

Transport for South Hampshire

Business Plan 2011 – 2013

June 2011 – May 2013

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1. Introduction from the Chairman



Councillor Melville Kendal
Chairman of the TfSH Joint Committee

This TfSH Business Plan covers the period 2011-13 and sets out how key priorities for the South Hampshire area, as identified by PUSH, the Solent LEP and the South Hampshire Joint Local Transport Plan Strategy will be delivered through a Work Programme.

This third Business Plan has been written within a significantly changed context. Since taking office a year ago, the coalition Government has set out its agenda on public sector funding, local governance and transport policy through a series of statements, policy documents and funding decisions. These policy shifts are having a significant impact across the local government sector and more widely.

These changes have had an impact on the resourcing of the TfSH project team, which has been significantly curtailed. In response, the TfSH project team needs to become more of a coordinating body focussing on strengthening existing partnerships and developing new ones, and identifying, initiating and coordinating those strategic projects where partnership working provides efficiencies and a more powerful case.

Whilst this Business Plan is reflective of the new landscape it must be considered a live document as the exact profile of this new landscape – particularly with regard to the Solent Local Enterprise Partnership – is still being shaped. A detailed work programme is set out for year one of this Business Plan, with a mid-term review required to set the work programme for 2012-13.

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

Councillor Melville Kendal
Hampshire County Council

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

Councillor Jason Fazackarley
Portsmouth City Council

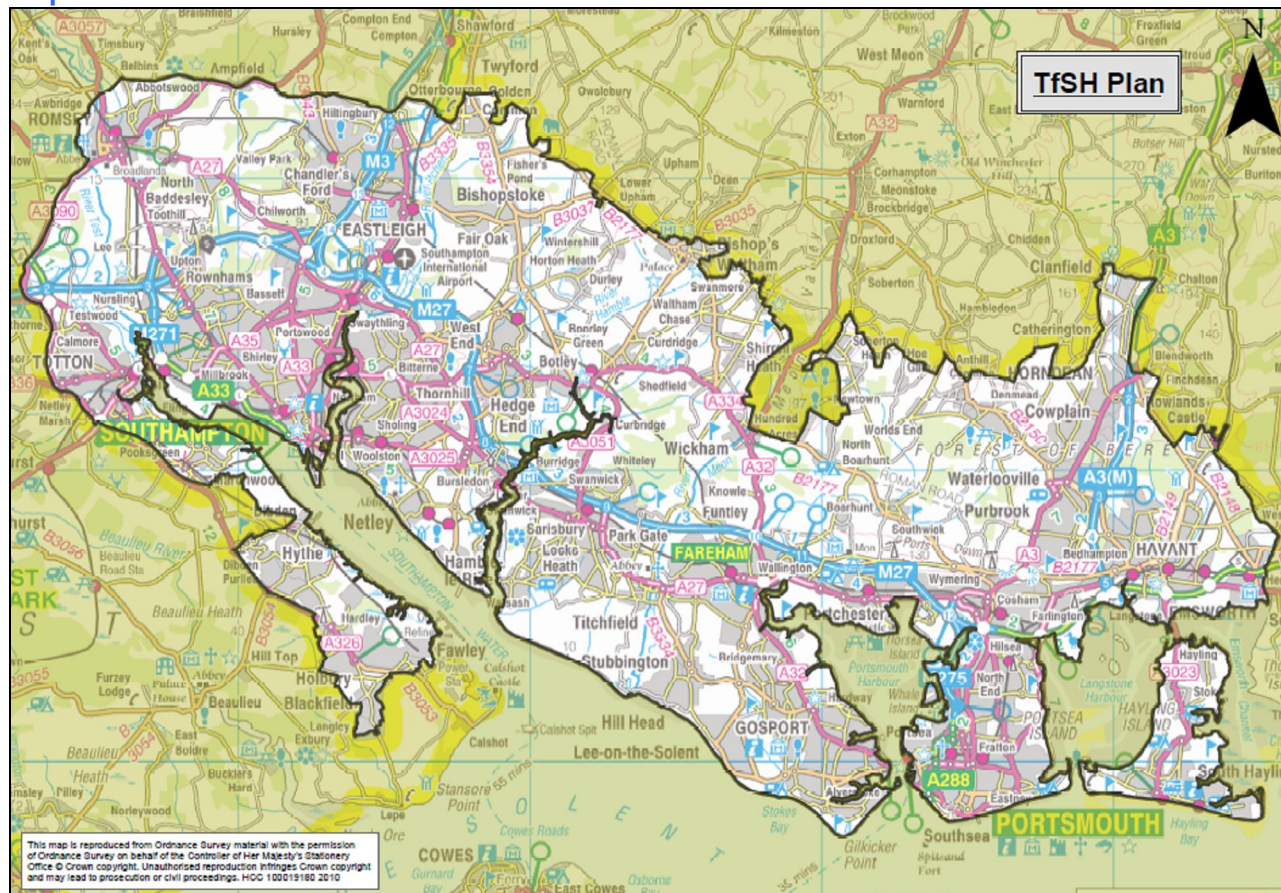
A handwritten signature in black ink that reads "Daniel Fitzhenry".

