as per our thought piece: ○ Walking/cycling infrastructure ○ Cycling equipment including bikes
Opportunities	• Offices that need staff to work looking for alternative safer travel for employees

Governance Approach

The Solent FTZ programme will be delivered by Solent Transport on behalf of the Portsmouth and Southampton City Region Transforming Cities Fund projects and the Solent Transport Member Authorities.

Solent Transport [1] is a partnership and Joint Committee of the four Local Transport Authorities in the Solent area which has been established since 2007. Its members are:

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

One of Solent Transport's functions is to deliver shared projects which provide benefits jointly across all four authorities. The Solent FTZ programme is such a project and Solent Transport has been selected by the two City Regions as lead delivery of this programme.

Solent Transport has two established levels of governance and decision making:

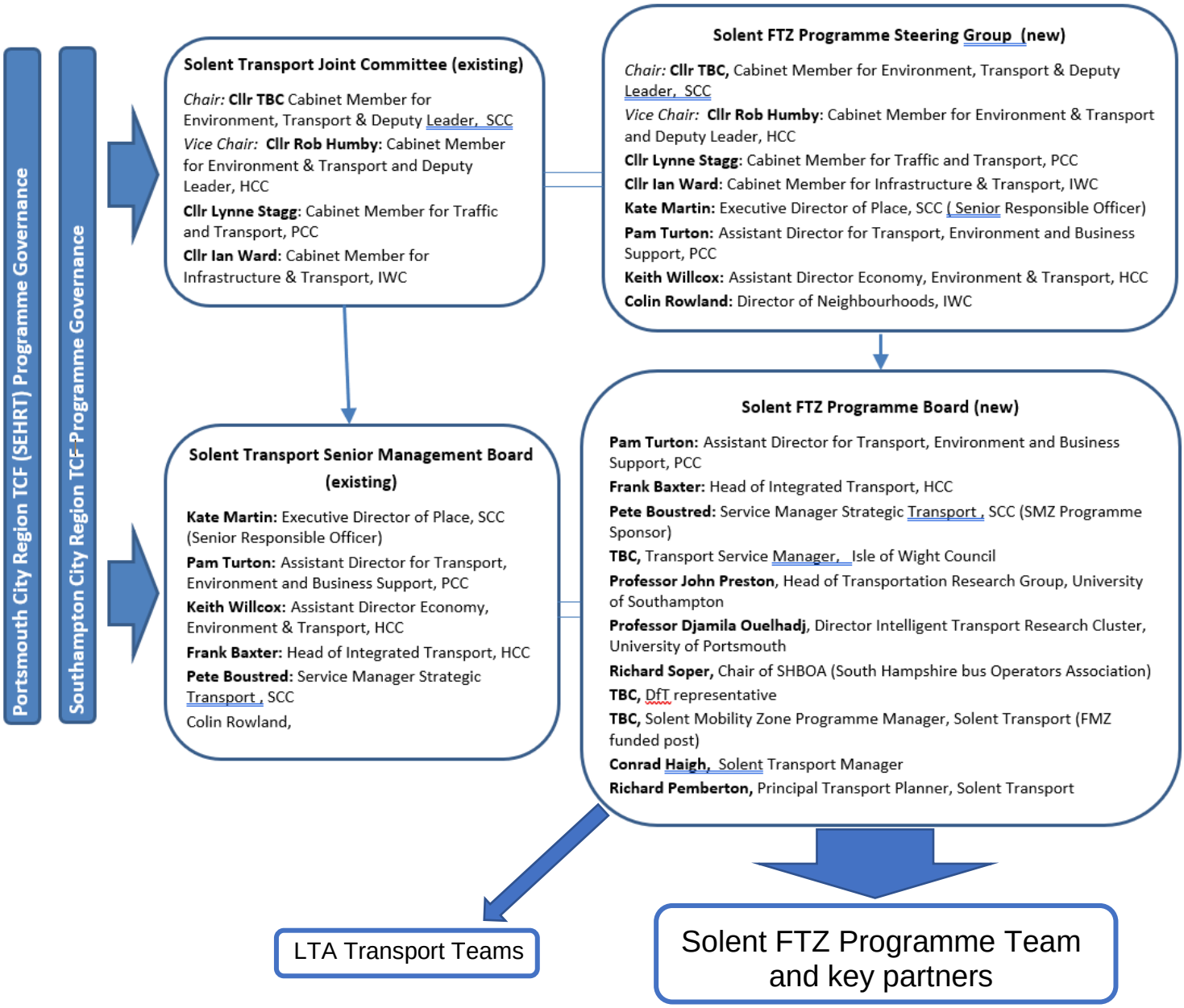
- Joint Committee, which provides strategic direction and decision making on joint initiatives undertaken. The Joint Committee consists of the Executive/Cabinet members for Transport from each of the four member Authorities; and
- Senior Management Board (SMB): SMB consists of the senior officers responsible for transport at the four authorities. SMB provides project level direction, governance and decision making.

