Nottingham Cycle City Ambition Programme

BUSINESS CASE – MANAGEMENT CASE

April 2013

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1 INTRODUCTION

1.1 The purpose of this Management Case is to set the framework through which the Nottingham Cycle City Ambition programme will be managed, delivered and assessed.

1.2 This Management Case ensures all parties share a common understanding of the proposals by setting a clear understanding of the management and delivery framework through which all activities will be undertaken. All activities will be monitored according to time, cost and quality profiles.

1.3 The Management Case sets out:

- The approach to be utilised to ensure successful delivery;
- Governance structure, organisation and associated roles and responsibilities. This includes descriptions of key roles such as the Senior Responsible Owner, Programme and Project Managers and the role of Assurance in achieving quality outcomes;
- Programme management arrangements including reporting arrangements for all levels of governance;
- Controls and tolerance levels including managing issues and changes, foreseen and unplanned;
- Communication channels to be utilised with identified stakeholders and how their input will be used to influence delivery;
- Programme plan for each workstrand alongside key dependencies and critical paths;
- Risk management framework through which project risks will be identified, managed and mitigated;
- Approach to be taken towards managing benefits to ensure tangible and intangible outcomes are achieved.

2 APPROACH

2.1 Nottingham City Council will be the lead organisation in delivering the programme in conjunction with key local partners and stakeholders. As such, the City Council is utilising the Project Management Toolkit which sets out a corporate approach to successful programme management based upon the standard PRINCE2 principles of:

- Establishing a clear process, guidance and set of instructions;
- Applying the correct tools and techniques;
- Bringing on board competent levels of skill and appropriate leadership behaviours.

2.2 Utilising this approach for the programme will ensure delivery plans are robust and achievable. This disciplined approach will lead to successful outcomes and ensure the objectives of the programme, and the aims of the local stakeholder partnership and DfT are all achieved.

Our track record for effective delivery

2.3 The City Council and its partner organisations have built a successful track record of delivery, and collectively have substantial delivery expertise to bring to bear on this programme. These resources and skills have enabled:

- Successful delivery of a Local Transport Plan (LTP) programme totalling approximately £100 million for the second LTPs. The City Council was recognised as a Centre of Excellence for local transport delivery during LTP2, in addition to being Transport Authority of the year at the 2012 National Transport Awards and recognised as one of the UK's least car dependent cities.
- Progression of key major transport schemes including the Nottingham Express Transit, redevelopment of the Station Hub and Workplace Parking Levy, through cross departmental working and expertise drawn in from external partners and has received a number of awards for these over the recent years;
- A successful start to delivery of our LSTF Key Component and Main Bid programmes.
- A decade of joint working experience with other local authorities, transport operators and third sector organisations on smarter choices and behaviour change projects through the Greater Nottingham Transport Partnership. This includes the use of the Big Wheel brand for joint projects in the conurbation.
- A strong partnership with the sustainable transport charity Sustrans, including the implementation and operation of the exemplar Ucycle programme.

Programme management arrangements

2.4 As discussed in the Strategic Case, the proposed programme comprises an integrated package of measures that can be conveniently grouped into four inter-linked workstrands. Within each area there will be individual projects. As such the management of the proposed programme will be organised at three levels:

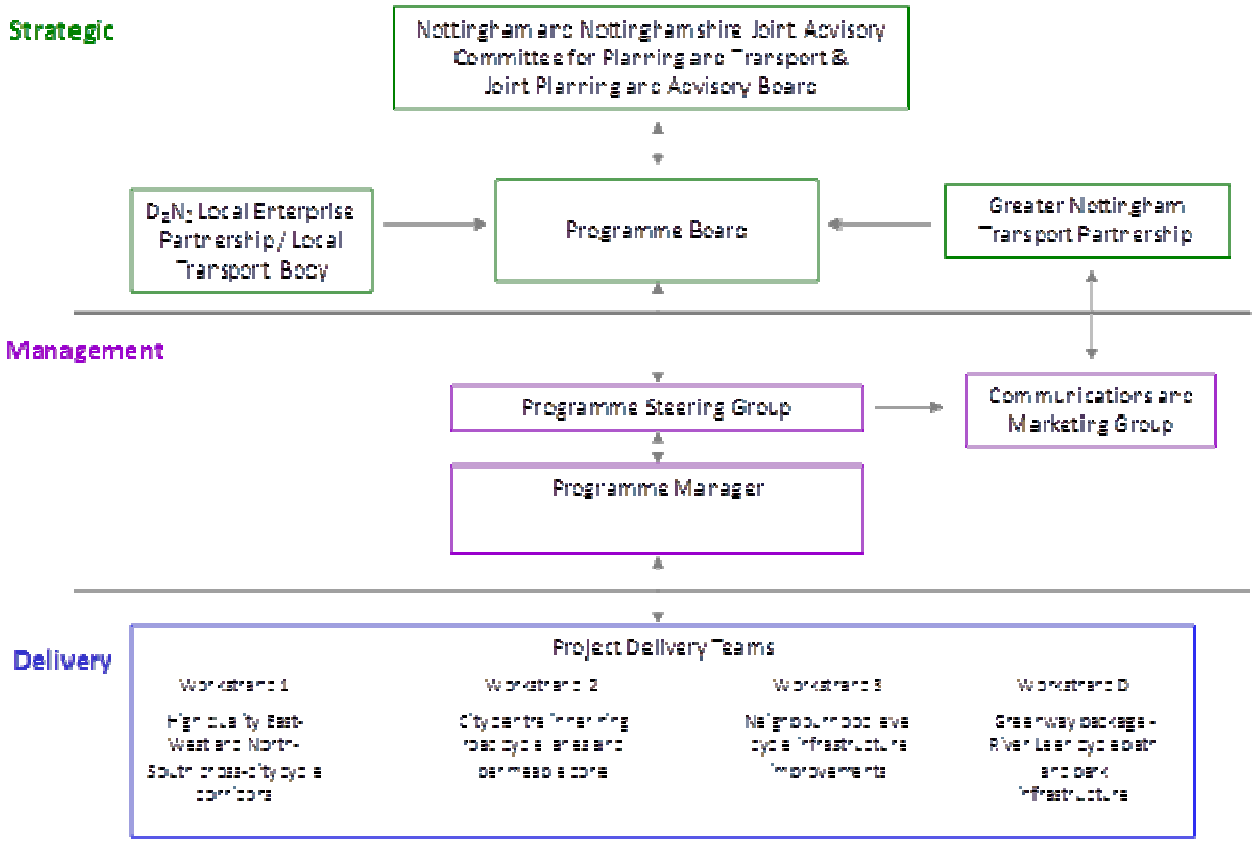
1. Strategic overview: High level programme oversight.
2. Programme management: As lead authority, the City Council will provide a clear and coordinated strategic approach to the management of the four workstrands to ensure all activities collectively work together to deliver the anticipated benefits.
3. Project management: Each of the four workstrands will involve various management capabilities and skills to secure optimum outcomes and will be delivered by different leads including the transport strategy team within Nottingham City Council, the Greater Nottingham Transport Partnership and Sustrans, with some services procured as stated in the Commercial Case. Where measures cross the County border, partnership working with Nottinghamshire County Council will ensure successful delivery.

3 GOVERNANCE AND ORGANISATION

3.1 The governance structure and organisation has been established to clearly define the role, responsibilities and membership of the different groups and individuals involved. Figure 3.1 illustrates this governance framework which is arranged according to a three-level hierarchy:

- Strategic overview and direction: this comprises the key senior groups that will endorse programme delivery and provide input and overview in the wider planning and transport context, particularly in achieving economic growth priorities in ways that deliver carbon reduction savings in accordance with the Nottingham Economic Growth Plan;
- Management: this level covers the day to day management, coordination and liaison which will be led by the Transport Strategy Team, Nottingham City Council, and will provide an interface between the delivery teams and strategic bodies;
- Delivery: this includes the key delivery teams responsible for executing the activities in line with the mandate set by the Transport Strategy Team, reporting of progress, escalating any issues and monitoring outcomes.