Councillor Daniel Fitzhenry
Southampton City Council

2. Background

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

Map 1: TfSH Area



TfSH represents the three local highway and transport authorities of South Hampshire and, by working collectively, provides a more powerful and effective strategic force in improving transport in South Hampshire than the three authorities would otherwise achieve by working separately. The partnership recognises that the transport movements in this bi-polar and interconnected urban area do not respect administrative boundaries and so provides a mechanism through which solutions across boundaries and partners can be developed and funding secured. A strength of the partnership is that the three authorities also pursue independent local priorities as well as working collectively on strategic matters.

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

The second Business Plan (2009-11) sought to coordinate the delivery of the strategies and schemes that were seen as necessary for South Hampshire to successfully overcome the challenges of growth in demand for travel, planned housing and economic growth – as outlined in *Towards Delivery*. It also defined the core activities of TfSH at that time as centred around bidding, development of an evidence base, influencing national and regional decision making, and to co-ordinate a joint Local Transport Plan 3 for South

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

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

This third Business Plan needs to build on past successes and relationships, but within a significantly changed context. Since taking office a year ago, the coalition Government has set out its agenda on public sector funding, local governance and transport policy through a series of statements, policy documents and funding decisions. These policy shifts are having a significant impact across the local government sector and more widely. Of particular significance has been the Local Growth White Paper (2010), which set out the Government's intention to introduce a number of Local Enterprise Partnerships (LEPs). In South Hampshire the [Solent Local Enterprise Partnership](#) was established in the initial tranche of LEPs. The Board of the LEP has now been elected, as has the Chairman, and all three TfSH authorities are members, along with the Isle of Wight. Despite the Isle of Wight having been invited to joint TfSH, due to financial constraints, they have been unable to commit to the Partnership at the present time.



Whilst this Business Plan is reflective of the new landscape it must be considered a live document as the exact profile of this new landscape – particularly with regard to the Solent LEP – is still being shaped.

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



The DfT's current Major Schemes Programme has been significantly curtailed, again, as a result of the funding constraints. The current programme runs until 2015 and locally, Tipner Interchange and the Northern Road Bridge Maintenance scheme sit within the Development Pool. These are both being progressed by Portsmouth City Council. The DfT is now beginning to consider how it will prioritise its Major Scheme Programme from 2015. Given that bidding will be invited well in advance of 2015 and, given the significant work required in preparing bids, the coordination of this work should form a core activity of TfSH over this Business Plan period.