A new Solent FTZ Programme Board and Steering Group will be created to provide appropriate governance for the FTZ programme. Membership of these groups is proposed to comprise Members and Officers from the existing Solent Transport Joint Committee and SMB structures respectively, with additional representation on the Programme Board from the leads of the relevant research groups at University of Southampton and University of Portsmouth, reflecting the role of these organisations as "tier 1" partners; from the DfT (the key funder); from SHBOA (key public transport sector partner); and from Solent Transport (the lead delivery organisation).

As SCC are the financially responsible authority, the Senior Responsible Owner would be Kate Martin (Executive Director of Place, Southampton City Council).

The organogram overleaf illustrates the governance approach, and how this would link to the Transforming Cities Fund projects.

[1] http://www.solent-transport.com/about



Solent FTZ programme governance structure

Alignment with TCF governance proposals

All of the Solent Transport authorities are partners in one (or two, in the case of HCC) of the two Transforming Cities Fund projects in Solent, meaning that governance of the Solent FTZ project would link directly with governance of the related TCF projects, with many of the same individuals involved in decision making and project direction.

The table below identifies members/ senior officers within the Solent FTZ governance structure above, and their membership of the proposed TCF governance structures. Substantial alignment/ overlap exists ensuring coordination between the projects and also creating opportunities for efficiency (e.g. FTZ Steering Group and Programme Board meetings could be scheduled to occur at same times as TCF meetings involving the same Members/ Officers).

Member/ Officer	FTZ Steering Group	FTZ Programme Board	PCR TCF (SEHRT) board	SCR TCF Project Board
Cllr Steve Leggett, Cabinet Member for Transport & Place, SCC	Y			Y
Cllr Rob Humby, Executive Member for Environment & Transport, HCC	Y		Y	Y
Cllr Lynne Stagg, Cabinet Member for Transport, PCC	Y		Y	
Cllr Ian Ward, Cabinet Member for Infrastructure and Transport, IWC	Y		Y	
Kate Martin, Executive Director of Place, SCC (as Senior Responsible Officer),	Y	Y		Y
Keith Wilcox, Assistant Director Economy, Environment & Transport, HCC	Y		Y	Y
Pete Boustred, Service Manager Strategic Transport, SCC		Y		Y
Pam Turton, Assistant Direct for Transport, Environment and Business Support, PCC	Y	Y	Y	
Colin Rowland, Director of Neighbourhoods IWC		Y	Y	
Conrad Haigh, Solent Transport Manager		Y		