Figure 3-1: Programme Governance Arrangements



Membership, roles and responsibilities

Strategic bodies

Nottingham and Nottinghamshire Joint Advisory Committee for Planning and Transport
Role: The role of the Joint Advisory Committee is to advise Nottinghamshire County Council and Nottingham City Council on strategic planning and transport matters taking account of the best interests of the whole of Greater Nottingham.
Membership: The Joint Advisory Committee is composed of four members with responsibilities for planning and/or transport from each authority. With the agreement of the Chair and Vice Chair, other members may be co-opted onto the Committee from time to time to assist the Joint Committee.
Roles and responsibilities: • Provide strategic direction and input into programme delivery; • Ensure consistency with the strategic planning and transport objectives for Greater Nottingham including the Local Transport Plan, Local Sustainable Transport Fund and, if successful, Nottingham Cycle City Ambition Programme (NCCAP)

Joint Planning and Advisory Board (JPAB)		
Role: The role of JPAB is to advise the constituent Councils on the alignment of planning work across the core Nottingham Housing Market Area and other spatial planning matters of mutual concern, including direction of delivery of the New Growth Point Programmes of Expenditure. The Joint Planning and Advisory Board is ideally placed to provide strategic advice and direction to the development and delivery of the programme across the bid area and provide an opportunity for the District Councils in the bid area to be formally engaged in the programme development.		
Membership:		
Member	**Organisation**	**Role**
Councillor responsible for Planning	Broxtowe Borough Council	Chair
Councillor responsible for Planning	Ashfield District Council	Board member
Councillor responsible for Planning and Transport	Derbyshire County Council	Board member
Councillor responsible for Planning	Erewash Borough Council	Board member
Councillor responsible for Planning	Gedling Borough Council	Board member
Councillor responsible for Planning	Nottingham City Council	Board member
Councillor responsible for Planning and Transport	Nottingham City Council	Board member
Councillor responsible for Planning	Nottinghamshire County Council	Board member
Councillor responsible for Transport	Nottinghamshire County Council	Board member
Councillor responsible for Planning	Rushcliffe Borough Council	Board member
Additional observer members include Home and Communities Agency, Natural England and other representatives by invitation as required.		
Role and responsibilities: • Provide strategic direction to the NCCAP delivery and providing a route for local planning authorities to input; • Ensure consistency with the Aligned Core Strategy objectives.		

Senior Responsible Owner/Project Sponsor
Role and Responsibilities: The Director for Planning and Transport, Sue Flack, at Nottingham

City Council is the named Senior Responsible Owner (SRO). Overseeing delivery to time, budget and quality, the SRO is ultimately responsible for the success of the programme by owning the business case, providing leadership, managing relationships with partners and stakeholders and recommending opportunities to optimise cost/benefits. The SRO will Chair the Project Board.

Programme Board

Role: The Nottingham City Council Local Transport Plan (LTP) Project Board forms the basis for the Programme Board, in a similar approach to that adopted for Nottingham's LSTF programme. The Board will be similar in composition to the LSTF Board, with some changes to reflect the particular focus of this programme. It will own the programme and give strategic direction. The Board acts as the mechanism through which ongoing D2N2 Local Enterprise Partnership/Local Transport Body endorsement and Greater Nottingham Transport Partnership member views will be captured. The role of the senior supplier, senior user and quality assurance is included to test and check the deliverables are fit for purpose.

Membership: The Programme Board will have representation from the City Council Portfolio Holder for Planning and Transportation, the Heads of Service for Planning and Transport Strategy,Traffic and Safety and Highways Services, the Head of Finance, the Nottingham City Health and Wellbeing Board, the Chair of the Greater Nottingham Transport Partnership, the Big Wheel Marketing Manager, Sustrans and Nottinghamshire County Council.

Role	Member	Organisation
Chair	Councillor Jane Urquhart, Portfolio Holder for Planning and Transportation	Nottingham City Council
Project Board Member	Councillor Alex Norris, Portfolio Holder for Area Working, Cleansing and Community Safety	Nottingham City Council
Project Board Member	Councillor Nicola Heaton, Chair of the Health and Well Being Board	Nottingham City Council
Senior Responsible Owner/Project Sponsor	Sue Flack, Director of Planning and Transport	Nottingham City Council
Project Assurance/ Senior Supplier	Chris Carter, Transport Strategy Business Manager	Nottingham City Council
Programme Manager	Keith Morgan, Senior Transport Planner	Nottingham City Council
Senior User	Lynn McNiven, Consultant in Public Health	Nottingham Health and Wellbeing Board
Senior User	Gary Smerdon-White, Chair of Greater Nottingham Transport Partnership	Greater Nottingham Transport Partnership
Project Board Member	Matt Easter, East Midlands Regional Director	Sustrans
Project Board Member	Janet Hudson, Regional Director	British Cycling
Project Board Member	Kevin Sharman, Manager, Transport Plans and Programmes Team	Nottinghamshire County Council

Role and responsibilities:
The roles and responsibilities of the Programme Board will be to provide leadership, drive a robust approval and sign off process and guide delivery in respect to other transport strategies and wider portfolio priorities. The Board will:

- Oversee all strategic issues in relation to the programme;
- Approve and own the Project Initiation Document and direct, approve, prioritise and monitor work as required. This includes controlling stages, evaluation and project closure;
- Ensure continuity of sponsorship and involvement by bid partners;
- Ensure the requirements of those in the partnership, key stakeholders and the community and DfT expectations are met;
- Ensure a coordinated and coherent approach to implementation is taken;
- Oversee/provide directional guidance and act as a source of information and support to the management teams;
- Focus on the realisation of benefits;
- Govern the associated risks and provide solutions or decisions on risk acceptance;
- Own and oversee financial management to cost profiles and timescales;
- Make recommendations and commitments regarding support requirements and resources needed in order to achieve the programme objectives;
- Resolve exceptions to the baseline and respond to issues escalated by the steering group;
- Govern stakeholder communication and engage with stakeholders as necessary.

Assurance/senior supplier: The quality assurance role is the responsibility of the Board to monitor and report on the ongoing performance and deliverability. The senior supplier is a member of the Board who provides knowledge and experience of delivering workstrands through committing the appropriate technical resource to deliver quality outcomes. The role of senior supplier and assurance has been assigned to the Transport Strategy Manager, Nottingham City Council, who is well placed to provide a 'critical friend' examination and health check of programme development and implementation.

Senior users: There are two named senior users on the Board. These are the Chair of the Greater Nottingham Transport Partnership (GNTP) and the leader of the Nottingham Health and Wellbeing Board. Both have a wealth of relevant experience and the Chair of the GNTP also chairs the Cycling Development Group which brings together all the key cycling stakeholders in the Nottingham area.

