



Agenda

Name of meeting	SOLENT TRANSPORT JOINT COMMITTEE
Date	THURSDAY 4 MARCH 2021
Time	2.30 PM
Venue	VIRTUAL
Members of the committee	Cllrs I Ward (Chairman), Cllr R Humby, Cllr S Leggett and Cllr L Stagg Sarah MacDonald - Democratic Services Officer:

1. **Minutes** (Pages 5 - 8)

To confirm as a true record the Minutes of the meeting held on 5 October 2020.

2. **Declarations of Interest**

To invite Members to declare any interest they might have in the matters on the agenda.

3. **Solent Transport 2021/22 Business Plan** (Pages 9 - 24)

4. **Solent Transport Finance Update** (Pages 25 - 34)

5. **Future Transport Zone Steering Group**



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- (a) Solent Future Transport Zone Progress Report (Pages 35 - 60)
- (b) Mobility as a Service (MaaS) Project Briefing
 - To receive a presentation.
- (c) E-Scooter Trials Update
 - To receive a presentation.

CHRISTOPHER POTTER
Monitoring Officer
24 February 2021

Interests

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Minutes

Name of meeting	SOLENT TRANSPORT JOINT COMMITTEE
Date and Time	MONDAY 5 OCTOBER 2020 COMMENCING AT 3.00 PM
Venue	VIRTUALLY (MS TEAMS)
Present	Cllr I Ward (Chairman), Cllr R Humby, Cllr S Leggett and Cllr L Stagg
Also Present (Non voting)	S Baker (Solent LEP), F Baxter (Hants), Z Bearne, P Bousted (Soton), S Chandler (IWC), R Clubb (TfSE), C Haigh (Hants), P Haustead, R Ivory (Soton), N Loader, K Melville (Soton), R Pemberton (Hants), C Rowland (IWC), P Turton (Ports), G Wright (Hants)

1. Minutes

RESOLVED:

The Minutes of the meeting held on 29 June 2020 were approved as a true record.

2. Declarations of Interest

No Declarations of Interest were made.

3. Solent Future Transport Zone - Proposed Governance Arrangements

Conrad Haigh, Solent Transport Manager, presented the report and gave an overview of the proposed governance arrangements for delivering the Solent Future Transport Zone (FTZ). The FTZ steering group would have the same members as the Joint Committee but with some additional members. It was noted that the FTZ programme manager interim had changed to Keith Melville. The project board would meet in the same way as the steering group after each Joint Committee meeting. There would be a user stakeholder group to ensure that feedback was received from representatives of bodies involved in the delivery of projects and to ensure that user groups were properly represented.

A question was asked regarding recruitment of people coming into the structure. Clarification was given that budget had been provided for seven interim staff at same cost of using the consultancy framework. This has helped accelerate the programme significantly.

Consideration would be given to whether any other parties needed to be included.

RESOLVED:

To agree in principle the recommendations to adopt the governance arrangements in the report. Solent Transport authorities would come back to the new Solent FTZ steering group and/or Joint Committee if any changes were subsequently proposed.

The terms of reference for each Committee and Board would be reviewed.

4. Solent Local Rail Connectivity Study (CMSP)

The case for a new rail connectivity strategy for the Solent area had been in the business plan for the past year, as there was currently no formalised strategy for how to develop the rail network in the Solent.

Joint working with Network Rail and other stakeholders had taken place in the production of the strategy.

Richard Pemberton showed a presentation showing the overall aim of the strategy. The study was based around six strategic questions looking at what needed to be done and could be done. More detail was provided around each of the strategic questions.

The impact of the COVID pandemic was discussed and it was not believed that any of the recommendations in the report had been superseded but there may ned to be some amendments with regard to timescales.

Following a query raised by Cllr Leggett clarification was provided that the DfT had been involved in the working group and had endorsed the study. Network Rail were proposing that the schemes were taken to the next stage after more detail regarding design and cost was carried out.

The Chairman requested that the issues with the Isle of Wight ferries as part of the link to the Island's railway be taken up with the DfT at the appropriate time.

For recommendations 1 and 2, for procedural reasons Cllr Humby requested that these be amended to:

- 1) That the Joint Committee **NOTE AND AGREE THE FINDINGS** of the Solent Local Rail Connectivity Study, and the emerging strategic advice within, as a major component of the Solent Transport's developing long-term strategy for the area. This includes infrastructure improvements at the following locations to enable train frequency uplifts, which will enable up to a 20% improvement in overall journey times through improvements at:

- Fareham station
 - Totton area
 - Portsmouth City Centre
 - Between Eastleigh, Botley and Fareham
 - Eastleigh area
- 2) That the Member Authorities represented on the Joint Committee consider and take steps to **NOTE AND AGREE THE FINDINGS** of the study within their authorities.

No changes to recommendations 3 and 4 were requested.

RESOLVED:

Recommendations 1 to 4 were agreed by the committee, with the proposed changes to recommendations 1 and 2.

5. **TFSE Engagement Update**

Rupert Clubb presented an overview of the vision of the TfSE, the area covered by the South East and the publication of a 30-year transport strategy, detailing a sustainable route to growth, including carbon reduction, the impact of COVID 19 on transport use, setting the future direction. A bid had been submitted to the treasury and DfT setting out the next 3 years the level of funding needed to deliver. An outline of governance arrangements was given which was noted by the Committee.

The strategy was in alignment with other Authorities' transport plans, which was welcomed by members.

In response to queries raised by members, clarification was provided that the timing of the five area studies was dependant on future funding. A grant had already been received from the DfT of £1.225 m which had enabled work to commence for three of the area studies. The other two would depend on future funding for which early indication would be helpful. A further update would be provided to the next Board meeting. The decarbonisation plan would be significant and some positive signals were already coming from government in this area. It was rumoured that the new petrol/diesel target was to be brought forward to 2030, which would be a challenge for local authorities.

The importance of working in partnership and speaking with one voice was emphasised, as it would give confidence for investment.

RESOLVED:

The Committee welcomed and noted the report.

6. Solent LEP - Solent 2050 and Economic Recovery Plan

Stuart Baker from Solent LEP gave a brief overview of the Solent 2050 strategy, its strategic priorities, the impact of COVID on coastal areas, and work which had been done to help businesses to survive during this period. Elements of the Economic Recovery Plan and work being done in various areas (five point plan) were highlighted. Joint work had been done with the DfT to inform their submission to the Treasury on the Comprehensive Spending Review in the maritime area.

The Government's Getting Building Fund has received submissions at short notice for exceptional capital projects able to be delivered in 18 months. 65 applications had been received totalling £900 million. Solent projects have secured £15.9 million for 6 projects. An outline for these was given.

The slide presentation would be circulated to members.

Following queries raised by members clarification was given that the Economic Recovery Strategy fitted in with the Transport Investment Plan 2016 which had fed into the evidence to inform the strategy. LAs were represented by their Leaders – important to work closely with them and with partner LEPs.

RESOLVED:

The Committee noted the report.

7. Brexit

Due to the presenter having difficulty accessing the meeting the item would either be brought to the next meeting or she would be requested to send round a written report. Cllr Stagg would ask her.

CHAIRMAN



Purpose: For Decision

Committee report

Committee

SOLENT TRANSPORT JOINT COMMITTEE

Date

4 MARCH 2021

Title

BUSINESS PLAN- 2021/22

Report of

CONRAD HAIGH – SOLENT TRANSPORT JOINT COMMITTEE

EXECUTIVE SUMMARY

1. This report covers activities this fiscal year and sets out a proposed Business Plan for Solent Transport for the 21/22 financial year, for the Committee's input and ratification.

The Business Plan sets out our plans to undertake activities this coming year which support three overarching strands of work:

- In the short/ medium term, continuing successful delivery of Future Transport Zone programme
- Also in the short/ medium term, continuing and where possible completing activities started in 2020/21 - including our role facilitating liaison between the Local Transport and Local Planning Authorities as part of the PfSH Statement of Common Ground project; and development of a strategic vision statement/ shared high-level strategy across the four Member LTAs.
- And medium/longer term actions which will help position the Solent to capture a share of govt funding anticipated over the next few years for transport linked to the “green industrial revolution” and other opportunities - including the strategic vision statement work referenced above, in addition to actions such as further development of the Solent Rail Connectivity proposals.

These activities will also support rebuilding/ rebounding from Covid, and deliver against many of the policies and strategies of our funders. They are also the areas where Solent Transport judges it can best add value for our member LTAs.

BACKGROUND & WIDER PICTURE

2. Since the Business Plan for 2020/21 was presented to Joint Committee on 29th June 2020, during the early stages of the Covid-19 pandemic, the pace of change in the transport sector has been unprecedented in recent times- reflecting impacts on society and the nation in general.
3. Over the last year Solent Transport has been exceptionally agile, adapting and flexing to respond as positively and effectively as possible to issues and opportunities that have arisen. This has been done overall with a considerable degree of success.
4. At the time of writing, Covid and its impacts still dominate the agenda. Many short-term changes to society are now familiar, but with the end of the pandemic hopefully now in sight, our focus is turning to the medium and longer term and the post-pandemic response and recovery- and identifying how Solent Transport's activities can add value to our partners activities in this area.
5. Although uncertainty remains, there is a good likelihood that some of the short-term changes observed during the Covid-19 pandemic will endure into the future. Many of the changes in people's lifestyles and functioning of the economy, business and society during 2020 were accelerations of previously slow-moving but growing trends, such as increases in working from home, and growth in online deliveries and other services moving online.
6. Whilst many of these present challenges to us as a set of sub-regional highway authorities, Partner Authorities and Solent Transport have also tried to focus on exploiting some of the more positive opportunities arising from these changes. Some of the key challenges for the transport sector in the year ahead are anticipated to include:
 7.
 - Seeking to rebuild user confidence in public transport, and restoring passenger levels and viability of services- perhaps through increasing use of public transport for different types of journeys than were made before
 - Seeking to "lock-in" some of the recent growth in walking, cycling and other modes of travel, and the increased levels of "staying local" and working/ accessing some services remotely
 - Addressing the growth in light goods vehicle traffic, particularly for online deliveries
 - Seeking to avoid/reduce any "rebound to car" which results in traffic levels growing beyond the problematic levels occurring before 2020
 8. This Business Plan also recognises the considerable pressure the Covid crisis has brought upon our funder authorities' resources – both through demands to quickly deliver schemes and initiatives in order to respond to the changing situation, and also as a result of negative financial impacts on the Local Authorities.