The delivery of the Sub-Regional Transport Model (SRTM) was a key success of the second Business Plan and the modelling suite places TfSH in an incredibly strong position to evidence its case for intervention – something we have not been able to provide sufficiently previously. The SRTM will be used to develop a Long Term Strategic Implementation Programme (LTSIP), which will outline the interventions required to enable the planned growth in South Hampshire, and so will underpin and frame any bidding. Indeed, experience from those areas that are consistently successful in securing transport investment makes clear the importance of a robust transport evidence base underpinning an evidenced, objective and realistic delivery plan. The connections between transport and the economy are clear and the need to prioritise transport schemes by their economic

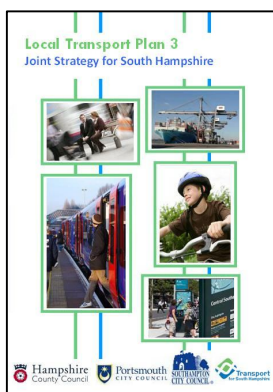
impact is now more important than ever. The aspirations of the Solent LEP and the business community will be an important consideration through the development of the LTSIP. A dual focus on improving access to and movements within South Hampshire is imperative.

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

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

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

3. Strategic Direction



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

- vision
- challenges
- outcomes, and
- policies.

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

Unlike the constituent authorities of TfSH, the Partnership, itself, is not a delivery body and focuses on the coordination of strategic level interventions. A strategic scheme is defined as a scheme that will have significant benefit over an area wider than its immediate locality. In consideration of this, the objectives of TfSH – in support of the Vision – are:

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

The TfSH Vision is to create:

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

LTP3, April 2011

These objectives help to identify the core activities of TfSH, and these are:

Develop an evidenced, objective and realistic Long Term Strategic Implementation Programme that responds to the sustainable economic growth aspirations of South Hampshire, its businesses and the wider UK economy

Coordinate bids to funding pots and programmes, in particular the next DfT Major Schemes Programme

Provide strategic transport intelligence and advice to the Solent LEP and PUSH, where requested

Manage and maintain the Sub-Regional Transport Model (SRTM)

Explore alternative mechanisms of transport service delivery to improve efficiency and local ownership

Development of a major scheme business case to the Local Sustainable Transport Fund and coordination of delivery of any successful package bid¹

Building on the proposals for wider BRT, coordinating the development, in conjunction with the South Hampshire Bus Operators Association (SHBOA), of an area-wide public transport delivery strategy

Maintain existing partnerships and strengthen links with business partners, in particular

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

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

¹ An Initial Proposal for a Large Joint Project Package bid to the DfT's Local Sustainable Transport Fund (LSTF) was submitted on the 6th June 2011. A decision on short-listing for major scheme business case development will be made by DfT by the end of July 2011, with subsequent full bids required by 20th December 2011. Successful applicants will be notified in June 2012.

4. Governance and Partnerships

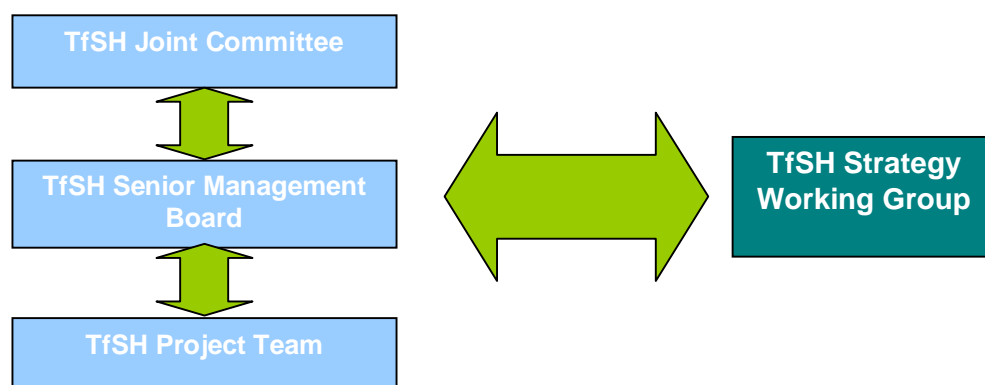
A Joint Management Agreement for TfSH was approved in June 2008, by the three constituent highway authorities. The Agreement formalises the governance arrangements for TfSH and records the intentions of these three authorities to work together.