Management and operations groups

Programme Steering Group		
Role: Forming one of the key day to day management structures, the Steering Group will direct the operational arrangements of the programme delivery against baseline objectives and timescales.		
Membership of Steering Group		
Role	**Member**	**Organisation**
Chair	Sue Flack, Director of Planning and Transport	Nottingham City Council
Steering Group Member	Chris Carter, Transport Strategy Business Manager	Nottingham City Council
Programme Manager	Keith Morgan, Senior Transport Planner	Nottingham City Council
Project Leads for Workstreams 1 to 4	To be confirmed	Nottingham City Council
Steering Group Member	John Wilcox, Public Health Development Manager	Nottingham Health and Wellbeing Board
Steering Group Member	Gary Smerdon-White, Chair of Greater Nottingham Transport Partnership	Greater Nottingham Transport Partnership
Steering Group Member	Matt Easter, East Midlands	Sustrans

	Regional Director	
Steering Group Member	Janet Hudson, Regional Director	British Cycling
Steering Group Member	Francis Ashton, Head of Traffic and Safety	Nottingham City Council
Steering Group Member	Chris Keane, Head of Highways Services	Nottingham City Council
Steering Group Member	John Wileman, Head of Sport and Leisure	Nottingham City Council
Steering Group Member	Eddie Curry, Head of Parks and Open Spaces	Nottingham City Council
Steering Group Member	Jim Driver, Head of Finance	Nottingham City Council
Steering Group Member	Stewart Thornhill, Neighbourhood Action Officer	Nottingham City Council
Steering Group Member	Scott Talbot-Harrison, Traffic and Safety Team Manager	Nottingham City Council
Steering Group Member	Paul Hillier, Principal Officer LTP and Travel Planning	Nottinghamshire County Council
Steering Group Member	Lisa Cattanach, Communications Manager	Nottingham City Council

Role and responsibilities:
The role and responsibilities of the Steering Group will be to:

- Develop/Guide delivery towards meeting the programme and overall DfT objectives;
- Facilitate decision making on the four workstrands and on overall programme progress, making recommendations to the Programme Board as required;
- Complete project management documentation e.g. development of proposals and procurement documents and agree sign off/adoption;
- Prepare reports and project updates for Board, Council and other groups as required
- Provide a forum for raising matters of concern;
- Monitor and control progress against the project plan to ensure that key milestones are achieved;
- Monitor and report progress at agreed intervals in accordance to project management principles against project deliverables;
- Enable appropriate communications and consultation with wider partners and community as appropriate;
- Sign off key stages and associated project documentation such as PID and approach;
- Oversee the management and resolution of project risks;
- Report project progress and escalate key issues to the Board;
- To share experience and expertise to enhance programme delivery;
- To act as ambassadors for the project.

The Steering Group may invite representatives of partner organisations to attend or present specific items as appropriate. In addition to regular group meetings, the Steering Group Chair, Programme Manager and delivery leads will meet for one to one communications with other members and key stakeholders as required.

Programme Management team

3.2 Nottingham City Council will be responsible for overall financial management and overseeing progress with delivery to set timescales, cost and quality standards. The Programme Manager will align the four workstrand activities, by working with the project delivery leads,

providing feedback and making decisions that ensure the programme as a whole stays on track as well as reporting progress to the DfT and overseeing the programme evaluation to meet the DfT's requirements. He will be supported by other members of the Transport Strategy team, with that level of support varying according to the needs of the programme.

Communications and Marketing group

3.3 The Greater Nottingham Transport Partnership (GNTP) already hosts a smarter choices communications group which is successfully targeting local transport messages to over 700,000 people annually including major local employers in Nottingham. To build on this approach, add value and to maximise the opportunities to utilise the Big Wheel transport brand, a communications group has been established. The group will oversee programme communications messages and will comprise each of the project leads, a communications/marketing lead for each of the workstrands,and the Programme Manager. The group will be chaired by Helen Hemstock, Greater Nottingham Transport Partnership, Chair of the Big Wheel smarter choices and marketing group.

3.4 The role of the group will be to coordinate behaviour change messages that seek to promote use of the new cycling infrastructure in a consistent, timely and effective manner. The group will ensure cross-workstrand communications and coordinated delivery is achieved. A summary of the key stakeholders and methods of communication is provided in Table 3.1.

Table 3-1: A summary of the key stakeholders and methods of communication

Who/how	Presentations/ Informal meetings	Formal meetings	Reports/Updates	Website	Social Media	E-news	Media	Letter/leaflet	Community Hubs
Strategic governance groups	✓	✓	✓	✓		✓		✓	
GNTP members	✓	✓	✓	✓		✓		✓	
Local and regional cycling interest groups	✓	✓	✓	✓	✓	✓	✓	✓	✓
Programme Board	✓	✓	✓	✓		✓	✓	✓	
Programme partnership	✓	✓	✓	✓		✓	✓	✓	
Community and third sector partners	✓		✓	✓	✓	✓	✓	✓	✓
Local residents	✓			✓	✓	✓	✓	✓	✓

Project delivery teams

3.5 The role of the workstrand project delivery leads is vital to the implementation of the package of measures. Delivery leads will be expected to hold regular progress meetings to ensure effective delivery against funding, timescales and quality objectives. Regular liaison will take place with the Programme Manager and progress will be reported back to Steering Group meetings. For significant divergences to timescales, costs or any other variations, these changes will be captured and where necessary escalated to the Board/Senior Responsible Owner for resolution.

3.6 Responsibilities of each delivery lead include the following:

- Responsibility for implementing workstrands and executing work packages as received by Programme Manager;
- Coordinating and managing team/colleagues to ensure workstrands are delivered to time, cost and quality;
- Developing accurate cost estimates to Programme Manager;
- Ensuring delivery runs to set timescales and critical path dependencies are met;
- Developing and reviewing a Project Initiation Document for each workstrand;
- Feeding into governance structure at relevant levels as required;
- Being accountable to the Programme Manager and the Programme Management Team;
- Monitoring of progress, escalating risks and issues, changes and variations to delivery including timescales and costs;
- Monitoring of benefits, taking responsibility for undertaking baseline monitoring and after surveys to determine success of measures and feed into evaluation process;
- Writing highlight reports and progress updates and other documentation as required in line with set PRINCE2 templates;
- Inputting into communications and marketing of messages;
- Managing stakeholders and continued liaison with partners.

Roles and responsibilities of key partners

3.7 The bid partnership includes a range of local partners with the broad spread of experience and expertise required to make long lasting improvements through programme delivery. The responsibilities of each of the key strategic partners involved in the programme are set out in Table 3.2.

Table 3-2: Responsibilities of each strategic partner involved in programme delivery

Organisation	Responsibility
Nottingham City Council	• Project lead and named Senior Responsible Owner • Responsible for programme delivery • Central budget holder, responsible for financial management and coordinating grant claims to DfT • Lead on all workstrands • Coordinate Programme Board and Steering Group meetings • Coordinate and provide updates to D2N2 Local Enterprise Partnership / Local Transport Body, GNTP, Joint Planning and Advisory Board and Joint Committee for Planning and Transport • Lead preparation and updates to programme management documents: Business Case, Project Initiation Document, Risk Management and Benefits Realisation strategies • Provide feedback and oversee project delivery of workstrands in line with controls and mandate • Attendance on Project Board • Roles include: Quality Assurance, Senior Supplier and Senior User • Attendance on Joint Planning and Advisory Board

Organisation	Responsibility
	• Attendance on Joint Committee for Planning and Transport • Attendance on Communications and Marketing sub group • Coordination of programme monitoring and reporting • Responsible for feeding into DfT evaluation process
Nottingham Health and Wellbeing Board	• Advise and provide input to ensure that health benefits are maximised • Attend Programme Board • Attend Steering Group • Coordination with health improvement delivery programme
Nottinghamshire County Council	• Attendance on Joint Planning and Advisory Board • Attendance on Joint Committee for Planning and Transport • Attendance on Programme Board • Attendance on programme Steering Group • Project delivery for programme elements within County boundary • Provide project updates to Nottingham City Council as required • Attendance on Communications and Marketing sub group
Greater Nottingham Transport Partnership	• Provide business community input into programme development via GNTP members • Attend Programme Board • Attend Steering Group • Coordinate programme communications and marketing subgroup • Senior User on Programme Board
Sustrans	• Provide design assistance to ensure designs deliver the best solutions for cyclists' needs • Attendance on Programme Board • Attendance on Steering Group • Attendance on Communications and Marketing sub group • Provide monitoring and evaluation building on the work already undertaken in Nottingham as part of the Ucycle programme
British Cycling	• Attend Programme Board • Attend Steering Group • Promotion of community rides and cycle events

4 REPORTING ARRANGEMENTS

4.1 Consistent and accurate information management will be crucial to ensuring all partners, stakeholders and other agencies are informed of progress in a timely and up-to-date manner. To keep track of information, the City Council has expanded the use of its online project information website 'P2.net' to include programme information management and reporting. For the past three years all Nottingham Local Transport Plan (LTP) capital projects and governance has been managed through the P2.net website, as has the the LSTF programme. The system is built upon PRINCE2 principles and contains elements for recording issues, risks, communications plan, project planner, documents and change control on every scheme in the LTP programme. The site has secure access availability for external users, such as partners from different organisations.