9. Despite Covid dominating the agenda this year, the various other challenges that the transport sector, and our Member authorities must respond to, have not gone away. This includes responding to the climate crisis; regenerating the economy to create more opportunity for all and to respond to post-Brexit opportunities; and taking actions which support healthier lifestyles and environments for our area's residents. In particular, all of our Member authorities have now declared climate emergencies.
10. In November 2020 the UK Government published its "Ten point plan for a green industrial revolution". This key policy document sets out the Government's plan to rebuild the UK's economy post-Covid on a sustainable, zero net carbon footing. Two of the ten points in the Government's plan relate to the transport sector:
 - Accelerating the transition to zero carbon (electric and hydrogen fuel) vehicles, with an end to sale of fossil fuel powered private cars in 2030, and most hybrid cars by 2035 - supported by several billion pounds of funding for roll-out of infrastructure (primarily EV charge points) and support for manufacturers
 - A step-change in investment in public transport, cycling and walking infrastructure, and a transition to zero-emission public transport, to increase the share of journeys taken by these modes of travel. Financial support over the coming years will include tens of billions of pounds in enhancements and renewals of the rail network, £4.2 billion for urban public transport, and £5 billion on buses, cycling and walking
11. Achieving these points will require transformative actions and changes in our sector over the next 5 to 10 years which will be much greater in scope than the short-term changes observed during 2020.
12. Whilst there are great challenges and opportunities in the future, the other major background consideration for this business plan is the very significant - arguably transformational- level of Government funding for infrastructure, service and behavioural change initiatives which was secured by our Member LTAs and by Solent Transport itself in the last financial year.
13. The Transforming Cities Fund programmes now underway in the Portsmouth and Southampton city regions are delivering a collective £171m (£112m from DfT) of improved infrastructure for public transport and walking/cycling. Continuing to support our Members' successful delivery of TCF programmes will be an important priority for Solent Transport this year.
14. One of the key ways we will achieve this is through delivery of Solent Transport's Future Transport Zone (FTZ) programme. The FTZ programme was awarded £28.75m by DfT in March 2020. Southampton City Council are the accountable body for the programme but Solent Transport are responsible for leading the delivery and governance arrangements. The FTZ is a Solent-area wide programme which complements both city region's TCF programmes, and other LTA objectives.

REVIEW OF PROGRESS AGAINST 2020/21 SOLENT TRANSPORT BUSINESS PLAN

15. As anticipated by the 2020/21 business plan, Covid 19 has required us to be agile and responsive. Nonetheless, the majority of the priority objectives in last year's business plan have been achieved, and those which have been delayed, due to Covid impacts and/or diversion of resource for initiation of the FTZ programme, are in progress.
16. **Commencement of delivery of the FTZ programme, continuing to 2024:** By utilising independent consultants through Southampton City Council's recruitment agency contract it was possible to employ temporary staff to all key roles, at the same cost as was budgeted for four roles through a framework consultancy. Having a larger, high-performing interim FTZ team, contributed greatly to a rapid start-up for the programme and has helped overcome difficult operational circumstances created by Covid. This has enabled the following highlight achievements:
 - Full review of programme plan to respond to changed circumstances (Covid 19) agreed with funder (DfT) and now being implemented
 - Governance, joint working, partner funding arrangements largely completed
 - Summer 2019 cross-Solent drone trial achieved five UK aviation firsts, created significant promotion and profile for Solent Transport and its partner authorities and informed further development of project
 - Solent Transport FTZ stakeholder group formed with initial meeting in November focusing on E-scooters
 - E-scooter/ micro-mobility framework procurement completed, Isle of Wight trial commenced November 2020, development of other trials with planned launches in March 2021
 - Solent Go carnet (multi-trip) products – have been developed and can be deployed from March or as soon as lockdowns/ travel restrictions are lifted
 - Mobility as a Service (app) platform procurement underway and provider expected to appointed by March
 - Bike/ e-bike share scheme market testing undertaken and proceeding towards procurement.
 - Monitoring and evaluation method reviewed in light of Covid and in process of being agreed with NatCen (DfTs appointed evaluation body).
17. A special note of thanks is due for PCC's procurement team, who have provided significant support in procurement activities for FTZ to date.
18. **To deliver a new Solent Transport Strategy:** Progress on this task commenced in January 2020 with workshops for partner bodies but it has proved difficult for both Solent Transport and Partner Authorities to prioritise this work during the pandemic. Solent Transport also had to reprioritise staff time to support FTZ initiation. This is now scheduled to restart in the autumn of 2021. Work to develop supporting evidence is still underway, working jointly with University of Southampton to use the National Infrastructure Systems Model (NISMOD) to test around 50-60 possible strategic interventions at a high level, establishing their likely effectiveness to help inform prioritisation within the strategy.
18. **Support Partner Authorities and Develop cheaper way to test interventions –** NISMOD is also being used to support HCC and development of its new LTP4, and to

explore its possible use as a simplified “sandbox” model for testing of high-level scenarios and options more economically and quickly than the present SRTM. The exploration of such a “sandbox” model concept was an objective of the 2020/21 business plan.

19. **To continue to operate the Sub-Regional Transport Model (SRTM) and further explore development & improvement options:** The SRTM continues to be a highly relevant resource for the Solent area. Between 2017 and 2020, SRTM has provided transport and economic evidence for bids which have secured £183m of external funding for the area. Business as usual has been maintained through 2020 and SRTM continues to be well-utilised, with a total of 33 individual modelling commissions undertaken in the 2020 calendar year including:
 - HCC A326/ Waterside transport strategy & Waterside rail proposals
 - HCC Winchester Movement Strategy development
 - HCC Redbridge Causeway Local Highways Maintenance Challenge Fund bid
 - PCC Clean Air Zone business case
 - PCC Future High Streets Fund bid
 - PCC/ HCC Portsmouth TCF bid- revised business case
 - SCC/HCC TCF programme scheme development
 - Local Plan development for Fareham
 - Four significant private developer promoted schemes
18. Covid-19 and impacts on travel patterns mean that a major model update to reflect the “new normal” cannot be commissioned until there is stability in movement patterns across the area which is unlikely to occur until 2022. This has constrained progress on a major model update over the last year, but provides an opportunity for Solent Transport to address the shortfall in the finances required for this work.
20. Interim actions have been undertaken to extend the life of the existing SRTM until we can commission a major update:
 - Following engagement/ advice from DfT regarding how to address Covid-19 uncertainties on modelling a model-wide validation exercise is being undertaken, comparing the 2019 forecast year against recorded traffic counts from that year, so as to ensure the model remains “fit for purpose”.
 - Changes to model fee structure to increase model update income from users by approx. 20%
21. **To work with the Partnership for South Hampshire (PfSH) on the creation of a ‘Statement of Common Ground’:** This project has commenced and continues broadly according to original plan. Solent Transport and PfSH wrote and agreed a joint brief for a three-stage project testing transport impacts of potential Strategic Development Opportunity Areas (SDOAs) identified by PfSH Local Planning Authorities which could accommodate development beyond 2034. Consultants have been jointly appointed to undertake the project, have completed the first stage of the project, and are currently on the second stage of the project, using the SRTM model to test the impacts of combinations of different SDOA sites.

22. Solent Transport provided specialist advice and support to PfSH on transport matters, and facilitating engagement between PfSH and our Member LTAs. Member Authority officers have stated that that this activity has added value through reducing duplication of calls on their staff time, and has also contributed to more unified approach to review/response to early stages of the transport study, although there is a clear need to ensure that the respective roles of Solent Transport and the LTAs is fully understood by the Local Planning Authorities.
23. **Profile-raising, marketing & branding:** Our plan to run up to two conferences has not been possible to realise due to Covid-19 restrictions. However, Solent Transport has been very active during the pandemic and has achieved significant success in this area in difficult circumstances:
- **Brand development** – We have revisited the Solent Transport Brand creating new templates and collateral and are in the process of refreshing the website.
 - **Government engagement** – We have briefed the Secretary of State for Transport and Parliamentary Under Secretary of State, Rachel Maclean MP on aspects of the FTZ and have an ongoing positive dialogue with the DfT and TFSE.
 - **Conferences** – Solent was a key speaker at a Escooters conference alongside DfT, and have also spoken at a number of other third party conferences on Mobility Hubs and other FTZ schemes.
 - **Social media** – Creation and ongoing use of a Solent Transport LinkedIn page, this has been key to promotion of the FTZ work and to recruitment.
 - **Media coverage** – Solent Transport has through the FTZ created several media opportunities particularly around Drones and E-scooter work, resulting in a significant level of media coverage including items on BBC Television.
 - **New Norm Campaign** – Solent Transport devised and ran this campaign on Wave 105 FM to support LTAs as they came out of lockdown, aiming to lock-in sustainable behaviours such as walking, cycling and working from home. This was a success and was extended to cover North Hampshire at HCCs request.
 - **Future FTZ marketing** - A permanent fulltime marketing manager has been allocated to the FTZ and a marketing, engagement and dissemination strategy has been developed.
 - **My Journey** – We have also received requests for usage of the My Journey brand under licence in neighbouring Wokingham.
24. **Solent Go:** Until the outbreak of Covid-19 we had observed a sustained upward trend in sales of the multi-operator travel products offered, with sales of all paper & smartcard ticket types in 2019/20 being approximately 35% higher than in 2017/18. Covid-19 and reductions in public transport usage have impacted Solent Go sales, sales in April 2020 were 80% lower than April 2019 but in October rebounded to around 70% of the levels of October 2019. Marketing and promotion of Solent go have been put on hold, due to Government guidance in force during 2020 limiting usage to essential journeys.