Since transport is a key factor that can have a profound influence on the location and rate of sustainable growth, a relationship exists between TfSH and PUSH, which both cover the South Hampshire sub-national area (Map 1) served by the Borough Councils of Eastleigh, Fareham, Gosport and Havant in their entirety and also part of the districts of East Hampshire, Winchester, Test Valley and New Forest. This relationship will continue to have a two-way impact on the work of the respective partnerships during the period of this Business Plan.

As outlined earlier in this Plan the Solent LEP has recently been established and it is expected that TfSH will provide its strategic transport intelligence and advice. However, at the time of writing this Plan the exact nature of the relationship between TfSH and the Solent LEP has not been formalised.

The TfSH partnership is structured as a formal Joint Committee, established in accordance with the Joint Management Agreement and Section 102(1) of the Local Government Act 1972. This is supported by a Senior Management Board, comprising the senior transport planning officers of the three highway authorities. This Board is, in turn, served by a number of Working Groups, which involve industry stakeholders to ensure that plans and aspirations are embedded within their respective company plans for investment. The TfSH governance structure is shown in Figure 1.

Figure 1: TfSH Governance



Councillor Melville Kendal (Executive Member for Environment & Transport, Hampshire County Council) has been the Chairman of TfSH since its inception in 2007 and will continue in this role for at least the 2011-12 year.

A project team is in place to ensure that TfSH delivers in accordance with this Business Plan, ensuring that the organisation is:

- properly resourced
- involves stakeholders at all appropriate levels
- results driven; and
- accountable to the constituent authorities.

The project team structure has contracted considerably and currently has provision to be resourced by three FTEs.

In addition to the local highways and transport authorities, a wide range of stakeholders is affiliated to TfSH. These organisations, representing transport authorities and operators, business and government

agencies, are involved through their attendance at the quarterly Joint Committee meetings and, as appropriate, through working groups to develop the strategy, or to progress improvements relevant to their particular interest.

The first meeting of the TfSH Joint Committee in October 2007 established a principle for the business planning cycle. In view of the differing electoral cycles of the three constituent authorities, it agreed to follow the political calendar (June to May), rather than financial years. The arrangement would allow incoming Members, during an election year, to influence the shape of future Business Plans rather than commit them to a pre-existing plan based on an April start.

This Business Plan aims to cover the next two year period June 2011 to May 2013. A Work Programme has been prepared to continue the development and establishment of the partnership. The activities comprising the first year of the Work Plan are resourced within the TfSH budget for 2011-12. Given the contraction of the TfSH team, there is a need for additional input from the three partner authorities in order for the actions to be delivered.

In accordance with the Joint Management Agreement the TfSH Joint Committee appointed the three principal authorities to provide certain services, advice and guidance to TfSH. This is to ensure an equitable spread of responsibilities and to utilise existing skills and competences within the three authorities. These responsibilities are outlined in Figure 3.

Figure 3: Responsibilities of the partner authorities

Responsibility	Lead Authority
Finance matters	Led by Hampshire
Technical matters	Led by Hampshire
Democratic Process	Led by Hampshire
Legal matters	Led by Southampton
PR and Marketing	Led by Portsmouth

As indicated above, the role of TfSH in coordinating bidding activity for strategic projects is a core activity. The Joint Committee on 17 October 2008 established the principle that major projects should be vested in the appropriate highway authority as 'Lead Authority' for implementation and construction. The Lead Authority will have the full authority and power to act on behalf of TfSH for the purpose of delivering the major project. The distinction between the roles of TfSH and the Lead Authority is shown in Figure 2.

Figure 2: Bidding Protocol

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

Where an authority takes on the role as Lead Authority for a major project within their area, it will be the responsibility of that Lead Authority to provide the advice and guidance relating to all aspects of that particular project.

5. Finance

Financial Protocols

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

The protocols set out a process for approving projects and recognise the role of Lead Authorities in taking forward the delivery of major projects that have secured funding through the efforts of TfSH.

Budget Planning 2011-12

In previous years the budget planning within the Business Plan has covered the full two year period of the Business Plan. However, given the changing landscape TfSH is operating in, it seems pertinent to present a budgeted work programme for the first year of this Plan with the work programme for 2012-13 to be included within a mid-term Business Plan review next year.

