Nottingham Urban Area

Local Sustainable Transport Fund Main Bid

Business Case December 2011

Volume 5: Management Case



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Volume 5: Management Case

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1. Introduction

The purpose of this Management Case is to set the framework through which the key component and main bid proposals of the Nottingham Urban Area LSTF submission will be managed, delivered and assessed.

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.

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 LSTF delivery;
- Programme plan for each workstrand alongside key dependencies and critical paths;
- Risk management framework through which LSTF risks will be identified, managed and mitigated;
- Approach to be taken towards managing benefits to ensure tangible and intangible outcomes are achieved;
- Monitoring and evaluation arrangements to understand and share the long lasting impacts the LSTF makes.

2. Approach

Nottingham City Council is the lead authority for delivering the LSTF programme in conjunction with key partners and on behalf of the Nottingham Urban Area bid partnership. 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.

Utilising this project management approach for the LSTF will ensure delivery plans are robust and achievable. This disciplined approach will lead to successful outcomes and ensure the objectives of the LSTF programme, bid partnership and DfT are achieved.

2.1 Our track record for effective delivery

The City Council and LSTF partners have built a successful track record for delivery, collectively having substantial expertise to bring. 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;
- 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 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.

2.2 Programme management arrangements

As discussed in the Strategic Case, the LSTF proposal comprises of an integrated package of measures grouped in four mutually supportive workstrands. Within each workstrand are a series of projects which were funded either as the advanced key component element (Phase 1) or are included as part of this bid submission (forming Phase 2). As such the management of the LSTF proposals is organised at two levels:

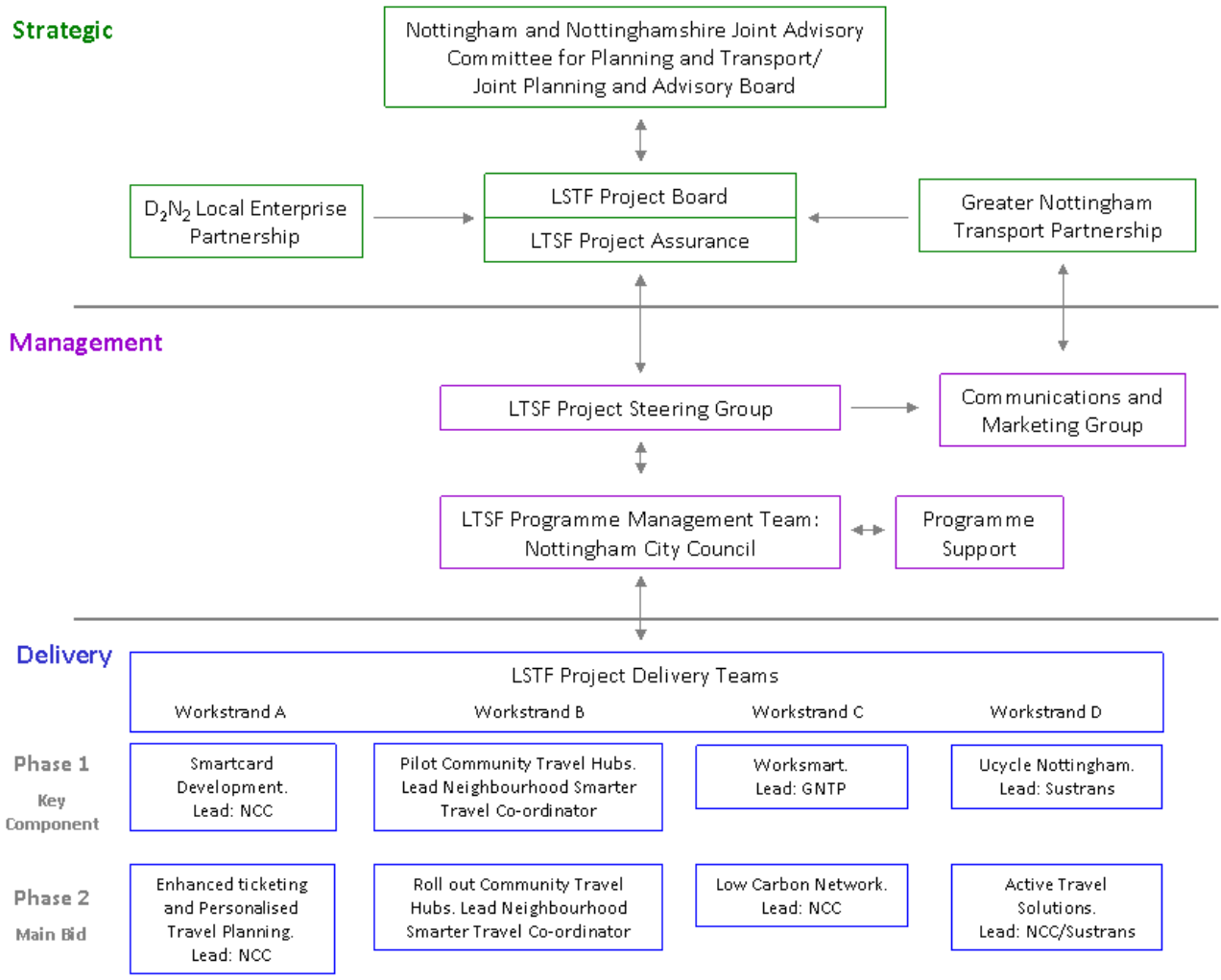
1. **LSTF programme management**: As lead authority, the City Council will provide a clear and coordinated strategic approach to the management of the four individual workstrands to ensure all activities collectively work together to deliver the anticipated benefits.
2. **LSTF project management**: Each 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 and public transport teams within Nottingham City Council, the Greater Nottingham Transport Partnership and Sustrans with some services procured as stated in the commercial case. For measures in the County, Nottinghamshire County Council will be responsible for delivery.