4.2 Table 4.1 sets out what will be reported and how often each group will meet.

Table 4-1: Reporting arrangements for each group and frequency

Group	What will be reported	Frequency of meeting
Joint Advisory Committee for Planning and Transport	• Highlight report/progress updates and strategic steer relating to LTPs across the conurbation	Quarterly
Joint Planning and Advisory Board	• Highlight report/progress updates and strategic steer relating to Aligned Core Strategies in the Housing Market Area	Quarterly
D2N2 Local Enterprise Partnership	• Highlight report/progress updates and strategic steer relating to Economic Growth Strategy and Private Sector led initiatives	Quarterly
Local Transport Body	• Highlight report/progress updates and strategic steer to inform coordination with Major Transport schemes programme	Quarterly
Greater Nottingham Transport Partnership	• Highlight report/progress updates and strategic steer relating to partnership approach across public/private/third sectors and integration with wider policy areas e.g. Health, Education, Environment	Every 6-8 weeks
Nottingham City Council Portfolio Holder for Planning and Transport/ Executive Board	• Highlight report/progress updates and strategic steer on political and wider Council priorities • Delegated decisions report (requiring financial approvals)	Meets monthly. Reports submitted by exception

Group	What will be reported	Frequency of meeting
Programme Board	• Programme development • Allocation of programme funding • Highlight reports/progress updates • Presentations/Briefing notes (as requested) • Project Initiation Document/Business Case • Risk log (and escalation of key risks) • Stage plans including Gantt chart review • Exception reports • Change requests log • Contingency plan requirements • Benefits realisation and evaluation plan • DfT finance claims returns	Quarterly/By exception as required
Steering Group	• Budget monitoring • Programme/workstrand monitoring • Highlight reports/progress updates • Presentations/Briefing notes • Project Initiation Document/Business Case • Risk log (escalation of risks) • Stage plans • Issue log • Exception reports • Change requests log • Key communications items • Benefits realisation and evaluation plan • Programme Gantt chart	Quarterly
Programme Communications and Marketing group	• Stakeholder management plan • Communications strategy • Programme wide programme communications/messages • Workstrand specific communications and marketing activities • Engagement with business and community groups	Monthly
Cycle Development Group	• Provide progress updates • Consult on scheme design • Communications strategy	Quarterly
Recreational Cycle Forum	• Provide progress updates • Communications strategy	Quarterly

5 CONTROLS

5.1 A number of controls are being utilised as set out in the City Council's Project Management Toolkit to help manage and guide implementation and maintain overall control. This includes the management of issues, changes and documents. A risk management framework and stakeholder management plan also form part of the controls - these are discussed in later sections.

5.2 All of the documents are 'live' and as such subject to review and updates during the life of the programme. The Programme Manager will update these in consultation with the delivery leads.

5.3 **Issue management:** An issue log will be created in readiness for capturing and resolving all project issues as part of this project set up phase. The web based project management system, P2.net, offers a module for managing and responding to issues. The template for capturing issues covers: description, type, priority, impacts and any cost/other implications.

5.4 **Document management:** A sensible filing system has been set up on P2.net as part of the four workstrands with access provided for all partners to provide a storing and retrieving facility for all. Appropriate version control will also be managed through P2.net. All documentation will adhere to established guidelines e.g. document ID, version controls and circulation criteria. The process will form part of the quality management of the project and will be fully auditable.

5.5 **Change management:** The Programme Management Team will oversee and co-ordinate the change control process, working with delivery leads to identify and capture changes and evaluate their impact. Whilst the Programme Board has ultimate responsibility for changes, it is recommended that delegated authority be given to the Programme Manager to minimise the approvals the Board will have to consider at its meetings. To keep this simple it is recommended that:

- The Programme Manager is given authority for changes, over the life of a project, where there is a non-financial impact. They will exercise discretion as to whether this is a change which requires the approval of the Senior Responsible Owner or Portfolio Holder for Planning and Transportation;
- In exercising this discretion the Manager will consider the significance of the change versus any impact on delivery timescales and the implications of this;
- All changes which will have policy implications for the programme and the City Council will only be approved by the Senior Responsible Owner/programme Board.

5.6 The process for logging change requests will be administered through the P2.net website which has a dedicated change log. The change log requires information on: what the change is, why it is needed and any cost, time, quality implications. This log will be reported at Steering Group and (when necessary) at Project Board meetings.

6 STAKEHOLDER MANAGEMENT AND COMMUNICATIONS STRATEGY

6.1 NCCAP is made up of four inter-linked workstrands. Communications and stakeholder management for each workstrand will use appropriate approaches for the target audiences, within an overall framework for the programme.

6.2 In developing the programme, we have undertaken a stakeholder analysis, which identifies the key stakeholder bodies, their relationship with the elements of NCCAP, and whether they support the overall programme. This is detailed in Section 10 of the Strategic Case. In addition, consideration has been given to the different market segments (using MOSAIC and other segmentation information) that will be targeted by the programme. This is presented in Section 8 of the Strategic Case.

6.3 Although the programme is primarily a cycling infrastructure programme, marketing of the new infrastructure to encourage behavioural change is an important aspect. So the way the City Council works with strategic and delivery partners and communicates messages to local people, businesses and neighbourhood groups will be fundamental to its overall success. An effective and targeted communications plan which applies social marketing approaches will be an essential element of delivery. The role of the communications and marketing group will be to explore methods of effective communications to best influence travel behaviour change to maximise use of the new cycling infrastructure.

6.4 Specific marketing approaches that will be used for the different workstrands include:

- Workstrands 1 and 2 – the cross-city cycle routes and the City Centre infrastructure improvements will be branded so that they are clearly identifiable. Clear and distinctive signage will be a key feature of these elements. Overall marketing will be done through the Big Wheel campaign, in conjunction with the Community Hubs, and will include provision of targeted employee information to businesses along the route and in the City Centre, and to local residents within the route catchment areas.
- Workstrand 3 – community engagement and marketing of neighbourhood level cycle infrastructure improvements will utilise the Community Hubs and their local community engagement activities to inform, enable and encourage higher levels of cycling using the new and improved infrastructure.
- Workstrand 4 – specific marketing of the new River Leen off-road cycle route will be undertaken through the Big Wheel, using a similar approach to that adopted for Nottingham's successful Big Track off-road cycle path scheme. On the park-related cycling infrastructure, specific marketing will take place associated with some of the major events (such as Cycle Live) working with relevant partners such as British Cycling and Perfect Motion (Cycle Live event organiser). In addition, the park improvements will be promoted to novice cyclists by our partners such as Ridewise and Sustrans as good places to ride initially and build up confidence.

6.5 **Community engagement and local delivery model:** NCCAP will exploit the innovative community engagement and delivery model established through the LSTF programme, as noted above. This has established a series of Community Travel Hubs across Nottingham, with Neighbourhood Smarter Travel Co-ordinators (NTSC) working alongside the Council's Neighbourhood Management Team and existing network of Smarter Travel Champions in

partner organisations in getting people fit for work through promoting active low carbon modes and delivering smarter travel messages across the bid area. This

6.6 **Greater Nottingham Transport Partnership Big Wheel marketing campaign:** The Greater Nottingham Transport Partnership will provide the overall marketing support for the programme including supporting the project leads with branding and marketing for local awareness raising and the promotion of the local programme of smarter travel activities and services to link the local activities into the area-wide programme and ensure consistent messages. This will be facilitated through the Communications and Marketing sub group.