The partners' contributions to TfSH revenue studies and officer time have, in previous years, been decided via an established formula: 60% Hampshire County Council, 20% Portsmouth City Council, and 20% Southampton City Council. This split is broadly in line with the population. However, as a result of budgetary pressures within each of the three partner authorities, the revenue contribution to TfSH for 2011-12 has been reduced and agreed as:

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

The tables below show the TfSH revenue and capital funding forecast for 2011/12. This is based on the above funding from the partners and a carry forward of under-spending of £560,000. The carry forward is partly as a result of slippage on the TfSH Evidence Base Contract, with much of this carry forward expected to be spent within the first quarter of the 2011-12 financial year.

Revenue Funding 2011/12	
Balance b/f from previous year	£560,000
Partner contributions	£200,000
Total Revenue funding	£760,000

On the capital side, TfSH has successfully bid for PUSH capital grants of £500,000 and £30,000 for developing the evidence base and additional business case development work for Tipner, respectively.

Capital Funding 2011/12	
PUSH grant (Evidence Base)	£500,000
PUSH grant (Tipner)	£30,000
Total Capital funding	£530,000

In addition to the above secured funding, TfSH has also submitted a bid to the Local Sustainable Transport Fund and is likely to submit a Regional Growth Fund round two bid for the Platform Road scheme in Southampton, with the latter led by ABP and the Solent LEP.

An Initial Proposal for a Large Joint Project Package bid to the DfT's Local Sustainable Transport Fund (LSTF) was submitted on the 6th June 2011. A decision on short-listing for major scheme business case development will be made by DfT by the end of July 2011, with subsequent full bids required by 20th

December 2011. Successful applicants will be notified in June 2012. The total cost of the project is £24.17m, requiring a £17.85m call on the LSTF, after local contributions. Should TfSH be successful with this bid, the project will be coordinated throughout 2012-15 by TfSH, with delivery by the partner authorities as well as external partners.

6. Work Programme for 2011-13

Whilst it is possible to identify the *priority actions* for TfSH over the next two years, given the changing landscape, a detailed work programme for 2011-12 only is provided. The work programme for 2012-13 will form part of the mid-term update to the Business Plan next year.

Priority Actions 2011-13

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

TfSH Action Plan 2011-12

Priority Action	Activity	Lead	TfSH Staffing Resource (%FTE) <i>Max = 300%</i>	Funding	Delivery
1	1.1	TfSH Evidence Base Modelling	TfSH	£500,000	01-2012
	1.2	Development of a Long Term Strategic Implementation Plan for South Hampshire / Scenario testing	TfSH	£415,000	01-2012
2	2.1	Coordinate bids to funding pots	TfSH & Partner authorities	Staff resource	03-2012
	2.2	Coordinate bids in readiness for the next DfT Major Schemes round (2015)	TfSH & Partner authorities	Inc. in 1.2.	-
	2.3	Tipner MSBC	PCC	£30,000	09-2011
3	3.1	Provide transport support to the Solent LEP, where requested	TfSH	Staff resource	-
	3.2	Provide transport support to PUSH	TfSH	Staff resource	-
	3.3	Provide transport support to develop strategic sites	TfSH & Partner authorities	Staff resource	-