3. Governance and organisation

The governance structure and organisation has been established to clearly define the role, responsibilities and membership of the different groups and individuals involved. Figure 1.1 illustrates this governance framework which has been initiated as part of the start up delivery of Phase 1 of the key component workstrands. Governance is arranged according to three hierarchies:

- **Strategic overview and direction:** this comprises of the key senior groups which will endorse LSTF 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;
- **Management:** this comprises of 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 comprises of 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 1.1: LSTF Programme Governance Arrangements



The membership, roles and responsibilities of each group is described in section 3.1 below.

3.1 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 LSTF delivery; • Ensure consistency with the strategic planning and transport objectives for Greater Nottingham.

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 LSTF programme across the bid area and provide an opportunity for Derbyshire County Council and 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 LSTF 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 LSTF delivery to time, budget and quality, the SRO is ultimately responsible for the success of the proposals 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.

LSTF Project Board		
Role: The Nottingham City Council Local Transport Plan (LTP) Project Board forms the basis for the LSTF Project Board. The LSTF Board was established in October 2011 on behalf of the Nottingham Urban Area bid partnership to own the LSTF programme and give strategic direction. The Board acts as the mechanism through which ongoing Local Enterprise Partnership 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 of Project Board: The LTP Board has 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 Chair of the Greater Nottingham Transport Partnership and the Big Wheel Marketing Manager. The core group membership has been expanded to include key members involved in the LSTF project in order to oversee delivery of the Key Component proposals and now includes membership from Sustrans, Nottinghamshire County Council, Derbyshire County Council and NHS Nottingham City.		
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
Senior Responsible Owner/Project Sponsor	Sue Flack, Director of Planning and Transport (from February 2012)	Nottingham City Council
Project Assurance/ Senior Supplier	Grant Butterworth, Head of Planning and Transport	Nottingham City Council
Project Board Member	Chris Carter, Transport Strategy Business Manager	Nottingham City Council
Programme Manager	Jennie Maybury, Smarter Choices Manager	Nottingham City Council
Programme Management Team	Rasita Chudasama/Matthew Price, Project Officers	Nottingham City Council
Project Board Member	Francis Ashton, Head of Traffic and Safety	Nottingham City Council
Project Board Member	Chris Keane, Head of Highways Services	Nottingham City Council
Project Board Member	Jim Driver, Head of Finance	Nottingham City Council
Senior User	Asif Mohammed, Area Manager Central Locality and City Centre	Nottingham City Council
Project Board Member	Dave Tantum, Interim Head of Economic Development	Nottingham City Council
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	Yesmean Khalil, Head of Health Promotion Commissioning, Health Equality	NHS Nottingham City
Project Board Member	David Kirkham, Strategic Manager	Nottinghamshire City & County Employment and Skills Board

