



Purpose: For Decision

Committee report

Committee	SOLENT TRANSPORT JOINT COMMITTEE
Date	5 October 2020
Title	SOLENT FUTURE TRANSPORT ZONE – PROPOSED GOVERNANCE ARRANGEMENTS
Report of	Councillor Ian Ward

EXECUTIVE SUMMARY

1. This report provides detail regarding the proposed governance arrangements for delivering the Solent Future Transport Zone (FTZ). The Solent Transport Joint Committee approved the interim arrangements for the governance and programme management at its meeting of 29th June 2020 delegating authority to the Solent Transport Manager.
2. The Interim Programme Management team has now been appointed and following a further review of the programme and the proposed governance this report now sets out a recommendation for adopting the formal arrangements that will be adopted immediately following this meeting until the programme end date of June 2024.
3. The proposal is that the Solent Transport Joint Committee extends its remit to form the FTZ Steering Group and be able to cover specific FTZ items. Membership of the FTZ Steering Group is proposed to be the same Members as the Joint Committee but with additional officers as proposed in paragraph 12. Similarly, the Solent Transport Senior Management Board, is proposed to be adapted for part of its regular meetings to be the FTZ Programme Board and additional members are invited to join the meeting as described in this report (paragraph 13). This approach creates a formal governance structure for the FTZ programme but is intended to minimise time and resource commitment.
4. A diagram covering the proposed governance arrangements is set out in paragraph 11.

BACKGROUND

5. The Solent FTZ was relaunched on 1st July 2020 and extended until June 2024 following the Department for Transport's allocation of £28.75m awarded to Solent

Transport awarded on 31st March 2020. It was agreed that Southampton City Council would be the accountable body for the programme but that as per the bid to the DfT, Solent Transport would be responsible for the delivery and therefore the governance arrangements fall to Solent Transport.

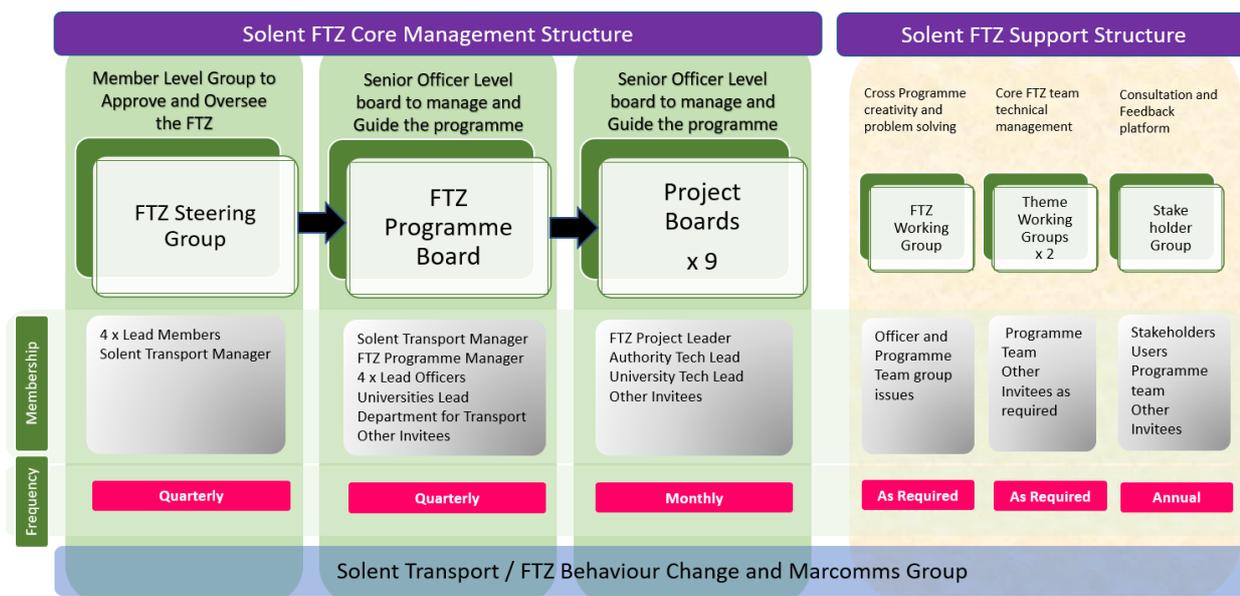
6. The programme is split into two themes – Personal Mobility with seven projects and Sustainable Urban Freight with three projects. Regular updates will be provided to the Steering group and Programme Board now that delivery has commenced. Since the relaunch on 1st July the majority of the work has focussed on recruitment, stakeholder engagement and project planning but now delivery will commence the governance arrangements set out within this report are required to be put in place.
7. This Joint Committee agreed at its meeting of 29th June 2020 to adopt interim arrangements for the development and delivery of the FTZ programme pending this report effectively delegating responsibility to the Solent Transport Manager. This report seeks the adoption of the formal governance arrangements for the remainder of the programme.