6.7 The communications plan sets out how project progress will be reported to partners and stakeholders and identifies some of the main channels for engagement and marketing. These are detailed in Table 6.1. Project delivery leads will be tasked with developing workstrand specific communications and marketing plans with assistance from the GNTP communications and marketing group.

Table 6-1: Communications Plan for the programme

Stakeholder (recipient)	Information type	Reason	Date/frequency	Format
Department for Transport	• Formal progress report and quarterly grant claim • Evaluation forms • Providing case studies and responding to information requests	• To draw down funding • Coordination of evaluation activity/share good practice	• Quarterly • As required	• Standard proforma as required • As requested
Joint Advisory Committee on Planning and Transport	• Progress update • Strategic steer	• Progress update and strategic steer	• Quarterly	• Report - standing agenda item
Joint Planning Advisory Board	• Progress update • Strategic steer	• Progress update, strategic steer and engagement with local planning authorities	• Quarterly	• Report - standing agenda item
NCC Planning and Transport Portfolio Holder and other lead Councillors	• Progress update • Delegated decisions regarding programme variation	• Problem resolving • Approval of programme variations >£10k • Secure political support	• As required for exception reports (mtg every 4 weeks)	• Exception report • Portfolio Holder decisions published online
D2N2 Local Enterprise Partnership	• Progress update	• Endorsement of programme • Progress update • Feedback and advice from business sector	• Quarterly	• Reports • Presentations as requested
Nottingham Health and Wellbeing Board	• Progress update	• Progress update • Raise profile of programme	• Quarterly	• Report as requested
Local Transport Body	• Progress update	• Major scheme coordination	• Quarterly	• Report
GNTP network members	• Progress update	• Progress update • Feedback and advice from business sector • Raise profile of smarter choices • Obtain feedback on business needs	• 2 monthly	• Report - standing agenda item
Local councillors/MPs	• Progress update	• Secure political support	• As required	• Reports

Stakeholder (recipient)	Information type	Reason	Date/frequency	Format
	• Strategic and political steer	• Raise the profile of programme • Ensure links across Council portfolios		
Programme Board	• Progress update • Programme direction	• Progress update • Robust governance	• Quarterly	• Reports • Quarterly meeting • E-news round up
Steering Group	• Progress update	• Progress update • Robust governance	• 6 weekly	• Report • Quarterly meeting • E-news round up
Cycling Groups in Nottingham: - Sustrans - Pedals - British Cycling - Ridewise - UCycle	• Launch information • Progress information • Lead for promotion of City based initiatives and capturing success = NCC • Lead for promotion of awareness raising messages = GNTP	• Raising the profile of cycling opportunities arising from new infrastructure • Maximise participation and achieve behaviour change	• Quarterly and at key milestones	• NCC Website • GNTP website • Media releases • Nottingham Arrow • e-newsletter • E-news • Social media
Businesses in Nottingham	• Launch information • Promotion of initiatives • Promotion of successes • Lead = GNTP	• Raising the profile of cycling for commuting and business travel • Gaining support for the programme • Maximise participation and achieve behaviour change	• Quarterly and at key milestones	• NCC Website • GNTP website • Media releases • Business rep orgs (FSB etc) • e-newsletter • Technical press including Chamber, IoD, FSB • E-news
Citizens in Nottingham	• Launch information • Lead for promotion of City based initiatives and capturing success = NCC • Lead for promotion of awareness raising	• Raising the profile of cycling opportunities arising from new infrastructure • Maximise participation and achieve behaviour change	• Quarterly and at key milestones	• NCC Website • GNTP website • Media releases • Nottingham Arrow • e-newsletter • E-news

Stakeholder (recipient)	Information type	Reason	Date/frequency	Format
	messages = GNTP			
UCycle High Level Steering Group	• Formal reporting	• Progress update to allow information dissemination • To ensure all eligible students are aware of new cycling infrastructure • Raise the profile of programme	• Quarterly	• Report – standing agenda item
Transport interest bodies e.g. Campaign for Better Transport, Transport Users groups	• Launch information • Promotion of initiatives • Promotion of successes • Lead = GNTP	• Gaining support for the programme • Raise profile of programme measures, particularly public transport/ smartcard integration	• Quarterly and at key milestones	• NCC Website • GNTP website • E-news
LA peer support networks e.g. Core Cities, ACTTravelWise, MSIG, Local Transport Planning Network	• Good practice sharing • Case studies • Lead = NCC Transport Strategy Team supported by NCC Comms	• Good practice sharing • Raising the profile of smarter choices • Reputation management	• Quarterly and at key milestones	• Existing peer support networks • NCC website • GNTP website • Technical press • Practitioner e-newsletter

7 GANTT CHART AND KEY MILESTONES

7.1 The programme will rely on accurate and achievable Gantt charts and stage plans to manage timescales and delivery through setting key milestones and evaluating progress again baseline targets. A programme Gantt chart has been developed detailing key milestones to be achieved and is included in Figure 7.1. This will form a 'live' document and as such will regularly be reviewed and updated by the Programme Manager in consultation with the delivery leads during the life of the project. Progress and any variations will be reported to the Programme Board.

Assumptions

7.2 The successful delivery of this programme is based on the following key assumptions:

- Authorities across the urban area will continue to support the delivery of the proposals and the elements within their administrative boundaries;
- Positive wider community engagement will take place throughout the design and implementation process and ensure successful outcomes;
- The local contribution amounts in the bid profile will be realised and forthcoming in a timely manner;
- Cooperation and working in partnership with different organisations and sectors will take place to achieve the shared objectives in a harmonious and professional manner.

Critical path, key dependencies and milestones

7.3 The **critical path** activities for the programme relate primarily to Workstrand 2 (City Centre cycle infrastructure). Here, construction needs to be split into two phases, covering January to March 2014 and January to March 2015. This is to fit with other city centre works (including the Turning Point East scheme, with which it interacts), as well as avoiding the major retail period in November and December.

7.4 This interaction is therefore the **key dependency** on external activity. However, as noted within the Risk Register, the Programme Board are well aware of the risk here and will ensure that coordination with Turning Point East is achieved and potential delay to completion of the City Centre infrastructure is avoided.

7.5 The other workstrands all have some float time available versus the critical infrastructure delivery date of 31st March 2015. Workstrand 2 has 4 months float, Workstrand 3 has 5 months float and Workstrand 4 has 7 months float.

7.6 The key delivery milestones are:

<u>Workstrand 1 – high quality cross city cycle routes</u>

- Completion of infrastructure design and consultation – November 2013
- Start of construction – December 2013
- Start of associated marketing and promotion – March 2014
- Completion of construction – November 2014

Workstrand 2 – City Centre cycle infrastructure

- Completion of infrastructure design and consultation – November 2013
- Start of construction Phase 1 – January 2014
- Completion of construction Phase 1 – March 2014
- Start of associated marketing and promotion – April 2014
- Start of construction Phase 2 – January 2015
- Completion of construction Phase 2 – March 2015

Workstrand 3 – Neighbourhood level cycle improvements

- Completion of infrastructure design and consultation – March 2014
- Start of construction – April 2014
- Start of associated marketing and promotion – June 2014
- Completion of construction – October 2014

Workstrand 4 – Greenway package of off-road cycle infrastructure

- Completion of River Leen cycle path infrastructure design and consultation – November 2013
- Start of River Leen cycle path infrastructure construction – December 2013
- Start of associated marketing and promotion – June 2014
- Completion of River Leen cycle path infrastructure construction – July 2014
- Completion of park cycle path infrastructure design and consultation – February 2014
- Start of park cycle path infrastructure construction – October 2013
- Start of associated marketing and promotion – April 2014
- Completion of park cycle path infrastructure construction – August 2014

Workstrand 5 – Management, monitoring and evaluation

- Completion of monitoring and evaluation plan – August 2013
- Completion of baseline counts and surveys – October 2013
- Completion of post-intervention counts and surveys – October 2015
- Completion of impact analyses and final evaluation report – December 2015