Project Board Member	Kevin Sharman, Manager, Transport Plans and Programmes Team	Nottinghamshire County Council
Project Board Member	Jim Seymour, Transport Strategy Manager	Derbyshire County Council
Project Board Member	Ioan Reed-Aspley, Marketing and Communications Account Manager, Corporate Marketing	Nottingham City Council

Role and responsibilities:
The roles and responsibilities of the LSTF 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 LSTF;
- Approve and own the Project Initiation Document and direct, approve, prioritise and monitor work as required. 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 LSTF 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 Head of Planning and Transport Strategy, Nottingham City Council. As a Gateway Reviewer and responsible for overseeing delivery of the City Council's LTP programme and its alignment with wider priorities, the Head of Planning and Transport is well placed to provide a 'critical friend' examination and health check of LSTF 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 City Council Area Manager. Both have a wealth of experience in delivering sustainable travel solutions and the Chair of the GNTP led on the community engagement during the early stages of bid development and is well placed to represent the needs of the business community; Neighbourhood Management have a strong neighbourhood working model on which to engage with the community to ensure the proposals are developed and implemented in ways that maximise benefits and outcomes for the local community.

Management and operations groups

LSTF Steering Group		
Role: Forming one of the key day to day management structures, the LSTF Steering Group will direct the operational arrangements of the LSTF programme delivery against baseline objectives and timescales.		
Membership of LSTF Steering Group		
Role	**Member**	**Organisation**
Chair	Chris Carter, Transport Strategy Business Manager	Nottingham City Council
Programme Manager	Jennie Maybury, Smarter Choices Manager, Transport Strategy	Nottingham City Council
Programme Management Team	Rasita Chudasama/Matthew Price, Project Officers	Nottingham City Council
Project Lead for Workstream A	Andy Gibbons, Head of Public Transport	Nottingham City Council
Project Lead for Workstream B	Subject to tender	Third sector organisation
Project Lead for Workstream C	Helen Hemstock, Big Wheel Marketing Manager	Greater Nottingham Transport Partnership
Project Lead for Ucycle element of Workstream D	Joanna Ward, UCycle Project Manager	Ucycle Nottingham, Sustrans
Steering Group Member	Chric Grock, Employment and Skills Officer	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	Jenny Hawkes, Accessibility and Travel Planning Officer, Transport Plans and Programmes Team	Nottinghamshire County Council
Steering Group Member	Richard Lovell, Sustainable Travel Officer	Derbyshire County Council
Steering Group Member	Jennifer Burton, Programme Manager, Decade of Better Health	NHS Nottingham City
Steering Group Member	Ioan Reed-Aspley, Communications Manager	Nottingham City Council

Role and responsibilities:

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

- Develop/Guide delivery towards meeting the LSTF and overall DfT objectives;
- Facilitate decision making on the four workstrands and on overall LSTF progress, making recommendations to the Project 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 LSTF 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

As lead authority, the City Council will be responsible for overall financial management and overseeing progress with delivery to set timescales, cost and quality standards. A Programme Coordinator will be appointed to 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.

Operating out of the Transport Strategy team, support from the smarter choices team (two colleagues) and the Local Transport Plan Coordinator alongside administrative support (two colleagues) will provide assistance to the Programme Manager. The level of support will vary according to need.

Communications and Marketing group

The Greater Nottingham Transport Partnership (GNTP) already host 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 is being established. The group will oversee LSTF communications messages and will comprise of each of the project leads, a communications/marketing lead for each of the workstrands, the Programme Manager, Neighbourhood Smarter Travel Coordinators and a member from Nottinghamshire County and Derbyshire County Councils. The group will be chaired by Helen Hemstock, Greater Nottingham Transport Partnership, Chair of the Big Wheel smarter choices and marketing group.

The role of the group will be to coordinate integrated smarter choices and behaviour change messages as relevant to the four workstrands in a consistent, timely and effective manner and in ways that promote the work of the individual partners involved in delivery. The group will ensure cross-workstrand communications and coordinated delivery is achieved. One of the first tasks of the group will be to agree broad communications principles, core LSTF messages and target audiences. The group will be vital in managing our stakeholders; further information is provided in Section 6.