25. **Rail strategy:** On the Isle of Wight, Solent Transport's long term support and lobbying for improvements to the Island Line, alongside other partners as part of the IOW Transport Infrastructure Task Force, is now delivering results, with a transformative upgrade including new trains, track renewals and upgrades allowing improved timetables, and other improvements for customers currently underway. The Ryde interchange scheme, which has secured TCF funding, will further enhance this much-anticipated step change in provision.
26. On the mainland, the Solent Rail Connectivity CMSP study was completed, published and endorsed by PCC/SCC/HCC as our shared plan for improving local rail services across Solent. The infrastructure measures required to approximately double train frequencies across Solent have been inserted into the Rail Network Enhancement Pipeline. The steps to take these proposals forward to the next stage of development during 2021/22 are covered in next year's plan.
27. **Other areas of work:** Solent Transport's work programme for 2020/21 also included several other objectives:
28. **To provide an assurance role for Transforming Cities programmes, subject to agreed funding from TCF partners:** discussions have commenced regarding how Solent Transport can best support this work, however available budget and reduced level of core Solent staffing is making it difficult to accommodate this demand within present resources, this is yet to be fully resolved.
29. **To assist in the delivery of work package 3 of the Highways England Travel Demand Management work:** Solent Transport has taken the lead on Work Package 3 which has now been allocated to mobility hubs, following programme changes as a result of Covid-19 reducing the viability of originally planned uses for this part of the funding. A detailed design guide and model for identifying the likely successful sites has been developed.

WORK PLAN FOR 2021/22

30. Solent Transport's proposed work programme for 2021/22, is outlined below. A table of the proposed average weekly time allocations to key activities is provided at paragraph 51.
31. **Continued successful delivery of FTZ programme:** As Solent Transport's flagship area of work, and the one which will provide the most immediate benefit to the Solent area and our Members and partners, continuing the good progress made to date on FTZ is our top priority. The FTZ is a high profile, national innovation scheme and will inform central government future decisions around transport innovations, and investment. Its successful delivery will boost the area's credibility with DfT and other funders when bidding for future funding opportunities as well as enhancing the Solent area reputation as a hub for innovation- supporting key local employers in the education & research sector.

32. The FTZ programme has its own funding (provided through Department for Transport Grant) and delivery team, however significant input from the core Solent Transport team is also required on an ongoing basis. The original bid to DfT committed 3 days per week of 3 core staff time to delivering the FTZ programme in the first year of FTZ, reducing to 2 days per week in years 2 to 4 of the programme. However the deletion of the former Marketing & Communications officer post from the core structure means that a 3 day per week commitment of core staff time to FTZ will need to be continued in order to honour the match funding commitments (see also paras 62 & 63).

We do also recognise that the FTZ programme places additional pressure on our Member LTAs to deliver some elements “on the ground”. Solent Transport will continue to provide support (staff resource) to assist our Members to deliver and gain maximum value from the opportunities presented. Details of the work will be highlighted in the reports for the FTZ Steering Group meeting that follows this Joint Committee meeting.

33. **Development of Solent Transport strategic vision/ high level strategy:** Making tangible progress on this area of work is high on our SMB's priority list for 2021/22, building on early work undertaken in 2020. Publication of an area-wide vision statement and high-level strategy will link together our authorities' emerging/draft/adopted LTP4s in a coherent way. This will make it easier for the Solent area to collectively articulate its transport priorities and ambitions. As central Government are more amenable to funding schemes and initiatives which have unified support amongst local stakeholders, this area of work is important for positioning ourselves to take advantage of transformational investment from central Government funders anticipated to come forwards in the next few years, including that linked to the Green Industrial Revolution initiative. Therefore it is intended that a revised vision statement and draft high level strategy will be developed in full engagement with our Member authorities, once circumstances allow and with a view to progress this to a final position in the 2022 calendar year.
34. **Continue to lead/ support strategic transport planning projects and initiatives which collectively benefit our Members potential to access funding:** A key mission for Solent Transport will be to support our Member authorities in gaining a share of future funding opportunities that befits the national significance of the Solent area, and which supports a transition to a sustainable, net zero emission future without detriment to the area, so that we are well placed to access opportunities from central Government when they arise.
35. Solent Transport's main contribution in 2021/22 in this work area is to further develop proposals for improved rail connectivity for the Solent, working with Network Rail. Network Rail are supporting preparation of a Strategic Outline Business Case for the Solent Connectivity proposals and Solent Transport will allocate staff time to this project. We also intend to continue working with Network Rail participating in two earlier stage strategic study projects relevant to the Solent area, namely the Mainline strategic study (London to Portsmouth/Southampton connectivity), and also the Solent to Midlands Multi-Modal Freight strategic study. In addition we will explore whether linkages between the Waterside rail proposals, and the wider Solent Rail Connectivity proposals could add value to both initiatives.

36. We also anticipate continued input and engagement with some TFSE led studies, particularly the Outer Orbital study, Future Mobility Strategy and Freight Logistics and Gateway study helping our Members to ensure that these studies fully represent the Solent area's needs, interests and ambitions. We will add value through considering wider/cross boundary connectivity issues and by coordinating inputs to this work so that engagement with TFSE is done in a coordinated and collective manner.
37. We have supported initial transport input to a potential Solent Freeport bid being coordinated/ led by Solent LEP, and we foresee further support may be required on this and other funding opportunities by partner bodies.
38. **Sub-Regional Transport Model:** the immediate priority is completion of the 2019 Present Year Validation exercise that is currently underway. If successful, this will then be followed by a minor update to the model's "reference case" scenarios of committed development and transport schemes. In combination these activities should extend the model's "fitness for purpose" by a year or two, creating some more time for conditions (Covid "new normal") and income/finances to permit a major model update.
39. The estimated costs of a major model update ("do minimum" likely cost up to £800k; "do more" likely cost circa £1.2m - both costs based on outline quotes prior to Covid-19 pandemic) still significantly exceeds the available model reserve budget (£491k at time of writing) and it is unlikely that current growth of the pot will be sufficient to reach the level required for a "do minimum" upgrade, with an allowance for cost risks, by 2022. Therefore exploring further options to increase the value of this reserve, through external income generation and/or financial efficiency, are required. It is recognised that LTA revenue budgets are severely pressured at present so are very unlikely to be able to support the scale of funding needed.

We will therefore explore any and all opportunities for improved financial efficiency and income generation which present themselves. One option that we will explore is whether we can secure a small share of capital income from successful funding bids supported by model in future. Just a fraction of a percent of income from future bids could resolve the model upgrade budget issue entirely, yet would not affect the economic case for most schemes.

40. **Cross-Solent Connectivity:** Solent Transport will continue to engage with and support the IOW Transport Board, to support new initiatives to improve connectivity to and within the Isle of Wight. This includes actions in support of the Isle of Wight's Restoring Your Railway fund bid to DfT.
41. **Land use & Transport Planning/ PfSH :** We propose to continue the partnership work achieved to date working with PfSH on the Statement of Common Ground project.

42. The development and agreement of a single recommended option for allocation of development across the area will be a particularly critical stage, which PfSH's programme anticipates will be reached in mid-summer 2021.
43. Following this, work (involving the PfSH LPAs and their Consultants, Solent Transport and the LTAs) to develop access/ transport mitigation strategies for this single recommended option for future spatial allocations, for inclusion in an updated PfSH Spatial Position Statement or similar, is anticipated to run through until the end of 2021/ early 2022.
44. Solent Transport has an important continuing role supporting / advising PfSH on transport aspects of this project, and jointly managing & reviewing outputs from the appointed consultants. The LTAs will need to be able to contribute to this work and to be fully engaged as it progresses. Solent Transport may also need to facilitate efforts to reach common positions/ resolutions between the LPAs and LTAs on certain matters.
45. Successful and smooth completion of this project will support efforts to ensure that future land use and transport policies in Solent support rather than undermine each - an important component of the more sustainable approach that our Members wish to see achieved in future. Well-integrated future land use and transport strategies should also support wider activities aimed at securing more inward funding for transport improvement schemes in the Solent area.
46. **Marketing, promotion, profile-raising of the Solent area, lobbying:** Marketing and promotion will be mainly limited to the FTZ programme as there is no immediate intention to replace Solent Transport's dedicated marketing resource, due to budgetary issues.
47. **Other areas of work:** M27 TDM- We will continue to support the M27 TDM delivery providing a client side support for the implementation of Mobility Hubs in line with the agreed specification and guidance at the selected sites.
48. Finally, we will continue to administer and co-ordinate the Solent Transport Joint Committee meetings, occasional Member briefings, SMB, and will look to re-start a revised successor to the Strategy Working Group (per 2020/21 business plan proposals) which has been on hiatus this year due to diversion of staff resource to support FTZ initiation. This year significant effort and resource has been put in to driving down costs and meeting Partners budgetary expectations, this will continue as discussed below.

49. The table below indicates the estimated time allocations across Solent Transport's core staff, to deliver the above activities.