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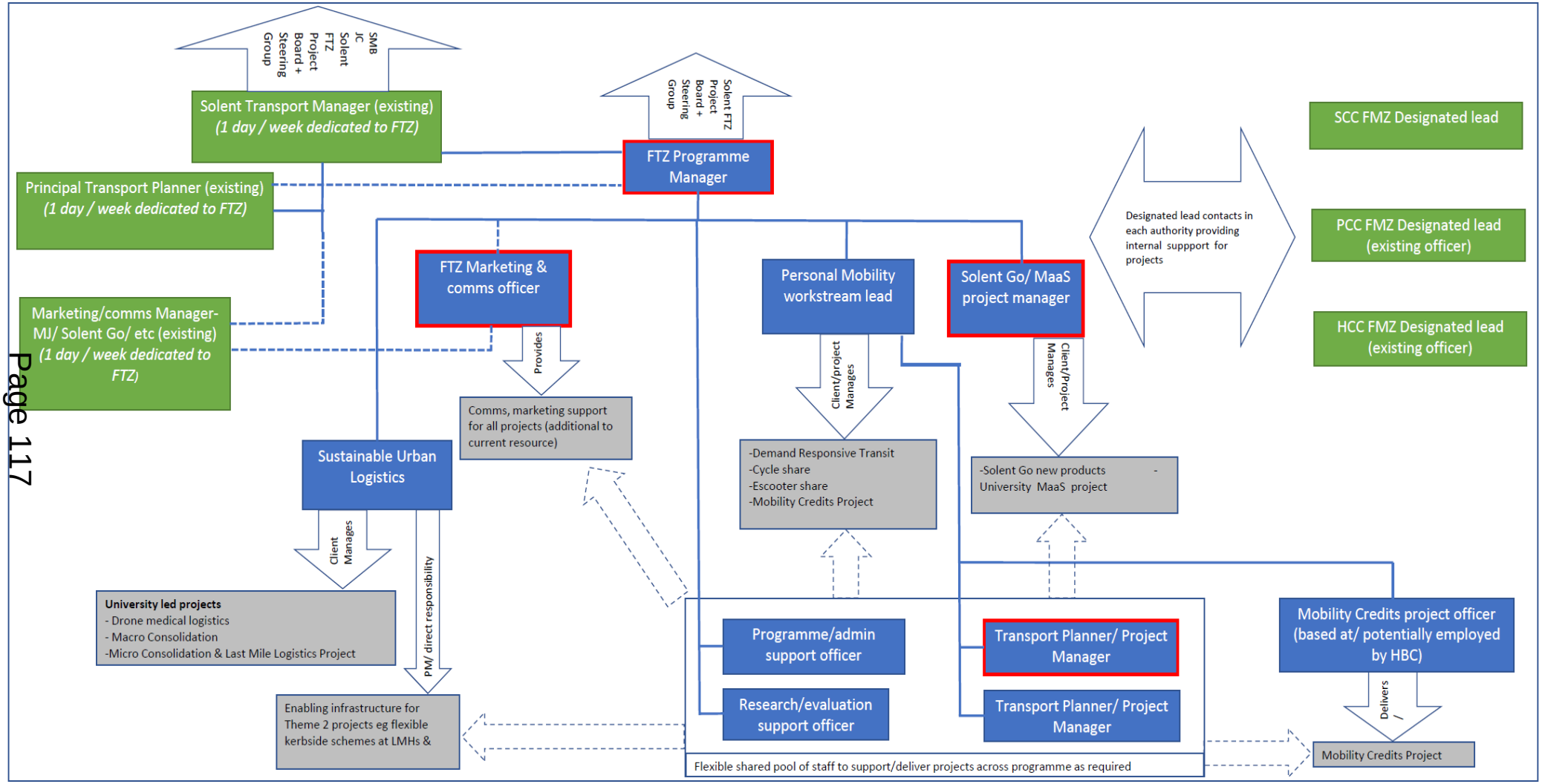
Appendix 5: Delivery Team Structure



We propose to create a dedicated project delivery team within Solent Transport to deliver the FTZ programme. The table overleaf provides basic information about the roles in the outline team organogram provided above. Boxes with red boundaries indicate priority roles requiring recruitment as soon as possible.

Dependent on potential changes to the FTZ programme eg in response to Covid-19 pandemic, details of the delivery team structure could be subject to change.