STRATEGIC CONTEXT

8. The Solent FTZ Programme is one of four Future Transport Zones set up nationwide by the Department for Transport. Future Transport Zones are intended to develop, trial, and evaluate innovative approaches to transport in specific areas, and are also intended to deliver schemes which complement and add value to Transforming Cities Fund programmes (which all four Member Authorities are engaged in/ working to deliver across parts of the Solent sub-region).
9. The Solent FTZ programme will support and deliver a number of schemes identified within Member Authorities' strategies and policies, supporting the adopted Local Transport Plan 4s (LTP4s) for Portsmouth and Southampton, and also emerging new LTP4s for Isle of Wight and Hampshire.
10. Delivery of FTZ will also support wider policies and strategies of Local Authorities and other bodies in the Solent area, including clean air and other environmental strategies and plans.

PROPOSED GOVERNANCE ARRANGEMENTS

11. The diagram covers the proposed governance arrangements. The governance is proposed to be in two parts – a series of groups that form the formal management of the programme supported by an informal set of supporting groups to help ensure stakeholder buy-in, innovation, marketing & communications support an synergies between projects.



12. FTZ Steering Group

This Member level group will oversee the delivery and implementation of the programme. It is proposed that decisions are to be taken by those members in attendance and only agreed where there is a unanimous decision amongst those in attendance. Deputies or substitutes are proposed to be accepted.

This meeting is not a Joint Committee and as such will not be bound by the same conditions i.e. need not be quorate, and will not publish minutes or recordings of meetings (if held virtually). It is planned however to be held following Joint Committee meetings, to ease scheduling of meetings.

The proposed **Terms of Reference** are as follows:

- To approve the programme
- To approve the annual delivery plan and expenditure forecast
- To receive updates from the FTZ Programme team on progress made
- To approve the annual report before being submitted to the Department for Transport
- To approve the final report at the end of the programme
- To consider requests to add or remove any project in its entirety from the programme (subject to DfT approval)
- To consider any proposed major alterations to projects (subject to DfT approval)
- To provide political direction as necessary

Proposed Membership:

- Cllr Ian Ward (Isle of Wight Council)
- Cllr Rob Humby (Hampshire County Council)
- Cllr Lynne Stagg (Portsmouth City Council)
- Cllr Steve Leggett (Southampton City Council)
- Kate Martin (Southampton City Council – Programme Senior Responsible Officer)
- Senior Officers from the four Councils as appropriate
- Solent Transport Manager
- Solent FTZ Programme Manager

13. FTZ – Programme Board

This Senior Officer led Group will oversee the management of the programme and make recommendations to the FTZ Steering Group.

The proposed **Terms of Reference** are as follows:

- To oversee the delivery of the FTZ programme to ensure it achieves its objectives of delivering £28.75m for future transport schemes as per the bid to DfT
- To hold the FTZ Programme Manager and Project Managers to account for their performance and impact in delivering the programme
- To receive Quarterly progress reports prior to being issued to DfT
- To discuss and resolve issues that are brought to the Board by the Programme Team
- To receive regular progress reports from the Project Managers and/or Project Boards
- To approve variations in projects that exceed planned project budgets by £100k, or more
- To review and approve the annual and end of programme reports before being issued to the FTZ Steering Group
- To approve agendas and reports to the FTZ Steering Group
- To ensure financial approvals / grant confirmation letter is issued to DfT
- To co-ordinate/manage formal communications regarding the programme with the funder (DfT)
- To receive financial updates on actual spend v forecast spend
- To provide updates from each organisation represented
- To review the annual Monitoring & Evaluation reports
- To receive Marketing & Communications reports

Proposed Membership:

- Colin Rowland (Isle of Wight Council)
- Frank Baxter (Hampshire County Council)
- Pam Turton (Portsmouth City Council)
- Pete Boustred (Southampton City Council)
- Tom Cherrett (University of Southampton)
- Djamila Ouelhadj (University of Portsmouth)
- Richard Soper (South Hampshire Bus Operators Association)
- Department of Transport representatives
- Solent Transport Manager
- Solent Transport Principal Transport Planner
- FTZ Programme Manager
- FTZ Programme Team as required

14. FTZ Project Boards

Project Boards will be established which will be led by the Project Manager and include attendees involved in the delivery of the project.