Estimated Average Resource Implication in days per week	Solent Transport Core Staff Activity
3	Future Transport Zone- Minimum contribution from core staff including management (1.5 days/ week x2) per match funding commitment in FTZ bid. N.B: During 2020/21, core staff time allocated to FTZ exceeded this level, averaging 3.75 days/week.
1	SRTM ongoing operation & administration
0.25	SRTM update & related maintenance activities eg 2019 Present Year Validation & Reference case updates; commissioning process improvements (assumes update is not procured/commissioned until 2022/23)
1	Strategic vision & high level strategy development, including NISMOD study
0.5	Rail strategy development
0.5	PfSH Statement of Common Ground project
1.5	Solent Transport administration \ management time, including preparation for and actions associated with SMB and Joint Committee meetings; administration; recruitment; finance management etc
1.75	Time allowance to accommodate other activities, allocated in accordance with SMB priorities- includes marketing, liaison with stakeholders, Isle of Wight Transport Infrastructure Board, input to M27/M3 TDM project, HIOW LRF, TFSE engagement, and potentially support for other projects that may arise in the coming year (eg Freeports bid). Additional time demands from the Future Transport Zone programme may also need to be accommodated from this allowance.
0.5	Allowance for staff annual leave
10 days	TOTAL

CONSULTATION

50. Our Senior Management Board (SMB) previously highlighted three key ambitions for the medium term: to Develop a Solent Transport Strategy, to update and develop the Sub-Regional Transport Model (SRTM); and to raise the profile of Solent Transport through marketing and lobbying. This business plan is aligned with these ambitions.
51. Internal consultation on the detail of this business plan has been undertaken with the Senior Management (SMB) officers from each Member Authority. SMB are supportive of the content of this Business Plan.
52. External consultation is not required as the proposed business plan does not directly impact members of the public or specific areas, as it concerns only the internal operations and priorities for the partnership's work over the coming year. Implementation of specific projects (eg some FTZ projects) may be subject to local consultation as part of the decision making process of our respective authorities.

FINANCIAL / BUDGET IMPLICATIONS

53. The present budget and contributions have remained fixed since 2013 at £190k. According to the Office for National Statistics composite price index, today's prices in 2020 are 15.4% higher than average prices in 2013, reflecting average 2% per year inflation over that period. £190,000 in 2013 is equivalent in purchasing power to about £219,181 in 2020, a difference of £29,181 over 7 years. However our Member authorities are facing significant budget challenges as a result of the Covid crisis. Therefore, we propose to support them at this time creating a business plan that proposes a flat core budget, with Member contributions unchanged from last year (including no inflationary uplift). Contributions are as follows:
 - Isle of Wight Council £20k
 - Hampshire County Council £90k
 - Portsmouth City Council £40k
 - Southampton City Council £40k
 - Total £190k
54. Last year's business plan proposed to develop some options for expansion of the core budget to help achieve funder ambitions, but with the local government financial situation now much more challenged due to Covid, this Business Plan seeks to be as ambitious as is possible with no growth in the core budget/ member contributions.
55. Significant effort and resource has been put into making in-year cuts to drive down cost and to explore new ways of making Solent Transport more fiscally efficient as well as leveraging any third-party funding opportunities this year- this is reflected in the Finance paper. This work continues and some of the ideas being explored are discussed from paragraph 56 onwards. It should be noted that meeting these expectations does leave Solent Transport low on central resource and disposable budgets. As such this will limit what can be achieved and our ability to be flexible.
56. More details including proposed breakdown of the budget is provided in the separate finance report, but key expenditures are employment of core staff, support for Solent

Go operation, staff time spent on SRTM, small amounts to support activities such as marketing and studies etc.

57. **Potential Revenue Generating /Cost Saving Options**

Several potential options that have been/are being explored to supplement the LTA contributions and create a more sustainable budget for Solent Transport and maintenance of its assets and activities. These include:

- SRTM: changes to commissioning method and fee structure to increase income/ reduce overheads; recharging some staff time costs to SRTM income; and consideration of innovative methods of securing additional income for the model
- Solent Go: Seek cost reductions to Solent Go back office as part of Future Transport Zone MaaS project procurement; consider means of offsetting more of cost overheads through income (within limits of the agreements with SHBOA through which Solent Go is operated) .
- Future Transport Zone; Charge FTZ for core staff time worked above the contribution agreed in the bid to DfT
- Other additional project work: Charge a management fee on top of costs for all future projects to be taken into core budget

58. In some previous years, Solent Transport has utilised vacancy savings from unfilled posts as a form of budget management, however with full staffing since November 2019, staffing expenditure has been higher than before. The core budget is insufficient to sustain a full staffing quota and the present commitments to maintain Solent Transports assets. There was a 0.4 FTE reduction in core staffing during 2020/21 (deletion of the Marketing & Comms officer post). The marketing & communications activities of Solent Transport are now being fully resourced through the FTZ budget.

59. The Solent Transport core staff establishment now stands at 2 FTE funded through the core budget. The FTZ programme has resulted in a rapid expansion in staffing dedicated to and funded through that programme (6 FTE out of a planned 10 FTE now in post).

60. Part of the match funding for the FTZ bid to DfT was a commitment of time from the posts funded through the core budget. 1.5 days per week of each post's time is committed to FTZ until June 2021, dropping to 1 day per week thereafter until 2024.

61. This included a commitment to FTZ of time from the now deleted marketing & comms officer post. In order to honour the match funding commitment made in the bid to DfT, the remaining 2x core staff are likely to need to continue to commit around 1.5 days/ week to FTZ going forward (rather than dropping to 1 day/week from June 2021).

62. A 20% uplift in SRTM model upgrade fees was implemented in November 2020, with intention of allocating some of this additional revenue (estimated at circa £12k per year) to part fund staff time spent managing the SRTM. These activities had previously been delivered free of charge out of revenue budgets – sometimes to the benefit of external clients such as Local Planning Authorities and the private sector.

63. Solent Go: FTZ projects (MaaS, new products and new back office procurement etc) offer opportunities to seek efficiencies through reduced back office costs, and grow income through higher sales volumes. Any changes to the commercial side of Solent Go must however be done in partnership with SHBOA and in line with the terms of the SBHOA partnership agreement, to which Solent Transport is a signatory. We must also avoid making changes which might deter users from returning to public transport post-Covid, or which might reduce usage of these multi-operator products.
64. In general, we will work with increased commerciality in mind going forwards. This will include charging the value of any time significantly exceeding reasonable or "in-kind" commitments to externally funded projects, and seeking to generate income from activities not previously monetised- such as use of the My Journey brand by third parties, and use of certain internal capabilities and skills on work that benefits third parties outside the Solent area.

LEGAL IMPLICATIONS

65. Statutory power to make decisions in this report are provided by the following legislation:
66. 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.
67. 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).
68. The Committee is reminded that the updated 2017 version of the Solent Transport (formerly TFSH) Joint Committee Legal Agreement requires signing by all parties. The authority to transfer funds to Solent Transport member organisations is governed by the current joint agreement between the constituent authorities and with the advent of FTZ, significant funding transfers are now required hence the need to prioritise signing of the previously approved Agreement. The document is presently with Partner Authorities for their internal sign off. Members are encouraged to facilitate this at an early date.

EQUALITY AND DIVERSITY

69. No new or revised Policies or Procedures introduced via this business plan. Therefore equality impact assessment not deemed to be required.

PROPERTY IMPLICATIONS

70. No property implications: the content of this business plan makes no proposals for development/ changes which would affect property owned by any of our LTAs.

OPTIONS

71. The options presented here are confirmed by SMB as their recommendation for how Solent Transport can best support their respective authorities priorities, this follows consideration of other options and opportunities.

RECOMMENDATION

72. That the Joint Committee approves the Solent Transport Business Plan for 2021/22
73. That Hampshire County Council, Isle of Wight Council, Portsmouth City Council and Southampton City Council be invited to note this Business Plan through their own decision-making processes.

Contact Point:, Conrad Haigh, Solent Transport Manager

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COLIN ROWLAND
Director of Neighbourhoods
IW Council

(CLLR) IAN WARD
Cabinet Member for Infrastructure and Transport
Chairman

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Agenda Item 4

DECISION-MAKER:	Solent Transport Joint Committee	
SUBJECT:	Solent Transport Financial Update	
DATE OF DECISION:	4th March 2021	
REPORT OF:	Hampshire County Council as Accountable Body for Solent Transport	

CONTACT DETAILS

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SOLENT TRANSPORT MANAGER	Name:	Conrad Haigh, Conrad.haigh@hants.gov.uk

STATEMENT OF CONFIDENTIALITY

N/A

BRIEF SUMMARY

This report presents the Solent Transport draft outturn position for 2020/21, the proposed revenue budget for 2021/22 based on current local authority contributions, and details how these affect the reserves.

RECOMMENDATIONS: That the Joint Committee

(i)	Notes the draft outturn for the 2020/21 revenue budget.
(ii)	Approves the proposed revenue budget for 2021/22.
(iii)	Notes the forecast balance in reserves.

REASONS FOR REPORT RECOMMENDATIONS

1. To fulfil the requirements in providing the Solent Transport Joint Committee with:
 - The draft outturn position for 2020/21
 - A proposed revenue budget and partner contributions for 2021/22
 - A draft position of the reserves balances for 2020/21 & 2021/22.

ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

2. N/A

DETAIL (Including consultation carried out)

3. **Introduction**

This report summarises the draft outturn position for the 2020/21 Solent Transport revenue budget and includes details of the current reserves position including projections for 2020/21 and 2021/22.

The report also seeks approval for the proposed budget for 2021/22, based on current Partner Contributions.

4. **Revenue Budget Draft Outturn Position 2020/21**

The draft revenue budget outturn position for 2020/21 is shown in Table 1 below, and includes a predicted in year surplus of £110,000. However, £130,000 of this surplus relates to Sub Regional Transport Model (SRTM) commissions which if added to the STRM reserve in accordance with the previously agreed principle to meet the cost of future SRTM upgrade, would require a draw from the revenue reserve of £20,000 to balance the budget.