Figure 7-1: Project Gantt Chart (June 2013 to Aug 2014 page 1)

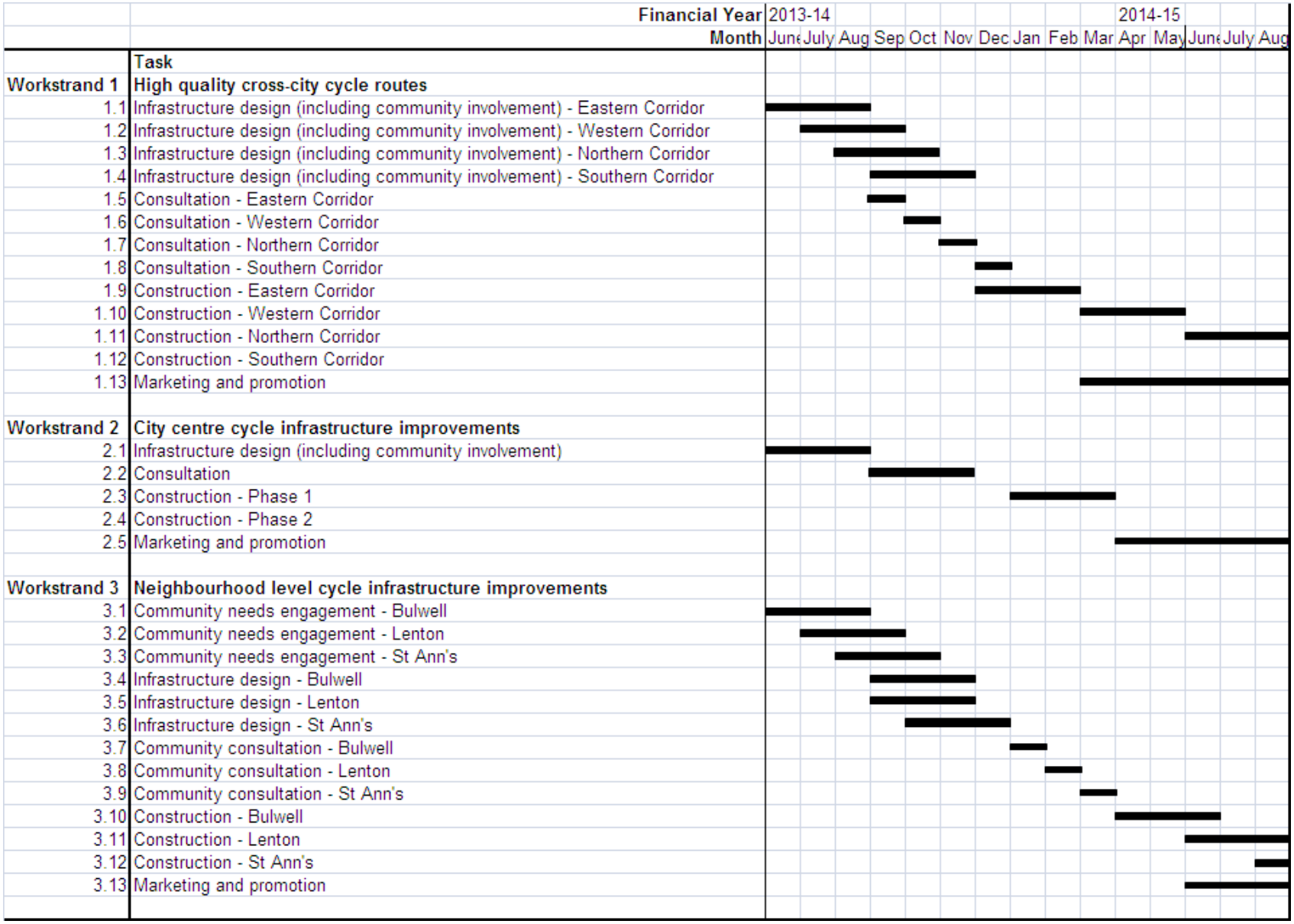
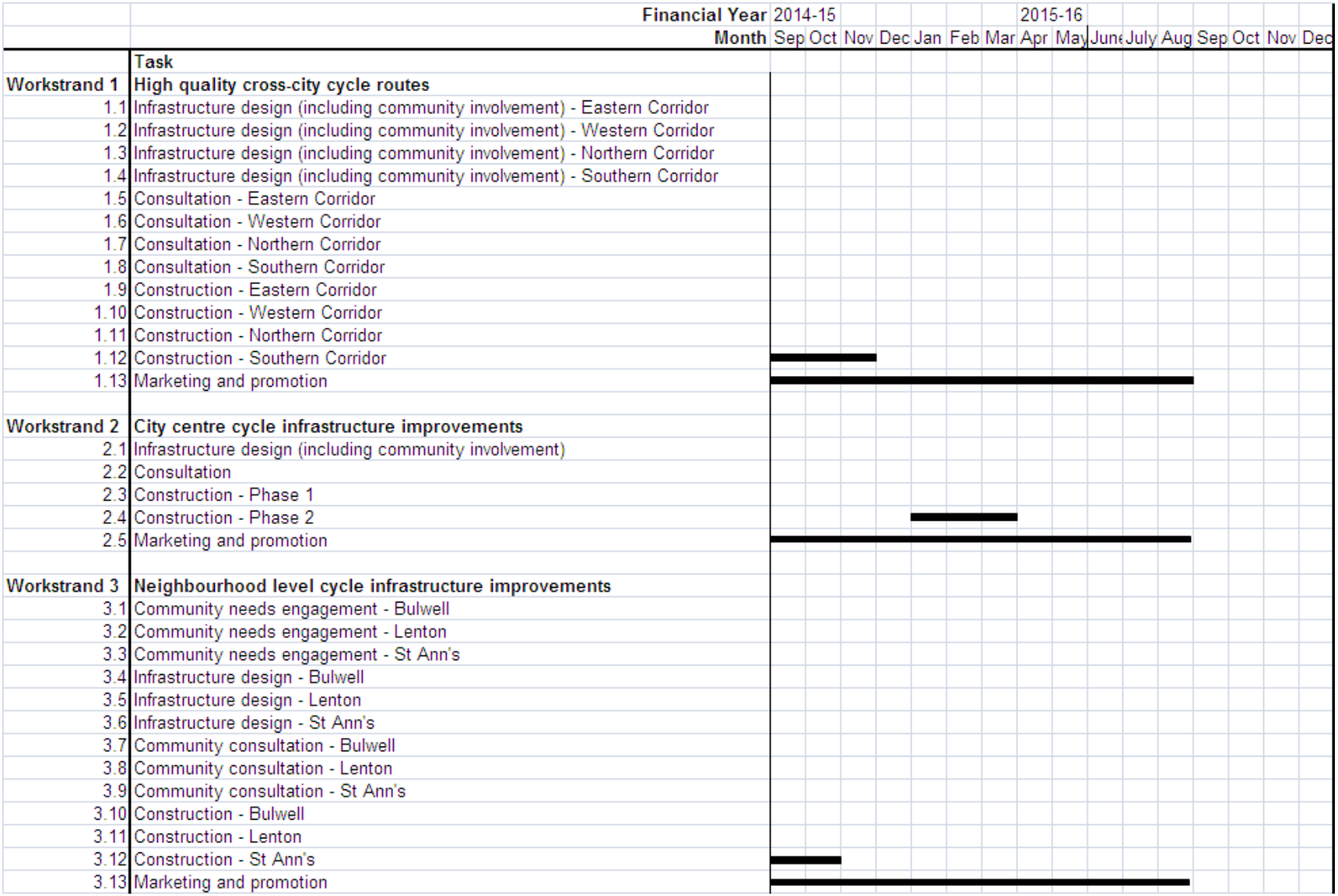


