

**SCR TRANSPORT AND ENVIRONMENT BOARD**

**23<sup>rd</sup> October 2020**

**TRANSPORT PARTNERSHIP WORKING ARRANGEMENTS**

**Purpose of Report**

To set out the arrangements for partnership working to support the delivery of the SCR Transport Strategy and Implementation Plans.

**Thematic Priority**

Secure investment in infrastructure where it will do most to support growth.

**Recommendations**

That members of the Transport and Environment Board consider and agree that:

- The MCA Executive establishes five Delivery Groups aligned to the Transport Strategy Implementation Plans – Active Travel, Rail, Roads and Public Transport and that this would replace funding specific arrangements. A fifth group focuses on tram renewal and future strategy;
- That Delivery Groups are concerned with the development and commissioning of transport investment, projects and programmes as well as partnership oversight of delivery as distinct from the appraisal, decision making and performance management functions of the MCA Executive on behalf of the MCA.
- The Strategic Transport Group is replaced by the SCR Delivery Oversight Group that maintains oversight of delivery of the Transport Implementation Plans.
- The Board will review delivery arrangements on an annual basis.

**1. Introduction**

- 1.1** Following the publication of the SCR Transport Strategy, work has continued to develop associated Implementation Plans. The Integrated Rail Plan was published in Summer 2019, the Active Travel Implementation Plan was adopted in June 2020 and the Roads Implementation Plan is being considered Autumn 2020. The Public Transport Implementation Plan will follow the consideration of the outcomes of the Bus Review and in light of the response to, and recovery from, the Covid19 pandemic.
- 1.2** Transport schemes are currently funded through a range of different direct grants and programmes, for example the Local Growth Fund and centrally managed local programmes (Integrated Transport Block, Highways Capital Maintenance, Sustainable Travel Access Fund), which are due to conclude in March 2021. £166m has been confirmed to the MCA via the Transforming Cities Fund to be focused on improving intra city regional connectivity. The March 2020 Budget included a commitment to long term settlements for local transport for the eight elected Mayors in England. The Government

has also committed £5bn for buses and cycling. The 2020 Spending Review will give further indication of funding arrangements for transport in City Regions.

- 1.3 It is timely therefore to consider the best arrangements to deliver the Implementation Plans, to move away from a structure built around specific funding streams, to more specific partnership arrangements which allows the MCA to respond rapidly and flexibly to future transport investment whatever form this takes.

## 2. Proposal and justification

- 2.1 Each Implementation Plan sets out a programme of the investment required in the short, medium and long term to deliver the Transport Strategy. The Plans do not contain details of funding sources recognising that transport funding arrangements change over time and our focus needs to be on securing the right schemes rather than 'chasing money'. As the planning phase is well underway it is timely to consider how oversight of delivery is best organised.
- 2.2 We are in the final year of funding allocated to Centrally Managed Local Programmes; Integrated Transport Block, Highways Capital Maintenance and the Sustainable Travel Access Fund unless the Government extends these funds in some way. The quantum and arrangements through which we receive funding for these and similar activities from the Department will likely change in future years and would also be influenced by any additional devolution of transport policy and funding to the MCA.
- 2.3 It is proposed that future partnership arrangements for the development and oversight of delivery should be built around the modal implementation plan rather than specific funding streams. It is therefore proposed that four Implementation Plan Delivery Groups are created concerning Active Travel, Rail, Roads and Public Transport. The Delivery Groups would comprise MCA Exec transport team leads, Local Authority transport thematic leads, LTP programme representation, the PTE and other invited partners as appropriate. This may include for example Network Rail, HS2 and Transport for the North. Each Delivery Group would focus on the development and oversight of the Implementation Plan schemes and all funding streams associated with it. Transforming Cities Funding would provide a significant immediate focus particularly for Active Travel and Public Transport Delivery Groups. Any remaining Centrally Managed Local Programmes (such as ITB, STAF and HCF), as well as any future transport capital funding, will be overseen through the Delivery Groups. The Delivery Groups for Active Travel and Rail are already established (Active Travel Programme Board and the Integrated Rail Board) with Terms of Reference. This role would be distinct to the functions of the MCA Executive in appraising, decision making and performance management in relation to transport schemes on behalf of the MCA.
- 2.4 The function performed by Strategic Transport Group as a senior transport officer group is proposed to be retained in the new structure, this would become the Delivery Oversight Group (DOG) overseeing programme implementation in the four delivery groups. This would be chaired by the MCA Exec team. South Yorkshire Transport Delivery Group (SYTDG) activities would be incorporated into the work of the Delivery Groups. Decisions on investment and change control would remain subject to the arrangements set out in the MCA Assurance and Governance guidance. The DOG would ensure that cross cutting themes are considered in the delivery and development of programmes and that related work programmes are considered for example, the Safer Roads Partnership.
- 2.5 The PTE's Transport Executive Group will receive reports on TCF programme performance for information. The Local Transport Programmes will continue to be considered by the PTE Transport Executive Group until their conclusion.