Table 1

Budget Heading	Budget	Revenue	Variation
	2020/21	Outturn 2020/21	2020/21
REVENUE	£'000	£'000	£'000
Staff Pay & Expenses	172	167	(5)
Finance Accountable body fees	5	5	0
Marketing	36	11	(25)
Solent Go – Back Office/Admin	26	27	1
Studies	15	0	(15)
Enhancement of Sub Regional Transport Model (SRTM)	0	0	0
SRTM Commissions	0	(130)	(130)
Other Costs	0	200	200
Net Expenditure	254	280	26
Other Income	0	(200)	(200)
Partner Contributions	(190)	(190)	0
Contribution to / (Draw from) reserves	(64)	110	169
Total Funding	(254)	(280)	(26)

In order to meet this budget Solent Transport has gone through a process of in year savings. This has achieved a small net staffing underspend consisting

of savings from the marketing officer post, which has been removed from the structure from December, and a reduction in travel costs due to the impact of Covid-19 restrictions, offset by increased costs due to the 2.75% pay award (agreed in November and backdated to 1st April 2020). This has been factored into the budget going forward.

Studies and marketing costs are showing underspends as the majority of work in these areas has been carried out directly in relation to the Future Transport Zone (FTZ) and therefore charged to the FTZ budget. The marketing spend reflects work on the rebranding of Solent Transport and an upgrade of the Solent Transport website.

An additional £200,000 income was received from the FTZ project, which was passed directly to Southampton University to implement the Solent FTZ Drone medical distribution trial service from the mainland to the IOW.

SRTM commissions are predicted to provide a surplus in year of £130,000, if approved this will be added to the SRTM ring fenced reserve.

Solent Transport Senior Management Board (SMB) has instructed Solent Transport to be more commercial in their outlook for recouping funds for work completed and this is covered in the business plan being considered as a separate item on the agenda.

Proposed Revenue Budget 2021/22

The proposed budget for 2021/22 is shown in Table 2 below, and includes planned expenditure of £190,000, to be fully funded by £190,000 total Partner contributions, which has been fixed at this rate since 2013.

Table 2

Budget Heading	Budget	Proposed Budget	Change
	2020/21	2021/22	
REVENUE	£'000	£'000	£'000
Staff Pay & Expenses	172	158	(14)
Finance Accountable Body fees	5	5	0
Marketing	36	0	(36)
Solent Go – Back Office/Admin	26	27	1
Studies	15	0	(15)
Enhancement of Sub Regional Transport Model (SRTM)	0	0	0
SRTM Commissions	0	0	0
Net Expenditure	254	190	(64)
Partner Contributions	(190)	(190)	0
(Draw from) reserves	(64)	0	64
Total Funding	(254)	(190)	64

The proposed budget provides for a reduction of £64,000 in expenditure compared to the 2020/21 budget, removing all non-essential spend, including marketing and studies, to ensure a balanced budget that is fully funded from existing contributions.

The staff pay costs budget has been reduced by £22,000 to reflect the removal of the marketing post, but has been increased by £10,000 to reflect the 2020/21 pay award as above, the cost of pay increment increases and travel costs. The budget has assumed no inflationary pay award for 2021/22 at this time, other funding would need to be identified for any future pay award or drawn from reserves.

The proposed budget is based on the assumption that the SRTM projected net surplus of £130,000 from 2020/21 is added to the ring fenced SRTM reserve, in line with previous years.

Partner contributions continue to be budgeted at the current levels, with no inflationary increase applied. The current Partner contributions only provide

	<p>sufficient funding to meet the cost of the 2 core staff, the Finance Accountable Body fees and the annual Solent Go back office charge. Should additional spend be required for marketing, studies or new projects, then either Partner Contributions will need to increase or additional funding will need to be secured.</p> <p>Details of current core partner revenue contributions for 2020/21 and 2021/22 are shown in table 3 below.</p>
Table 3	

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%

6.	<p>Future Transport Zone (FTZ) Programme</p> <p>This FTZ programme is a significant piece of work, with £28.75m awarded for the programme by the Department for Transport in March 2020. Solent Transport is responsible for leading the delivery and governance arrangements of the programme, with Southampton City Council as the Accountable Body.</p> <p>Work on the project is beginning to start in earnest, with temporary staff currently in post and recruitment to permanent posts underway. Detailed financial reporting on the FTZ will be undertaken separately to this report, however a summary of spend up to the end of January 2021 is included in Appendix 1.</p>
7.	<p>General Reserve Balance</p> <p>As shown in Table 4 below, the balance in the general reserve as at 31st March 2021 is expected to be £43,000. This includes £10,000 which is ringfenced for potential HR costs in the event of the Partnership being dissolved.</p>

Table 4: Summary of reserves

	General reserve	SRTM Reserve
	£'000	£'000
Opening balance 1/4/2020	63	361
Proposed draw for 20/21 budget – based on current projection	(20)	
Additions		130
Opening balance 1/4/2021	43	491
Proposed draw for 20/21 budget	0	
Additions	0	0
Closing balance 31/3/2022	43	491

The Sub Regional Transport Model (SRTM) reserve is funded from surpluses from SRTM commissions and is held to fund future upgrades to the SRTM, with the next planned upgrade due in 2021 at an anticipated cost of between £500,000 and £1.2 million. Therefore further commissions or other sources of funding could be required for the upgrade. Potential options are currently being considered (further information about the upgrade is included within the Business Plan).

8. Conclusions

Excluding the SRTM commissions (which are transferred to the SRTM reserve for the cost of future upgrades in line with a previous decision of the Joint Committee), the draft outturn position for 2020/21 shows a pressure against the budget, requiring a draw from the general reserve of £20,000 to supplement Partner contributions and fully fund net expenditure.

The balance in the revenue reserve is expected to reduce to £43,000 by the end of the current financial year, equating to only two months of budgeted operating spend.

The SRTM commissions are expected to produce a surplus of £130,000 in 2020/21, increasing the ring fenced SRTM upgrade reserve to £491,000. This is at the lower end of the expected cost range for the upgrade, and therefore further funding will need to be identified if the upgrade is to proceed.

RESOURCE IMPLICATIONS	
<u>Capital/Revenue</u>	
9.	
<u>Property/Other</u>	
10.	N/A - no property considerations associated with this decision
LEGAL IMPLICATIONS	
<u>Statutory power to undertake proposals in the report:</u>	
11.	N/A
<u>Other Legal Implications:</u>	
12.	N/A
RISK MANAGEMENT IMPLICATIONS	
13.	No tangible risks attached to this decision.
POLICY FRAMEWORK IMPLICATIONS	
14.	N/A

KEY DECISION?	N/A
WARDS/COMMUNITIES AFFECTED:	Affects all parts of Solent area as the four local Highway & Transport Authorities make up Solent Transport.
<u>SUPPORTING DOCUMENTATION</u>	

Appendices

1

Future Transport Zone Reporting – Spend up to the end of January 2021

WP	Capital	Revenue	Spend YTD
WP 1 - MaaS	£5,927,714		0
WP 2 – Solent Go	£781,500		0
WP 3 – Mobility Credits	£665,626		0
WP 4 – Bike Share	£2,399,730		0
WP 5 – Lift share	£308,038		0
WP 6 - DDRT	£771,000		0
WP 7 – E-Scooter	£880,000		£144,000
WP 8 – Micro Consolidation	£2,499,447		0
WP 9 – Macro Consolidation	£895,192		0
WP 10 – Drones Logistics	£8,044,034		£200,000
Other – Staffing, marketing etc	£5,586,719		£505,000
TOTAL	£28,759,000		£849,000

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) CC	Relevant Paragraph of the Access to Information Procedure Rules / Schedule 12A allowing document to be Exempt/Confidential (if applicable)

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Solent Area Future Transport Zone Update