A summary of the key stakeholders and methods of communication is provided in Table 1.1.

Table 1.1: LSTF communications methods

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

Project delivery teams

The role of the LSTF 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.

Responsibilities of each delivery lead includes the following:

- Responsibility for implementing workstrands and executing work packages as received by Programme Manager;
- Coordinating and managing team/colleagues to ensure LSTF 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;
- Be 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 inline with set PRINCE2 templates;
- Inputting into communications and marketing of messages;
- Managing stakeholders and continued liaison with partners.

3.2 Roles and responsibilities of key partners

The Nottingham Urban Area bid partnership is made up of local partners from a range of experience required to make long lasting improvements through LSTF delivery. The responsibilities of each of the key strategic partners involved in the LSTF are set out in the Table 1.2:

Table 1.2: Responsibilities of each strategic partner involved in LSTF delivery

Organisation	Responsibility
Nottingham City Council	• Project lead on behalf of Nottingham Urban Area Bid partnership and named Senior Responsible Owner • Responsible for LSTF delivery • Central budget holder, responsible for financial management and coordinating grant claims to DfT • Lead on Workstrand A: Smartcard development (public transport team) • Lead on procuring successful tender for Workstrand B: Community Travel Hubs • Coordinate LSTF Project Board and Steering Group meetings • Coordinate and provide updates to D2N2 Local Enterprise Partnership, 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 • 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
Nottinghamshire County council	• Responsible for delivery of LSTF workstrands in County areas of Broxtowe, Gedling, Rushcliffe and Hucknall • Attendance on Joint Planning and Advisory Board • Attendance on Joint Committee for Planning and Transport • Attendance on LSTF Project Board • Attendance on LSTF Steering Group • Provide project updates to Nottingham City Council as required • Attendance on Communications and Marketing sub group • Provide data on monitoring
Derbyshire County Council	• Attendance on Joint Committee for Planning and Transport • Attendance and input on LSTF Project Board • Attendance on LSTF Steering Group • Attendance on Communications and Marketing sub group • Provide information on alignment of activities in Derbyshire falling part of the Bid area

Organisation	Responsibility
Greater Nottingham Transport Partnership	• Lead on Workstrand C: WorkSmart • Provide business community input into LSTF development via GNTP members • Lead on LSTF communications and marketing messages (across programme and specific to individual workstrands) • Attend LSTF Project Board • Attend LSTF Steering Group • Coordinate LSTF communications and marketing subgroup • Provide project updates to City Council as required • Senior User on LSTF Project Board • Provide monitoring data and progress against outputs
Sustrans	• Lead on Workstrand D: Active travel solutions • Attendance on LSTF Project Board • Attendance on LSTF Steering Group • Provide project updates to City Council as required • Attendance on Communications and Marketing sub group • Provide monitoring data and progress against outputs
NHS Nottingham City	• Attend LSTF Project Board • Attend LSTF Steering Group

4. Reporting arrangements

Consistent and accurate information management will be crucial to ensuring the Bid Partnership, 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 LSTF 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. 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.

Table 1.3 sets out what will be reported and how often each group will meet.

Table 1.3: 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
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

Group	What will be reported	Frequency of meeting
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
LSTF Project Board	• Programme development • Allocation of LSTF 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
LSTF 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	Every 6-8 weeks
LSTF Communications and Marketing group	• Stakeholder management plan • Communications strategy • Programme wide LSTF communications/messages • Workstrand specific communications and marketing activities • Engagement with business and community groups	Monthly

5. Controls

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 latter sections.

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.

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.

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.

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 LSTF Project 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 LSTF and the City Council will only be approved by the Senior Responsible Owner/LSTF Board.