- 2.6** The TCF Programme Advisory Board will advise the MCA Exec on programme delivery. Terms of Reference are attached. Given the novelty, scale and complexity of the TCF programme it is recommended that there should be a separate advisory board, this might be reviewed after six months to consider whether its functions could be incorporated within the Delivery Oversight Group.
- 2.7** A Tram Programme Board has been established to oversee tram and tram train programmes and investment. This includes oversight of the existing Mass Transit Project Board. The Group will consider the long-term strategy and planning of tram and tram train and report to the Transport Executive Board.
- 2.8** The proposed approach reduces the risk of the proliferation of funding-based governance. The proposed Delivery Group approach also provides a consistent and clear line of sight to the Implementation Plans and Transport Strategy. Should new funding become available the partnership arrangements will already be in place to support South Yorkshire partners to respond nimbly. Organising around the implementation plans should make it easier to provide a consistent and clear message on performance and progress towards achieving the targets set out in the Plans and Strategy.
- 2.9** Project Boards will be used to take forward specific projects or programmes of work and partners will be invited to join based on their interest in the project. The Transport and Environment Board will receive updates on the work of these project and programme Boards. The following Project Boards have been established or will be established imminently:
- Sheffield Midland Masterplan
  - DSA Station
  - Dearne Valley station
  - Rotherham Mainline station
  - Waverley station
  - Mass Transit Renewal
  - Bus Improvement Board
- 2.10** The Local Transport Team are engaged in the following groups focused on delivery of programmes:
- Air Quality & Climate Group
  - Asset Management & Maintenance Group
  - Network Management Group
  - Safer Roads Partnership
  - South Yorkshire Intelligent Transport Systems Group (syITS)
  - Transport Delivery Group (SYTDG – Chair)
  - Sustainable Travel Access Fund Delivery Group (STAFDG)
  - Safer Roads Tactical Group
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- 2.11** MCA Executive team officers attend external Boards associated with delivering the Transport Strategy. Of particular note is the resource allocated to engaging with Transport for the North (TfN) where the MCA is represented on the Executive Board, Strategic Operations Group and TfN programme boards as well as attending the TfN Analytic Governance meeting.
- 2.12** SYPTE colleagues represent the SCR MCA and SYPTE in the following groups: TfN Officers Reference Group, TfN Train Service Advisory Group, Rail North Officer Group - Operations, TfN Pre Rail North Committee and Rail North Committee, TfN Improving Reliability in the North TT workshops, TfN Capacity improvements workshops, MRTF Comms update, Northern Stakeholder Conference, Northern Timetable Consultations,

Transforming Cities Fund with Northern, East Quadrant meeting, SYPTE/SCR Northern Quarterly, Northern Stakeholder update, Railfuture, SCR Rail Forum, Northern Cycle Rail Forum, COMReg, CRP and Northern Community Rail and Northern Community Rail Conference.

- 2.13** It is recommended that the Transport and Environment Board review partnership delivery arrangements on an annual basis.

### **3. Consideration of alternative approaches**

- 3.1** An alternative approach is a fund-based model for organising partnership arrangements, for example specific to the Transforming Cities Fund programme. However as new and/or additional funding streams become available to the MCA there is a risk that there is a proliferation of scheme/programme-based governance arrangements. This would reduce the ability to coordinate and place pressure on already stretched resources. The proposed arrangements will provide the MCA and partners with the flexibility accommodate new funding in future years.

### **4. Implications**

#### **4.1 Financial**

No specific financial implications at this stage.

#### **4.2 Legal**

The Report proposes new Terms of Reference for the Delivery Oversight Group, four Delivery Groups and the Tram Programme Board where these do not currently exist. These will define the financial management requirements, roles and responsibilities, delegations of authority and accountability for each group.

#### **4.3 Risk Management**

The risks associated with different governance models are set out in the paper.

#### **4.4 Equality, Diversity and Social Inclusion**

The SCR Transport Strategy includes an Equalities Impact Assessment as part of the Integrated Assessment. It is expected that equalities and diversity issues will be considered in the delivery of schemes.

### **5. Communications**

- 5.1** No communications activities are anticipated as a result of this Report.

### **6. Appendices/Annexes**

- 6.1** Appendix A Terms of Reference – TCF Advisory Board  
Appendix B Proposed Partnership working arrangements

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Background papers used in the preparation of this report are available for inspection at: 11 Broad Street West, Sheffield S1 2BQ

Other sources and references: n/a