Figure 7-1: Project Gantt Chart (June 2013 to Aug 2014 page 2)

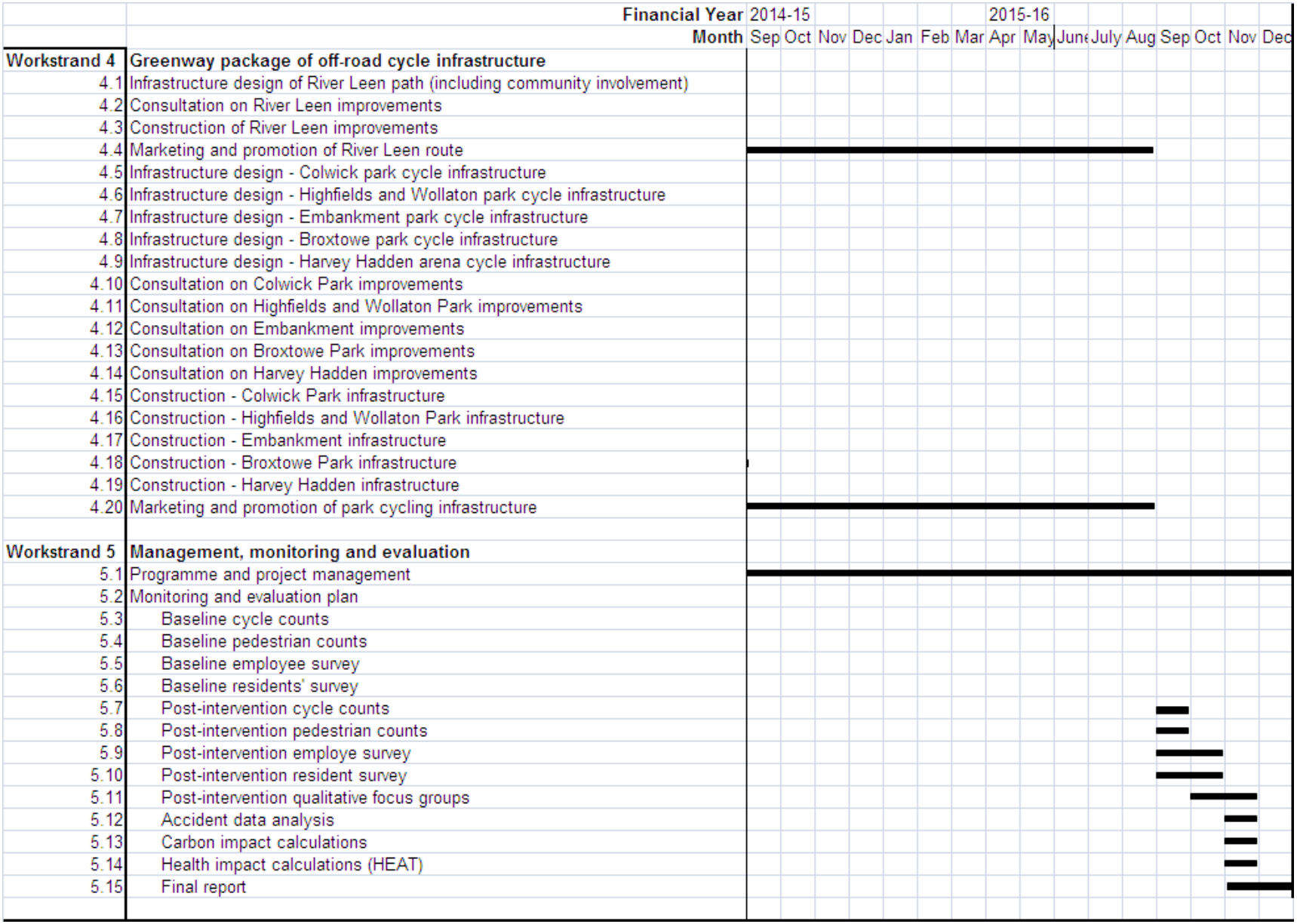
		Financial Year	2013-14										2014-15				
		Month	June	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July	Aug
Workstrand 4	**Greenway package of off-road cycle infrastructure**																
4.1	Infrastructure design of River Leen path (including community involvement)																
4.2	Consultation on River Leen improvements																
4.3	Construction of River Leen improvements																
4.4	Marketing and promotion of River Leen route																
4.5	Infrastructure design - Colwick park cycle infrastructure																
4.6	Infrastructure design - Highfields and Wollaton park cycle infrastructure																
4.7	Infrastructure design - Embankment park cycle infrastructure																
4.8	Infrastructure design - Broxtowe park cycle infrastructure																
4.9	Infrastructure design - Harvey Hadden arena cycle infrastructure																
4.10	Consultation on Colwick Park improvements																
4.11	Consultation on Highfields and Wollaton Park improvements																
4.12	Consultation on Embankment improvements																
4.13	Consultation on Broxtowe Park improvements																
4.14	Consultation on Harvey Hadden improvements																
4.15	Construction - Colwick Park infrastructure																
4.16	Construction - Highfields and Wollaton Park infrastructure																
4.17	Construction - Embankment infrastructure																
4.18	Construction - Broxtowe Park infrastructure																
4.19	Construction - Harvey Hadden infrastructure																
4.20	Marketing and promotion of park cycling infrastructure																
Workstrand 5	**Management, monitoring and evaluation**																
5.1	Programme and project management																
5.2	Monitoring and evaluation plan																
5.3	Baseline cycle counts																
5.4	Baseline pedestrian counts																
5.5	Baseline employee survey																
5.6	Baseline residents' survey																
5.7	Post-intervention cycle counts																
5.8	Post-intervention pedestrian counts																
5.9	Post-intervention employe survey																
5.10	Post-intervention resident survey																
5.11	Post-intervention qualitative focus groups																
5.12	Accident data analysis																
5.13	Carbon impact calculations																
5.14	Health impact calculations (HEAT)																
5.15	Final report																

Figure 7-1: Project Gantt Chart (Sep 2014 to Dec 2015 page 1)



	Financial Year	2014-15							2015-16							
	Month	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July	Aug	Sep	Oct	Nov	Dec
	Task																
Workstrand 1	High quality cross-city cycle routes																
1.1	Infrastructure design (including community involvement) - Eastern Corridor																
1.2	Infrastructure design (including community involvement) - Western Corridor																
1.3	Infrastructure design (including community involvement) - Northern Corridor																
1.4	Infrastructure design (including community involvement) - Southern Corridor																
1.5	Consultation - Eastern Corridor																
1.6	Consultation - Western Corridor																
1.7	Consultation - Northern Corridor																
1.8	Consultation - Southern Corridor																
1.9	Construction - Eastern Corridor																
1.10	Construction - Western Corridor																
1.11	Construction - Northern Corridor																
1.12	Construction - Southern Corridor																
1.13	Marketing and promotion																
Workstrand 2	City centre cycle infrastructure improvements																
2.1	Infrastructure design (including community involvement)																
2.2	Consultation																
2.3	Construction - Phase 1																
2.4	Construction - Phase 2																
2.5	Marketing and promotion																
Workstrand 3	Neighbourhood level cycle infrastructure improvements																
3.1	Community needs engagement - Bulwell																
3.2	Community needs engagement - Lenton																
3.3	Community needs engagement - St Ann's																
3.4	Infrastructure design - Bulwell																
3.5	Infrastructure design - Lenton																
3.6	Infrastructure design - St Ann's																
3.7	Community consultation - Bulwell																
3.8	Community consultation - Lenton																
3.9	Community consultation - St Ann's																
3.10	Construction - Bulwell																
3.11	Construction - Lenton																
3.12	Construction - St Ann's																
3.13	Marketing and promotion																

Figure 7-1: Project Gantt Chart (Sep 2014 to Dec 2015 page 2)



	Financial Year	2014-15							2015-16							
	Month	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July	Aug	Sep	Oct	Nov	Dec
Workstrand 4	**Greenway package of off-road cycle infrastructure**																
4.1	Infrastructure design of River Leen path (including community involvement)																
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5.10	Post-intervention resident survey																
5.11	Post-intervention qualitative focus groups																
5.12	Accident data analysis																
5.13	Carbon impact calculations																
5.14	Health impact calculations (HEAT)																
5.15	Final report																

8 RISK MANAGEMENT STRATEGY

8.1 Risks to programme delivery will be tracked in accordance with the City Council's corporate risk management principles. The risk management framework requires the identification and recording of risks, an evaluation of their potential and any mitigation actions and monitoring of ongoing progress. This approach draws upon the PRINCE2 methodology for risk management and ensures that all risks are captured and processed in a consistent manner. A risk log has been prepared and the highest rated risks are included in Table 8.1. The types of risks associated with delivery relate to legal, operational, technical, financial, and political risks, which without mitigation could result in increased costs to the programme, reductions in the quality of outputs and slippages in timelines, all impacting the overall benefits and outcomes the programme seeks to deliver.