First Six-monthly Update
January 2021



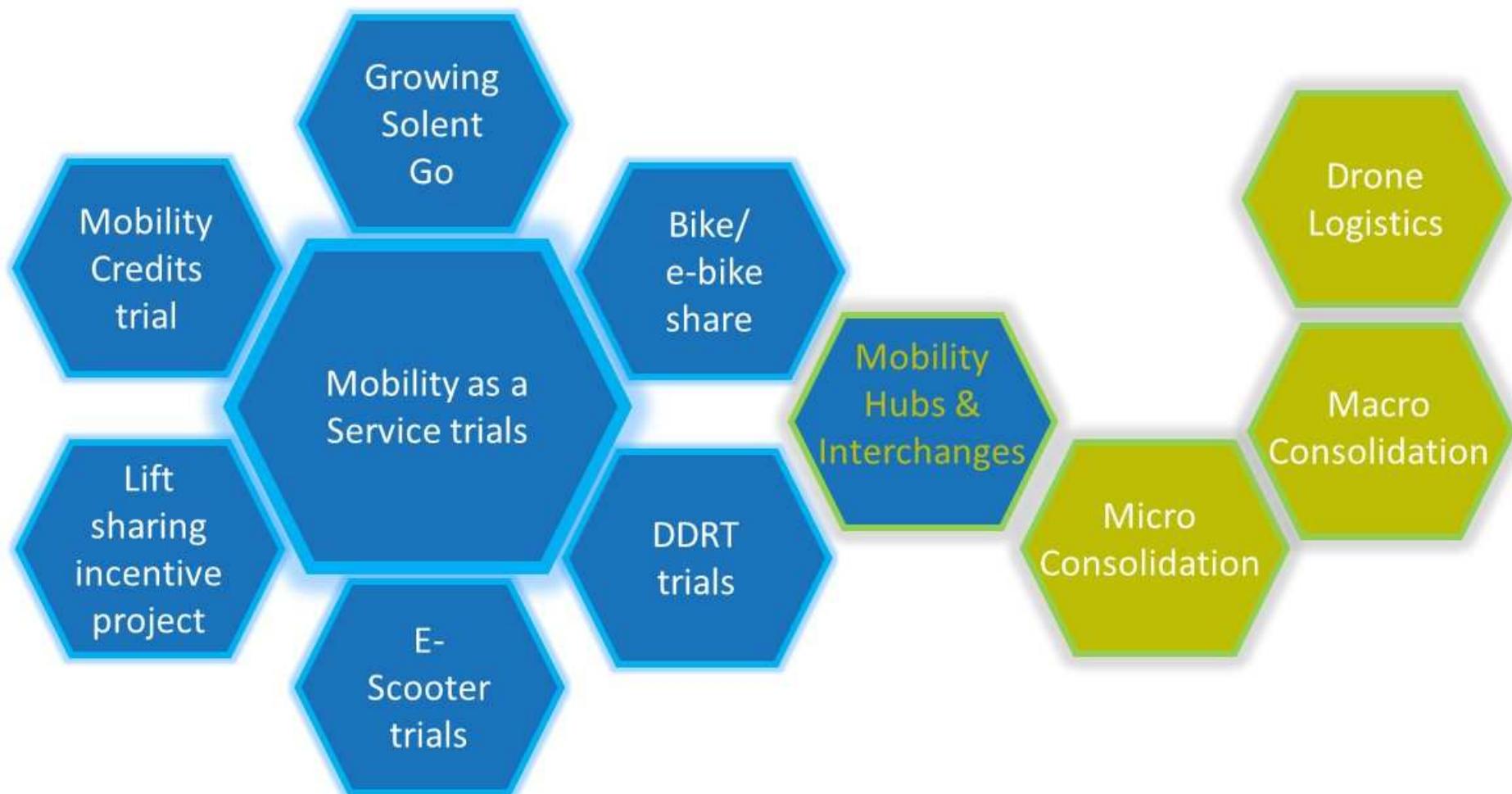
Programme Overview

Theme 1: Personal Mobility

Cross-cutting
projects (Non-FTZ)

Theme 2: Sustainable Urban Logistics

Marketing – Customer Journey – Behavioural Change and Human Factors





Programme Headlines

- E-Scooter trial project – Trial launched on Isle of Wight (IoW) in November 2020 with an initial focus on key worker movements during national lockdown. An expansion of the IoW scheme subsequently took place in December. Trials for the mainland are currently programmed for launch by end of March 2021.
- MaaS platform – procurement process is at ITT stage and is currently out for submissions. Appointment of supplier on course for March 2021.
- Theme 2 Logistics Projects (Micro/Macro Consolidation and Drones) – Specification and programme is currently being revised to ensure the project outcomes are fit for purpose. These revisions based on discussions with local authorities and existing freight operators and lessons learned from the Covid-19 related trials in May 2020.
- In partnership with the University of Southampton (UoS) and TRL we are developing a monitoring and evaluation (M&E) strategy and approach to be rolled out, which is designed to dovetail M&E at both a project and wider programme level.
- For Theme 1 projects and M&E, a Memorandum of Understanding (MoU) between SCC, UoS and University of Portsmouth (UoP) has now been agreed and signed by all parties. The MoUs required for Theme 2 projects are still to be agreed.
- Programme Management - Dynamic Procurement Framework is being set up via PCC procurement to cover all aspects of the FTZ and recruitment for permanent staff is under way.

Programme Issues

- Lockdown and Covid issues are starting to take their toll on the team, local authority and other partner deliveries. Whilst most projects are still on track, signs are starting to show in the ability to respond in time to ensure delivery to timescales.
- E-Scooters trials on mainland. [REDACTED]
- For the Micro/Macro Consolidation and Drones projects, revisions to the original specification and work programme are expected to be completed by end of February 2021. However for the Drones project, key questions remain to be answered before revisions can be finalised, which focus on the role of the UoS, identification of final client and ensuring trials account for current developments and other HMG funded projects taking place in the drones sector. We would like to have a round table discussion to ensure sections of work are not duplicated.
- Projects Lift Share, Mobility Credits and DDRT are currently on hold due to COVID-19. A review of these projects will be carried out in Spring 2021 to determine whether these should proceed.

Monitoring and evaluation

A monitoring report should be prepared following the completion of each year of the scheme. DfT and the FMZs will work on the format to ensure consistency

Update

- We have agreed a MoU with our key partners, UoS, to support us with delivery of the FTZ Programme Monitoring and Evaluation (M&E) for the Solent FTZ.
- In partnership with the UoS we have developed a draft M&E strategy and approach. This approach will follow national guidance on evaluation, using logic mapping to define the links between context, delivery mechanism (input and outputs), outcomes and longer-term impact, and process evaluation of the quality of the implementation. We propose that our M&E activities will be undertaken at two levels, at a project level ('bottom up') and programme level ('top down') to aggregate impacts of individual projects.
- We have commissioned consultants TRL to act as our M&E specialist peer reviewers and they have now reviewed our draft strategy. We are currently in the process of reviewing TRL's recommendations. For information, a copy of TRL's presentation, which provides a summary overview of their review, is attached.



- We have started active consultation with our local authority partners and officer representatives from other programmes within the region, i.e. Southampton and Portsmouth City Councils' Transforming Cities Funds (TCF) to share ideas on M&E and support in the local data collection exercise.
- We are developing spreadsheet based 'data trackers' to identify all readily available data that has previously been collected by local authorities, which could be used in the FTZ M&E.
- We had an initial meeting with consultants NatCen on 8th December to start discussions on how our M&E can be integrated into the DfT's national M&E Strategy. Our next meeting with them is planned for 3rd February, with further meetings in 2021 to be scheduled.

Risks and challenges

- Key concerns on the establishment of an appropriate baseline for the programme level monitoring, taking into account the Covid-19 short and long term effects on transport patterns and movements in the region.
- How to separate and identify the project impacts and benefits of the FTZ programme from other transport schemes and initiatives in the region (e.g. SCC and PCC TCFs)

Next steps

- Solent FTZ M&E strategy and approach to be finalised and approved.
- M&E logic mapping to be developed for each FTZ project
- Completion of data trackers for each local authority area to identify existing data availability
- FTZ Project Managers to identify M&E data requirements for individual projects.
- To obtain details of national monitoring strategy and agree with NatCen the process of integrating our local M&E with the national M&E requirements.
- To consult further on M&E with representatives from other programmes within the region.





Work Package RAG Status Overview

	Work Package	Milestones	Resource	Brief Commentary (including justification for rating). More detail can be provided in the slides for individual workstreams
1	WP 1 Mobility-as-a-Service platform and trials <i>Develop and offer to market a MaaS product that enables customers to plan journeys, purchase tickets and receive incentives in one place, leading to more seamless journeys and reduced car dependency.</i>			<p>Milestones: The procurement approach is well underway and a closed ITT process was released in December to selected potential providers. A MoU with the Universities of Portsmouth (UoP) and Southampton (UoS) has also been signed and University research has now commenced.</p> <p>Resourcing: Interim PM been appointed alongside an Interim Theme 1 lead. The UoP and UoS have identified their research teams. Additional technical support procured.</p>
2	WP2 - Solent Go – growing the ticketing options offered by Solent Go <i>Design and implement a range of new multi-operator public transport tickets, leading to increased flexibility of travel and use of these modes across the region.</i>			<p>Milestones: The development of new carnets tickets within Stagecoach is currently nearing completion, which will result in all major local bus operators offering this product. Investigations have also taken place into the potential for other related ticketing options from across the region to be incorporated into the MaaS offering. Planning is also underway to migrate Solent Go wholly into the development of the MaaS platform, as and when this is undertaken. Positive conversations have taken place with some of the Ferry services about joining the scheme.</p> <p>Resourcing: Interim PM appointed (for MaaS). Additional technical support procured.</p>
3	WP3 - Mobility Credits <i>Trial of travel credit scheme offered to low socio-economic groups aimed at understanding the impact such credits have on travel behaviour.</i>			<p>Milestones: : Currently on hold due to COVID-19. To be reviewed Spring 21'</p> <p>Resourcing: Funding reprofiled.</p>
4	WP4 - Bike Share <i>Design and launch a new bike share scheme, electric or otherwise, initially to be trialled in a pilot area and subsequently rolled out across the region.</i>			<p>Milestones: Project Initiation Document and project plan timescales established. Early market testing underway, prior to formal procurement commencing.</p> <p>Resourcing: An Interim Theme 1 lead has been appointed and is the current PM with support from each of the PMs in the two pilot council areas.</p>
5	WP5 - Lift share <i>Growing existing lift share services through support for local employers to establish new schemes in workplaces.</i>			<p>Milestones: Currently on hold due to COVID-19. To be reviewed Spring 21'.</p> <p>Resourcing: Funding reprofiled.</p>
6	WP6 - Demand Responsive Transit <i>Design and launch of responsive services to supplement existing public transport networks to improve connectivity in areas under-represented.</i>			<p>Milestones: Currently on hold due to COVID-19. To be reviewed Spring 21'.</p> <p>Resourcing: Funding reprofiled.</p>