4	4.1	Manage the Progress Group and Steering Group of the SRTM	TfSH	5%	Staff resource	12-2011
	4.2	Client manage the TfSH Evidence Base Contract (including review)	TfSH	5%	Staff resource	03-2012
	4.3	Manage requests for use of the SRTM and its data	TfSH	10%	Staff resource	-
	4.4	Ensure that the SRTM is maintained as a robust and compliant strategic model	TfSH	2.5%	Staff resource	-
	4.5	Improve access to and visibility of the SRTM through the TfSH website	TfSH	2.5%	Staff resource	31-10-11
5	5.1	Explore and initiate opportunities for shared transport service delivery between the three partner authorities	TfSH & Partner authorities	5%	£20,000	03-2012
	5.2	Explore options for improved outcomes and efficiencies across transport infrastructure in South Hampshire	TfSH	5%	Staff resource	03-2012
6	6.1	Development of a major scheme business case to the Local Sustainable Transport Fund ¹	TfSH & Partner Authorities	50%	£75,000	12-2011
7	7.1	Development of an area-wide public transport delivery strategy (<i>Including Public Transport Interchanges</i>)	SCC with TfSH support	40%	£50,000	03-2012
8	8.1	Maintain and strengthen existing partnerships through meaningful engagement	TfSH	20%	Staff resource	-
	8.2	Work with existing business groupings to develop a single business transport forum for South Hampshire	TfSH	10%	Staff resource	09-2011
	8.3	Host a Business transport summit	TfSH	2.5%	£35,000	10-2011
	8.4	Attend strategic business meetings where transport input is required	TfSH	5%	Staff resource	-
9	9.1	Deliver on the commitments within the South Hampshire Multi-Area Agreement	TfSH	5%	Staff resource	-
	9.2	Deliver on the commitments within the South Hampshire Bus Partnership Agreement	TfSH	5%	Staff resource	-
	9.3	Deliver on the commitments within the South Hampshire Rail Communications Protocol	TfSH	5%	Staff resource	-
10	10.1	Coordinate the TfSH Joint Committee process	TfSH	30%	Staff resource	-
	10.2	Manage and co-ordinate TfSH sub-groups	TfSH	20%	Staff resource	-
	10.3	Explore the expansion of the geographic coverage of TfSH	TfSH	5%	Staff resource	03-2012

Core Meetings	Month										
	Jul 11	Aug 11	Sept 11	Oct 11	Nov 11	Dec 11	Jan 12	Feb 12	Mar 12	Apr 12	May 13
TfSH Joint Committee											
TfSH Senior Management Board											
TfSH Strategy Working Group											
TfSH Evidence Base Steering Group											
TfSH Evidence Base Progress Group											

Project Programme ²	Month										
	Jul 11	Aug 11	Sept 11	Oct 11	Nov 11	Dec 11	Jan 12	Feb 12	Mar 12	Apr 12	May 13
1.1 TfSH Evidence Base Modelling											
1.2 Development of a Long Term Strategic Implementation Plan for South Hampshire / Scenario testing											
2.3 Tipner MSBC											
4.5 Improve access to and visibility of the SRTM through the TfSH website											
6.1 Development of a major scheme business case to the Local Sustainable Transport Fund ³											
7.1 Development of an area-wide public transport delivery											

² Non-project activities are not included as many are responsive or ongoing as part of TfSH business.

³ Subject to successful short-listing of Initial Proposal in Summer 2011.

strategy (Including public transport interchanges)											
8.2 Work with existing business groupings to develop a single business transport forum for South Hampshire											
8.3 Host a business transport summit											
9.1 – 9.3 Deliver on the Commitments within partnership agreements											

7. Resources and Working Arrangements

The skills and resources available to help the TfSH partnership delivery these actions are different from the mainstream transport planning and civil engineering delivery abilities that are necessary in local authorities. The TfSH core team needs the following mix of skills and resources at its disposal:

- Programme management (not scheme project management)
- Stakeholder relationship liaison
- Political awareness
- Up-to-the-minute knowledge of transport thinking
- A clear understanding of transport realities
- Transport modelling awareness
- Bidding skills
- Responding quickly to developing opportunities
- An understanding of the links between transport and economic development
- Co-ordination and commissioning skills
- A clear understanding of the roles, priorities, capabilities and limitations of TfSH stakeholders; and
- A clear understanding of the needs of residents and the business community.

The mechanism through which this Business Plan will be delivered is:

- The Joint Committee, providing political direction and approval of executive action. This also allows for formal stakeholder representation and meets three times per year.
- Senior Management Board of the local highway and transport authorities providing executive decision making. This has previously met monthly.
- Strategy Working Group, involving national and regional stakeholders, to determine strategy within the context of the approved Business Plan. This meets every two months.
- Working Groups as set out in the Action Plan.
- Individual project groups, meeting as required.