Whilst there may be some variation depending on each project's needs the following **terms of reference** are proposed as a minimum for each:

- To oversee project delivery and ensure progress is made against the project plan
- To manage expenditure against the spend profile
- To manage any issues that arise that affect the progress and escalate where appropriate

- To convene to engage all stakeholders and parties relevant to the delivery of the project
- To contribute to the quarterly and annual reports
- To present to the Programme Board or to Steering Group where required
- To ensure all project documentation – risk register, spend profile, stakeholder engagement plan etc are up to date and regularly reviewed

It is expected that the Project Managers will manage their own projects and co-ordinate activity via these Project Boards. Issues will be escalated to the FTZ programme Manager and in turn the Solent Transport Manager unless they require input or decision by the Programme Board or Steering Group in line with the decisions taken at the 28th June Solent Transport Joint Committee meeting.

Membership will vary and it is proposed to delegate the formation of individual Project Boards the FTZ Programme Manager in conjunction with the Solent Transport Manager and lead officers (SMB) from the four authorities.

15. The groups listed in paragraphs 16-18 below are intended to support the formal governance but not to have any decision-making powers. It is proposed to delegate authority to determine the attendees, amend the terms of reference and frequency to the Solent Transport and FTZ Programme Manager to agree.

16. **Future Transport Zone – Working Group**

This group will help to manage the programme and provide input and advice to projects. It will also be a forum to discuss emerging technology and research, learning and knowledge sharing regarding innovation.

The group will be asked to:

- Review Project Initiation Documents and support Project Managers with the development and delivery of projects.
- Receive updates from individual project managers
- Workshop and discuss innovative approaches to project delivery / identify solutions where appreciate
- Review research and development reports from the Universities
- Receive regular programme and project level updates

Proposed Membership: FTZ Programme Team, Universities and nominees from the local authorities at Team leader/Principal Transport planner level.

17. **Solent Area/FTZ Behaviour Change MarComms Group**

This group will oversee the ongoing development and implementation of the Solent Transport Behaviour Change MarComms Strategy. Attendance is not compulsory but it is proposed to be the formal group that co-ordinates communication regarding the FTZ programme.

The group will be asked to:

- Receive updates on the overall FTZ Programme (local and national updates)

- Receive updates in relation to pan-Solent behaviour change marketing communications activity
- Receive updates in relation to behaviour change marketing communications activity for individual FTZ projects
- Discuss forward look on behaviour change marketing communications activity
- Identify matters to be raised with or escalated to Programme Board
- Workshop and discuss innovative approaches to delivery / identify solutions where appreciate, share best practice from outside region.

Proposed Membership: Core members are marketing communications representatives from Solent Transport, and each Local Transport Authority plus lead travel planning officer(s) for Solent area. Marketing communications representatives from Highways England and local rail and bus operator will also be invited to attend either as core or 'special' attendees.

18. **Theme 1 and 2 Programme Groups**

These groups will meet informally and be led by the Theme leads. The purpose is to ensure there is synergy and co-ordination between the projects in each theme as they are developed.

Proposed Membership: FTZ Programme Team only

19. **User Group / Stakeholder Group**

This group would be formed of leading industry experts covering different modes that reflect the users and those from the future mobility sector and have an independent chair. The group would not have decision making powers but can act as a peer review to help guide the programme as it progresses and ensure links are made between the work in the Solent area and nationally/globally.

It is proposed to delegate the development of the terms of reference and membership of this group to the Solent Transport and FTZ Programme Manager and to be agreed by the FTZ Programme Board

CONSULTATION

20. The proposed governance arrangements were reported to the Solent Transport Senior Management Board on 6th August 2020 and it was agreed that this report should now be submitted to the Joint Committee providing further details to adopt the formal programme governance.

FINANCIAL / BUDGET IMPLICATIONS

21. There are no financial implications associated with this report. All FTZ Programme costs are covered by the Solent FTZ grant.

CARBON EMISSIONS

22. Not Applicable

LEGAL IMPLICATIONS

23. The authority to transfer funds to Solent Transport member organisations is governed by the current joint agreement between the constituent authorities. The updated 2017 version with minor revisions to the overall arrangements requires signing by all parties. Members are encouraged to facilitate this at an early date.

EQUALITY AND DIVERSITY

24. Not Applicable

PROPERTY IMPLICATIONS

25. There are no property implications associated with this report.

OPTIONS

26. The proposed governance arrangements are based on standard programme management principles and attempt to minimise additional resource or administration costs by linking the proposed approach closely to the current Solent Transport governance arrangements.
27. The proposals are also based on previous proposals for the top-level governance developed at bid stage.

RISK MANAGEMENT

28. Not Applicable

RECOMMENDATION

29. It is proposed that the Solent Transport Joint Committee agree to adopt the governance arrangements for the FTZ programme as set out in paragraphs 11-19.

BACKGROUND PAPERS

30. Previous report to Joint Committee, including regarding interim Governance arrangements:
<https://democracy.portsmouth.gov.uk/ieListDocuments.aspx?CIId=503&MIId=4512>
(Item 6)

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