Work Package RAG Status Overview

	Work Package	Milestones	Resource	Brief Commentary (including justification for rating). More detail can be provided in the slides for individual workstreams
7	WP7 E-Scooter trials <i>Design and launch an e-scooter trial, in response to the Government's post-COVID drive to pilot new micro-mobility modes, addressing local health, environmental and social issues as well as the imminent travel challenges posed by COVID 19.</i>			<p>Milestones: An E-Scooter trial scheme on the Isle of Wight (IoW) was launched at the end of November 2020 with an initial focus on key worker movements during national lockdown. An expansion of the IoW scheme subsequently took place in December. For Portsmouth scheme a supplier has been appointed. Solent e-scooter trial application re-submitted to DfT and subsequently approved. Regional stakeholder engagement workshop undertaken in November and well received.</p> <p>Resourcing: An interim PM has been working alongside an Interim Theme 1 lead. The interim PM will be leaving the team in February, with development of the schemes being driven by the local authorities with support from the FTZ Interim Theme lead. Progress on Portsmouth and Southampton deliveries are in line with timeline. There have been questions over the deliverability of the Winchester Scheme, this is now being rethought by Hants CC, who are exploring delivering the scheme in a different way and via other funding sources. The scheme is not progressing as an e-scooter scheme at this time.</p>
8	WP8 Micro Consolidation <i>Introduction of manned and unmanned micro consolidation hubs, using zero emission vehicles and cargo bikes to reduce the impact of last mile deliveries</i>			<p>Milestones: An agreed MoU with the Universities is due in February. Discussions started on data requirements and with potential project partners already operating in the area. Early discussions also held on potential trial sites in Portsmouth.</p> <p>Resourcing: An Interim Theme 2 lead has been appointed - part time PM with support from each of the PMs in the two pilot council areas.</p>
9	WP9 Macro Consolidation <i>Increased use of existing Southampton SDC and development of sustainable commercial consolidation in Portsmouth</i>			<p>Milestones: An agreed PID on which to base an MOU with the Universities is due at the end of January. Discussions started on data requirements and with potential project partners already operating in the area.</p> <p>Resourcing: An Interim Theme 2 lead has been appointed a parttime PM with support from each of the PMs in the two pilot council areas.</p>
10	WP10 Drones Logistics <i>(1) Trials and practical testing of BVLOS delivery of medical samples to the Isle of Wight. (2) Development of an unmanned traffic management system for drones</i>			<p>Milestones (1): Review and reprofiling of programme to accommodate extra elements on packaging and human factors commenced.</p> <p>Resourcing: An Interim Theme 2 lead has been appointed and is the current PM. Issues around the UOS dealing Covid responseand the project needing rebasing have slowed progress.</p>



Financial Information

WP	Capital	Revenue	Spend YTD	Comment
WP 1 - MaaS	£5,927,714		0	UoS and UoP to commence work following agreement of MoU at end of 2020. For 2021 forecast spend is £463,946 (UoS) and £273,035 (UoP). MaaS Platform developer expected to be appointed in March 2021.
WP 2 – Solent Go	£781,500		0	2021 Forecast spend = £756,000
WP 3 – Mobility Credits	£665,626		0	Project to be reviewed in Spring 2021
WP 4 – Bike Share	£2,399,730		0	Expected Spring 2022 launch
WP 5 – Lift share	£308,038		0	Project to be reviewed in Spring 2021
WP 6 – DDRT	£771,000		0	Project to be reviewed in Spring 2021
WP 7 – E-Scooter	£880,000		0	The IoW trial was launched in November 2020 and the SCC / PCC trials are expected to launch in a few weeks. In March 2021 we are expecting a payment request from the LTAs of circa £750,000 (note that payment to LTAs cannot occur until the Solent Transport Legal Agreement has been signed).
WP 8 – Micro Consolidation	£2,499,447		0	Specification and project programme to be revised
WP 9 – Macro Consolidation	£895,192		0	Specification and project programme to be revised
WP 10 – Drones Logistics	£8,044,034		£200,000	Advance funding to UoS April 2020. Specification and project programme to be revised.
Other – Staffing, marketing etc	£5,586,719		£505,000	UoS to commence work on the Programme M&E following agreement of MoU at end of 2020. For 2021, UoS forecast spend on M&E is £121,971
RAG	Change	Key financial risks and mitigation		
		<p>It is assumed that all spend on the project will be considered as Capital.</p> <p>At this stage in the programme, no key financial risks have been identified</p>		



Appendix: Detailed information for individual Projects



Update

Progress

Final specification agreed and issued, with technical consultancy support to create a working model which should be feasible and deliver an MVP in short timescales, with further iterations to follow.

Tender issued to five consortia, selected after SSQ stage in late 2020. 1-2-1 sessions with each bidding consortium suggests good level of alignment with our vision, aim and objectives.

Stakeholder engagement with transport operators, local authorities and other bodies continues, on contractual, commercial and technical levels.

University research has begun, with the first researchers recruited and in place. University representation on the tender evaluation panel will ensure cohesion.

We have also joined the MaaS Alliance and have begun attending virtual meetings to share findings and approaches. Co-operation with other FTZ areas ongoing.

Key issues

No issues currently; when tender evaluation is complete there may be more to consider.

Page 43

Key projects

- Mobility as a Service platform
- Mobility as a Service trials, in conjunction with Universities of Portsmouth and Southampton
- Monitoring and evaluation of the project will be done as part of the research partnership with the Universities.
- Monitoring and evaluation of the programme as a whole is being coordinated.

Next steps

We expect to appoint a MaaS platform provider in March 2021, and for them to begin working immediately.

Initial outcomes from research should be delivered by April 2021, and the planning for future trials and iterations will begin to be developed.



	RAG	Change	Key risks	Mitigation
Milestones		→	<ul style="list-style-type: none"> 1. Integration of research programme and outputs with platform development 2. Technical integration with transport providers, payment engines etc. 3. Customer interest, uptake and usage 4. Covid-19 affects travel patterns 	<ul style="list-style-type: none"> 1. University involvement in evaluation panel. Agreed research schedule (part of MoU) issued to all bidders. 1-2-1 sessions to highlight the importance of the research partnership. 2. Deep-link/handoff process rather than API integration chosen for baseline operation, with options to go further iteratively. 3. Coordinated marketing, communications and behaviour change strategy to include audience segmentation. 4. Pitching MaaS as Covid-recovery tool, collaborating with LAs.
Resourcing		→	<ul style="list-style-type: none"> 1. Transition from interim to permanent team 2. University resourcing of researchers 	<ul style="list-style-type: none"> 1. Recruitment underway and handover periods will ensure continuity 2. MoU signed with universities to allow them to resource appropriately
Evaluation stage 4		→	<ul style="list-style-type: none"> 1. Agreeing approach and framework in conjunction with other projects 2. Covid-19 makes baseline data challenging to collect 	<ul style="list-style-type: none"> 1. Collaborative work with NatCen, TRL, University of Southampton and other Solent Transport projects/staff 2. Common approach to baseline data based on best practice

Jan	Feb	March	April	May	June	July	Aug	Sept	Oct	Nov	Dec
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Tender period, evaluation and appointing successful bidder

Initial development work to create Minimum Viable Product

Ongoing development to add additional features

Stakeholder engagement with transport operators, businesses and other groups

Planned launch of MVP MaaS product

Research partnership: resourcing and kick-off

Research partnership: creating and running trials and iterations to test approaches and answer research questions



Update

Progress

Agreement reached with Southampton City Council to separate Solent Go contract from their SmartCities contract, to allow integration of Solent Go into the MaaS platform in 2021 – significantly earlier than previously planned.

New carnets tickets developed in conjunction with bus operators and will be ready to be (soft) launched in the coming weeks.

Other improvements to Solent Go including new zones, multi-operator Hopper tickets and discounts for jobseekers to be applied as part of the integrated MaaS and Solent Go platform.

Key issues

No issues to report.

Page 45

Key projects

- Integration of Solent Go into the MaaS platform, to include ITSO HOPS capability, customer support, customer data and payment settlement.
- Carnet tickets to give customers discounts on bundles of 5 one-day tickets.
- Rail integration – now to be delivered as part of MaaS project.
- Upgrade to portal/app – now to be delivered as part of MaaS project.
- New zones for Southampton and Portsmouth city regions.
- Hopper tickets to allow multiple trips in 60-minute period across operators.
- Discounts for jobseekers.
- M+E to be undertaken through customer insight, travel data and through MaaS.

Next steps

Carnet tickets to be made available although full launch to wait until after lockdown.

Integration into MaaS platform to begin – options depend on whether existing Solent Go operator is part of MaaS consortium (they are part of 3 of 5 bids).

Contractual separation from Southampton City Council to be confirmed and carried out in time for July 2021 when the existing contract ends.



	RAG	Change	Key risks	Mitigation
Milestones		→	<ul style="list-style-type: none"> 1. Bus operators unwilling/unable to make improvements to allow new products 2. Timescales for procurement or development are not deliverable 3. Integration into MaaS is more complex than anticipated. 	<ul style="list-style-type: none"> 1. Collaboration ongoing with bus operators and with SHBOA which represents them. 2. Discussions with Unicard (current operator) and bus operators to confirm how deliverables can be made available. 3. Options are being considered for eventualities where Unicard are/are not part of MaaS development consortium.
Resourcing		→	<ul style="list-style-type: none"> 1. Transition from interim to permanent team 	<ul style="list-style-type: none"> 1. Recruitment underway and handover periods will ensure continuity
Evaluation stage 46		→	<ul style="list-style-type: none"> 1. Understanding impact of Solent Go products in conjunction with MaaS platform 	<ul style="list-style-type: none"> 1. Work with marketing and behaviour change strategy development to give sufficient focus on these deliverables

Jan	Feb	March	April	May	June	July	Aug	Sept	Oct	Nov	Dec
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Carnet tickets available
(soft launch)

Integration into MaaS

Other deliverables to be made available on MaaS platform

Prepare contractual split from SCC SmartCities



Update

Progress

Project currently on hold due to Covid-19.

Page 47

Key projects

Next steps

Project is due to be reviewed in Spring 2021.



Update

Progress

Early market testing carried out with a number of potential bike share operators. Procurement planning underway to determine optimal approach for bike share. Final stages of appointment of supplier to develop and deliver innovative bike lock scheme to be trialled in Portsmouth and Southampton.

Key issues

No major issues, although supply chains have been impacted by Covid-19 and Brexit and resultantly the scheme will not be launched before 2022.

Page 48

Key projects

- Development and delivery of new bike share scheme, initially to be piloted in Southampton and/or Portsmouth.
- Trialling of new app-based bike lock scheme aimed at reducing bicycle theft and thus reducing deterrent to cycling.
- Monitoring and evaluation of the project will be done as part of the research partnership with the Universities.

Next steps

- Undertaking demand modelling to understand size of potential market.
- Commencement of formal procurement for a bike share operator.
- Development of partnerships on this project with Universities in Southampton and Portsmouth.