The staff resources of the TfSH core project team comprise 3.0 FTEs with 1 of these FTE posts currently vacant. However, to deliver the Action Plan a requirement for 3.5 FTEs has been identified. Should TfSH be successful in being shortlisted for major scheme business case development through the LSTF, a review of the Action Plan will be required or additional resources acquired.

As noted within this Business Plan and its Action Plan, there will be a requirement for additional resource to be provided by the partner authorities on a project-by-project basis.

8. Risk Register

The below table identifies the core risks associated with the delivery of this Business Plan.

Risk #	Risk Detail	Start & End Date	Risk Rating	Mitigation	Risk Owner
1	Change in political support for TfSH within one or more of the partner authorities	06-11 to 05-13	Low	Elections have recently been held within PCC and SCC resulting in no change to the political control at each of the authorities. Members are actively engaged through the Joint Committee process and provide the strategic direction for TfSH.	HCC / PCC / SCC
2	Solent LEP seeking to progress transport matters independently	06-11 to 05-13	Med	TfSH officers are working with officers who support the Solent LEP and have made LEP Board Members aware of the work of TfSH. TfSH has already provided support to the Solent LEP by analysing the transport impact of potential Enterprise Zones. Consideration of the involvement of the Solent LEP within the TfSH Joint Committee process will be explored.	SB
3	Reduced funding contribution in year one by the partner authorities	06-11 to 05-12	Low	Funding has been agreed by the partners for 2011-12.	HCC / PCC / SCC
4	Reduced funding contribution in year two by the partner authorities	06-11 to 05-12	Med	Ensure that each partner authority realises benefits from partnership working.	HCC / PCC / SCC
6	Failure to produce an agreed LTSIP.	06-11 to 03-12	Med	A project team has been established through the development of the SRTM. This same team will continue to drive forward the development of the LTSIP. Progress of the LTSIP will be reported to SMB to ensure strategic involvement of senior officers within the partnership, as well as the TfSH Evidence Base Steering Group and the TfSH Strategy Working Group to ensure the engagement of strategic partners.	SB
7	Failure to be short-listed for the LSTF Large Project Package	06-11 to 07-11	High	An Initial Proposal was submitted to DfT on 06-06-11. A bid manager was appointed to deliver the initial proposal, a steering group established, and	SB

				considerable resource within the TfSH Project Team and within the partner authorities was provided. Competition for the large project pot is expected to be high, although it is felt TfSH has made a compelling case.	
8	Failure to secure funding for the maintenance of SRTM	06-11 to 05-13	High	Agreed at April 2011 Joint Committee that income generated through the use of the SRTM by external bodies will be ring-fenced into a maintenance fund. The extent of this fund is difficult to predict and so may be insufficient – on its own – to fund a biennial update to the data underpinning the SRTM.	SB
9	Failure to enable external bodies to use the SRTM	06-11 to 05-13	Low	A protocol has been agreed by the Joint Committee, along with a charging schedule. The consultancy project managing the SRTM has the necessary capacity to resource requests for use.	SB
10	Failure to produce an area-wide public transport strategy	06-11 to 03-12	Low	Need to agree project manager, resourcing and milestones towards delivery.	SCC
11	Failure to maintain existing strategic partnerships	06-11 to 03-13	Low	Key strategic partnerships and relationships are maintained through the TfSH Evidence Base Steering Group and through the TfSH Strategy Working Group. These operate on a bi-monthly basis.	HCC / PCC / SCC
12	Failure to secure the engagement of business and establish a single strategic transport fora for South Hampshire	06-11 to 03-12	Med	Existing fora are established but general agreement has been secured that rationalisation into a single strategic fora should be progressed. This needs to be handled sensitively to ensure that business lead and all business groupings feel engaged.	SB
13	Failure to deliver on commitments within partnership agreements	06-11 to 03-12	Low	Provide resource within the TfSH project team to deliver on the commitments within partnership agreements.	SB