Position	Broad role/responsibilities	Employing authority	Functional manager (management of work programme etc)	Operational manager ("pay+ rations", HR, IT etc)	Post requires recruitment ASAP?
Solent FTZ programme manager x1 FTE	Overall lead/responsibility for FTZ programme. Attendance of and organisation of Programme Board & steering group. Day to day decision-making & team leadership. Equivalent grade to Solent Transport Manager.	SCC- "secondment" to Solent Transport	Solent Transport	SCC	Yes
Personal Mobility workstream lead x1 FTE	To lead on DDRT, Cycle Share, e-scooters, Mobility Credits and Liftshare projects as these projects will require local authority leadership/ delivery with support as required from Transport Planners (below) and LTA officers. Also likely to input to / interface with other personal mobility projects (ie Solent Go; MaaS).	SCC- "secondment" to Solent Transport	Solent Transport	SCC	
Solent Go/ MaaS project manager x1 FTE	To lead on Solent Go upgrades, Uni MaaS/ wider Solent Go MaaS projects (in some areas possibly in conjunction with personal mobility workstream lead), including client managing University and Consultant delivered tasks for these projects.	SCC- "secondment" to Solent Transport	Solent Transport	SCC	Yes
Sustainable Urban Logistics PM/lead x1 FTE	To lead on urban logistics theme (Drone Logistics; Macro-consolidation; Micro-consolidation) . Much of these projects will be delivered by others (primarily Universities) hence this would be primarily a client manager role. The elements to be delivered directly are the SDC elements of the Macro Consolidation project (primarily set-up of consolidation centre for Portsmouth) and implementation of flexible kerbside sensors/ booking systems to enable the Micro-consolidation trials.	SCC- "secondment" to Solent Transport	Solent Transport	SCC	
Mobility Credits project officer x1FTE	Likely to be based at and possibly employed by Havant Borough Council. Responsible for implementing many aspects "on the ground" of the Mobility Credits project. Other responsibilities will include providing a dedicated "interface" with HBC, and provision of resource/ support to HBC to implement joint aspects of this project	Havant BC	Shared HBC/ Solent Transport	Havant BC	
Marketing/comms officer x 0.7FTE	Provision of marketing & comms support for all projects. Will include running 1-2x promo campaigns per year for Solent Go and other Solent Go/ MaaS related marketing & comms activities; comms and engagement advice/ support for Mobility Credits scheme, and general marketing/comms support for the wider programme. Post would be matrix managed by existing Solent Transport comms/marketing	SCC- "secondment" to Solent Transport	Solent Transport (marketing/comms mgr)	SCC	Yes

	manager and by FMZ Programme Manager to ensure coordination with wider Solent Transport/ LTA comms to ensure coordination.				
Programme/admin support officer x1 FTE	Primarily programme support eg admin, supporting procurement work, financial monitoring & reporting, support for organising events & meetings etc. Post will require access to SCC financial management & administrative systems.	SCC	SCC/Solent Transport Shared (dedicated to FMZ support)	SCC	
Transport Planner/Project Manager - x2 FTE	A pool of dedicated flexible transport planners / project managers to provide assistance & resource to any of the FMZ projects as required. Specific tasks would be many and varied but examples include support for last mile delivery project eg finding sites, preparing TROs; working to design and procure the DRT projects; developing & procuring the cycle share scheme, etc. One of each of these posts are proposed to be embedded within the transport teams of each of PCC and SCC to enable access to respective authorities systems and FTZ project integration within each LTA	1x SCC 1x PCC	SCC/PCC but dedicated to Solent Transport and FMZ programme	1x SCC 1x PCC	Yes for 1x post to deliver E-scooter share fast track
Research, evaluation, support officer - 0.7FTE	Specialist support for research, evaluation work for projects eg data gathering & analysis, focus groups, surveys, etc; preparing regular monitoring reports back to DfT; liaison & review of University/Consultancy research inputs etc	SCC- "secondment" to Solent Transport	Solent Transport	SCC	

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