	RAG	Change	Key risks	Mitigation							
Milestones			<ul style="list-style-type: none"> 1. Insufficient budget to launch viable scheme 2. Scheme suffers from high levels of vandalism 3. Technical integration with MaaS 4. Lack of customer interest and usage 5. Covid-19 affects travel patterns, i.e. shared mobility is unpopular 6. Conflict with e-scooter operations 	<ul style="list-style-type: none"> 1. Sponsorship to be secured early on to support ongoing investment in operations and scheme expansion 2. Strong partnerships with police as well as with community groups from the outset 3. Ongoing liaison between MaaS platform developer and bike share operator 4. Coordinated and robust approach to marketing, communications and engagement 5. Strong focus on regular cleaning undertaken 6. E-scooter operators to be brought into development of scheme early on and/or schemes to be co-operated 							
Resourcing			<ul style="list-style-type: none"> 1. Transition from interim to permanent team, particularly for embedded roles in Portsmouth and Southampton 	<ul style="list-style-type: none"> 1. Recruitment underway; handover periods will ensure continuity. Internal Southampton and Portsmouth teams well briefed 							
Evaluation			<ul style="list-style-type: none"> 1. Agreeing approach in conjunction with other projects, particularly e-scooters 2. Covid-19 makes baseline data challenging to collect 	<ul style="list-style-type: none"> 1. Collaborative work with NatCen, TRL, University of Southampton and other Solent Transport projects 2. Common approach to baseline data based on best practice 							
Jan	Feb	March	April	May	June	July	Aug	Sept	Oct	Nov	Dec

Procurement planning and undertaking

Demand modelling

Operator appointed; scheme development

Communication and engagement



Update

Progress

Project currently on hold due to Covid-19.

Page 50

Key projects

Next steps

Project is due to be reviewed in Spring 2021.



WP6 (Dynamic Demand Responsive Transit)

Update

Progress

Project currently on hold due to Covid-19.

Page 51

Key projects

Next steps

Project is due to be reviewed in Spring 2021.



Update

Progress

Trial successfully launched on Isle of Wight in late November, initially focused on key worker movements; subsequently expanded across the island

Completion of procurement framework for mainland trials to commence

Detailed plans for trials in Portsmouth and Southampton well advanced

Regional stakeholder event carried out in November and well received

Key issues

Page 52

Key projects

- E-scooter trials across the Solent – Isle of Wight, Portsmouth and Southampton
- Monitoring and evaluation of the project will be done as part of the research partnership with the Universities.
- Monitoring and evaluation requirements have been set out with all operators

Next steps

Finalisation of trial details for Portsmouth and Southampton with operators

Launch of trials in Portsmouth and in Southampton

Coordinated stakeholder engagement across Portsmouth and Southampton as well as supporting communications for launch of trials



	RAG	Change	Key risks	Mitigation
Milestones		→	<ul style="list-style-type: none"> 1. Trial launches do not meet the end of March deadline 2. National lockdown continuing through to March impacting on ability to launch 3. Crime and vandalism when trials are launched 	<ul style="list-style-type: none"> 1. Solent, Councils and Operator working collaboratively to ensure timescales are adhered to. 2. Planning for soft-launch focused on supporting key worker movements, should it be required 3. Coordinated engagement approach with police and on positive marketing of trial to new markets
Resourcing		→	<ul style="list-style-type: none"> 1. Transition from interim to permanent team 	<ul style="list-style-type: none"> 1. Recruitment underway; Theme lead to take on role of liaison with and support for each individual trial
Evaluation stage 53		→	<ul style="list-style-type: none"> 1. Agreeing approach in conjunction with other projects, particularly e-scooters 2. Covid-19 makes baseline data challenging to collect 	<ul style="list-style-type: none"> 1. Collaborative work with NatCen, TRL, University of Southampton and other Solent Transport projects 2. Common approach to baseline data based on best practice

Jan	Feb	March	April	May	June	July	Aug	Sept	Oct	Nov	Dec
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Detailed planning and for launch of trial in Portsmouth

Marketing and communications

Detailed planning for launch of trial in Southampton

Monitoring and evaluation



Update

Progress

We have had discussions with the Local Authorities and several existing freight operators to ensure that the FTZ delivers practical, real-world trials and research.

The outcome of these discussions has identified the need to review and revise the original specification and work programme for this project, which is currently being carried out by the FTZ team in partnership with the UoS and UoP.

Key issues

The pandemic has caused some drastic changes to freight behaviour, such as a doubling of supermarket volumes and 80% increase in home deliveries. These changes will be taken into account within the updated work programme.

Page 54

Key projects

- Trials of Micro Consolidation options to assist last mile deliveries across the Solent Region. Opportunities will be considered that appear to have clear local benefits and reduce the negative effects of delivery and servicing traffic.
- Monitoring and evaluation of the project will be done as part of the research partnership with the Universities.

Next steps

Review and update to project specification and programme to be completed in February 2021.

The University research will commence once an MoU has been agreed, which is expected in February 2021.

Initial focus will be on data analysis of current and pre-Covid volumes, origins and destinations of freight activity to predict future trends and issues.

Any opportunities for early micro consolidation trials will also be investigated.



	RAG	Change	Key risks	Mitigation																	
Milestones		➡	A revised programme of work is currently being developed for the project. Key milestones and associated risks to be identified as part of this process.																		
Resourcing		➡	1. Transition from interim to permanent team	1. Recruitment underway and handover periods will ensure continuity																	
Evaluation		➡	1. Agreeing approach in conjunction with other projects. 2. Covid-19 makes baseline data challenging to collect.	1. Collaborative work with NatCen, TRL, University of Southampton and other Solent Transport projects 2. Common approach to baseline data based on best practice																	
Jan	Feb	March	April	May	June	July	Aug	Sept	Oct	Nov	Dec										
Agree work packages and sign MOU		Potential trials																			
Data gathering and analysis																					
Discussions with operators, landlords and other stakeholders																					
Identification of appropriate trials																					



Update

Progress

We have had discussions with the Local Authorities and the operator of the Southampton Sustainable Distribution Centre (SDC) to ensure that the FTZ delivers practical, real-world trials and research.

The outcome of these discussions has identified the need to review and revise the original specification and work programme for this project, which is currently being carried out by the FTZ team in partnership with the UoS and UoP.

Key issues

The pandemic has caused some drastic changes to freight behaviour, such as a doubling of supermarket volumes and 85% decrease in cruise liner requirements. These changes will be taken into account within the updated work programme.

Page 56

Key projects

- A review of the existing SDC
- Investigation and, where practicable, trials of increasing the use of the SDC
- Investigation of macro consolidation potential in other areas or sectors
- Monitoring and evaluation of the project will be done as part of the research partnership with the Universities.

Next steps

Review and update to project specification and programme to be completed in February 2021.

The University research will commence once an MoU has been agreed, which is expected to be agreed in Feb 2021.

Initial focus will be on data analysis of current and pre-Covid volumes, origins and destinations of freight activity to predict future trends and issues.



	RAG	Change	Key risks	Mitigation							
Milestones		➡	A revised programme of work is currently being developed for the project. Key milestones and associated risks to be identified as part of this process.								
Resourcing		➡	1. Transition from interim to permanent team	1. Recruitment underway and handover periods will ensure continuity							
Evaluation		➡	1. Agreeing approach in conjunction with other projects. 2. Covid-19 makes baseline data challenging to collect.	1. Collaborative work with NatCen, TRL, University of Southampton and other Solent Transport projects 2. Common approach to baseline data based on best practice							
Jan	Feb	March	April	May	June	July	Aug	Sept	Oct	Nov	Dec
Agree work packages and sign MOU		Data gathering and analysis			Review of existing SDC operations and scenarios			Investigation of macro consolidation potential in other areas or sectors			



Update

Progress

This project was kick-started in May 2020 with early trials in response to the COVID-19 pandemic.

Based on lessons learnt during the May 2020 trials, a revised specification and programme of work is currently being developed by the FTZ project team in partnership with the UoS and UoP.

Key issues

It is clear that drone technology and this field of activity is experiencing a high pace of change, which has been demonstrated through our early trials and the level of work being instigated through InnovateUK and Future Flight. Given the pace of change in drone technology, significant industrial engagement throughout the project is required to ensure our project plan and objectives take into account the evolving changes in the market. We will require the assistance of the DfT in this engagement process.

Early identification of the final client for the UTM system is essential to maximise long-term benefit.

Page 58

Key projects

- Trials and practical testing of Beyond Visual Line of Sight (BVLOS) delivery of medical samples and supplies to the Isle of Wight and between GP surgeries and hospitals in the Solent Region.
- Development of an Unmanned Traffic Management (UTM) system.
- Monitoring and evaluation of the project will be done as part of the research partnership with the Universities.

Next steps

Final client for the UTM system to be identified.

Start of industrial engagement

Review and update to project specification and programme to be completed in February 2021.

The University research will commence once an MoU has been confirmed, which is expected in Spring 2021.

A **Potential** VTOL and aseptic medicines is planned for April/May 2021.



	RAG	Change	Key risks	Mitigation							
Milestones		➡	A revised specification and programme of work is currently being developed for the project. Key milestones and associated risks to be identified as part of this process.								
Resourcing		➡	1. Transition from interim to permanent team	1. Recruitment underway and handover periods will ensure continuity							
Evaluation stage 5		➡	1. Agreeing approach in conjunction with other projects. 2. Covid-19 makes baseline data challenging to collect.	1. Collaborative work with NatCen, TRL, University of Southampton and other Solent Transport projects 2. Common approach to baseline data based on best practice							
Jan	Feb	March	April	May	June	July	Aug	Sept	Oct	Nov	Dec
Agree work packages and sign MOU			Potential second field trial			Review and revision (if required) of project work packages			Tendering and selection of UTM supplier		



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