8.2 These risks will be subject to on-going monitoring and mitigated through effective programme management and partnership working. The Risk Register will be presented and reviewed at Steering Group meetings and key risks escalated to Programme Board as appropriate for reduction, elimination or acceptance.

Table 8-1: Programme Risk Analysis

Ref	• Description of risk	Likelihood Rating	Impact Rating	Risk Rating	Risk Owner	Mitigations / Counter Measure Actions	Residual Likelihood rating	Residual Impact Rating	Residual Risk Rating	Status
1	Partner contributions not forthcoming	3	3	9	Programme Board	• Agreements with partners in place • Maintain partnership dialogue with key agencies • Early consultation with partners on programme development	2	3	6	Live
2	Lack of engagement from user community for proposed measures	3	3	9	Programme Board	• Early and ongoing engagement in the design process with cycling groups and local neighbourhood communities • Develop comprehensive communication plan/media strategy • Conduct monitoring and evaluation throughout programme period	2	3	6	Live
3	Underestimating of scheme costs could result in lower levels of project outcomes	3	3	9	Steering Group	• Programme/project management • Stage funding of projects and identify further funding sources	2	3	6	Live
4	Conflict with other construction projects in the city could delay delivery	2	3	6	Programme Board	• Programme elements have been defined with deliverability in mind • Coordination with other city initiatives will be achieved through the Programme Board to avoid any conflict	1	3	3	Live
5	Engineering required to deliver cycle infrastructure could be more complex than anticipated	2	3	6	Steering Group	• Initial feasibility work already undertaken. • Engineering teams involved from an early stage to work with user communities	1	2	2	Live
6	Local election outcomes could change political commitment to programme	2	3	6	Programme Board	No City Council elections (other than any by-elections)scheduled during programme duration • Outcome of County Council elections will be known in advance of programme commencement • Keep all parties informed of programme	1	2	2	Live

Ref	• Description of risk	Likelihood Rating	Impact Rating	Risk Rating	Risk Owner	Mitigations / Counter Measure Actions	Residual Likelihood rating	Residual Impact Rating	Residual Risk Rating	Status
7	Delays in procurement of key resources to deliver infrastructure improvements	3	3	**9**	Steering Group	• Develop a procurement strategy • Robust programme/project management • Use of framework contract	2	2	**4**	Live
8	Negative political/media/ public reaction to programme measures	2	3	**6**	Portfolio Holder	• Develop a communications strategy and monitor reactions • Use established media relations • Continue investment in marketing/communications via Big Wheel	2	2	**4**	Live
9	Implemented proposals fail to have anticipated impact	2	3	**6**	Programme Board	• Effective programme/project management techniques • Develop a robust business case • Develop a comprehensive communications strategy • Robust monitoring and evaluation throughout project period	2	2	**4**	Live
10	Reduced local authorities and partner capacity/resource to deliver causing delays to delivery/quality	2	3	**6**	Programme Board	• Develop contingency plans to increase staff resources linked to funding • Robust programme/project management to identify issues early	2	2	**4**	Live

		Impact				
		1 Low 0-3% increase in cost	2 Minor 4-10% increase in cost	3 Moderate 11-30% increase in cost	4 Major 31-75% increase in cost	5 Catastrophic over 75% increase in cost
Likelihood	1 Low 0 – 5% chance	1	2	3	4	5
	2 Unlikely 6-20% chance	2	4	6	8	10
	3 Possible 21-50% chance	3	6	9	12	15
	4 Likely 51-80% chance	4	8	12	16	20
	5 Almost certain 81%+ chance	5	10	15	20	25

Legend: City Council's risk prioritising/ranking matrix

9 BENEFITS REALISATION STRATEGY

9.1 Having a robust benefits realisation strategy in place is fundamental to assessing whether the programme delivers what was originally intended and provides a framework through which to evaluate the outcomes of delivery. Realising benefits will form part of the project control function and falls under the role of the Programme Board when directing progress with delivery.

9.2 The benefits realisation strategy is closely linked to the Monitoring and Evaluation Framework that will be used with NCCAP. This will provide ongoing feedback on progress and whether the anticipated benefits are actually being realised as the programme progresses. If necessary, plans can then be refined to ensure that the benefits are maximised.

9.3 Overall headline benefits the programme seeks to deliver are:

- **Increased levels of cycling:** with a target to double the levels of cycling areas across the City by the end of 2015-16;
- **Higher levels of physical activity and better public health:** from increased levels of cycling;
- **Modal shift to cycling:** from private car use in particular;
- **Reductions in carbon emissions:** from modal shift to cycling;
- Improved **accessibility of employment opportunities** through cycling facilities that link areas of deprivation with major employment opportunities; and
- **Increased community engagement and involvement:** through engaging with local people and groups on cycling infrastructure improvement and promotion. Quality of life and journey ambiance – this will have a degree of subjectivity but will also be covered with surveys and engagement with local people, business, bicycle user groups etc.

9.4 A Monitoring and Evaluation Framework has been developed for NCCAP which is presented separately in the Appendices to the funding bid. This will include a full **impact evaluation** - i.e. measuring the outcomes and impacts of the interventions and relating those to the objectives and targets of the programme. A **delivery process evaluation** will also be undertaken which looks at what has been delivered and how well the process of delivering the outputs and influencing behaviour is working. This is valuable because it will allow refinements to delivery to be made both during the current programme and in future similar work.

9.5 Core impact indicators where direct evidence will be collected through surveys and data collection activities (as set out in the Monitoring and Evaluation Framework) will include:

- Numbers of cycle trips being made in and around the intervention corridors and areas
- Numbers of pedestrians using the new off-road shared-use infrastructure
- Numbers of disabled people using the new infrastructure – either as pedestrians or cyclists
- Cycling-related accident rates

- Perceptions of people (from different population segments) in the catchment areas for the new infrastructure of:
  - Accessibility of employment opportunities by bike
  - Accessibility of other activities by bike
  - Safety of cycling and walking
  - Community engagement
- Subjective (self-assessed) wellbeing of people in the catchment areas for the new infrastructure – in line with the experimental indicators being used in the Government's annual population survey.

9.6 Additional impact indicators will be calculated based on the core indicator data. These include:

- Health benefits from increases in cycling levels (using the HEAT tool)
- Carbon emissions from mode switching away from motorised modes to cycling.

10 SUMMARY

10.1 This Management Case has demonstrated that Nottingham City Council as lead authority and its partners understand the importance of robust and disciplined programme management practices in ensuring that the aspirations of the Strategic Case are translated into tangible outcomes and deliver long lasting changes.

10.2 The case demonstrates that the City Council and its partners (with whom it has a long-standing working relationship) have the necessary resources to deliver to time, cost and quality. It indicates that PRINCE2 processes and controls will be applied, which includes the procedures for making any necessary changes, planned or unforeseen.