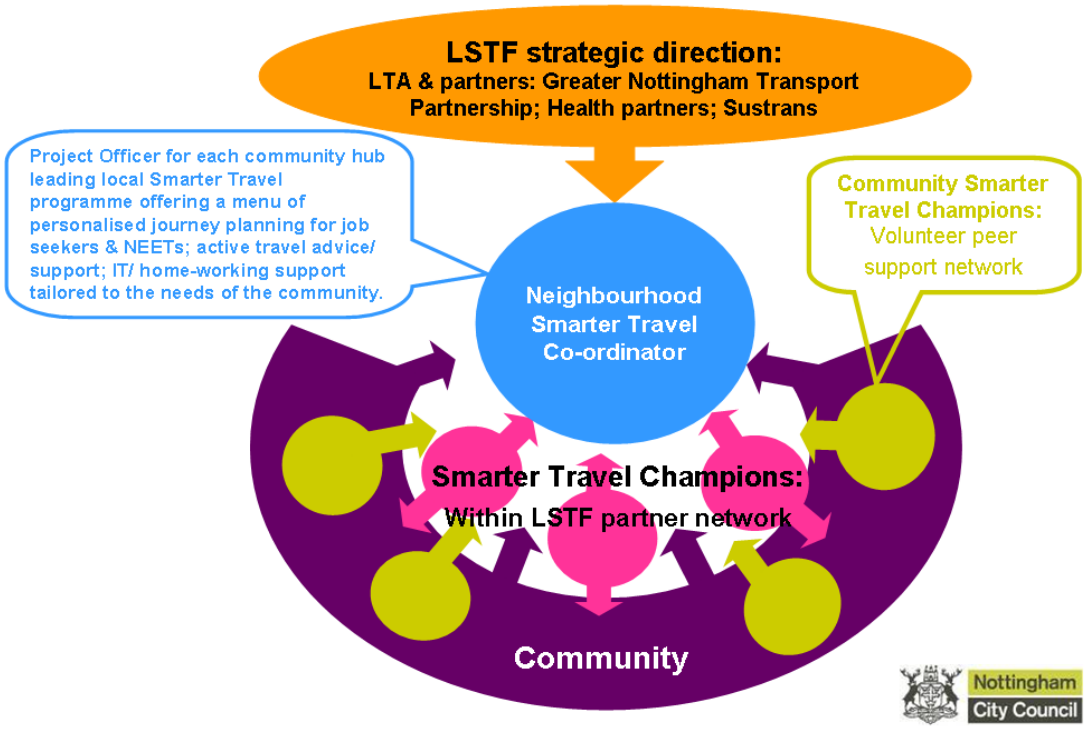
The process for logging change requests will be administered through the P2.net website which has a dedicated change log. The change log requires information on: what the change is, why it is needed and any cost, time, quality implications. This log will be reported at Steering Group and (when necessary)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

6. Communications and stakeholder management

The LSTF programme is primarily a behaviour change programme and so the way the City Council works with strategic and delivery partners and communicates smarter travel messages to local businesses and citizens 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.

Community engagement and local delivery model: LSTF will introduce an innovative community engagement and delivery model through establishing a series of Community Travel Hubs across Nottingham. Figure 1.2 summarises how this communication and delivery model will work.

Figure 1.2: LSTF local delivery and engagement model



A network of Neighbourhood Smarter Travel Co-ordinators (NTSC) will be commissioned to work 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.

The role of the NSTCs will be to act as a point of contact between the strategic partners, local delivery agencies and the local community to co-ordinate local smarter travel activities and services to maximise the benefit to the community. A key part of this element of the project will be to engage with community organisations and individual citizens through local events and forums to identify local priorities for smarter travel services and small scale infrastructure improvements which will drive the delivery of a local programme of interventions tailored to meet the specific travel needs of that community.

To embed a culture of sustainable travel within the community and continue the benefits and impact of the LSTF investment beyond the project period post 2015 the NSTCs will develop a community network of volunteer Smarter Travel Champions based on the NHS Nottingham City Change Makers model used for health promotion. This network will provide a "peer to peer" advice network helping to raise awareness of travel options, improve access to travel information and providing a network of local contacts and role models thus building the capacity of the third sector, who can promote sustainable travel behaviour beyond the life of the project.

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 NSTCs 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 LSTF programme and ensure consistent messages. This will be facilitated through the Communications and Marketing sub group.

To kick-start the development of a communications strategy, such activities required at the programme level have been created. The communications plan sets out how project progress will be reported to partners and stakeholders and identifies the approaches to engagement and marketing. These are detailed in Table 1.4. Project delivery leads will be tasked with developing workstrand specific communications and marketing plans with assistance from the GNTP communications and marketing group.

Table 1.4: Communications Plan for the LSTF programme

Stakeholder (recipient)	Information type	Reason	Date/frequency	Format
Department for Transport	• Formal progress report and quarterly grant claim • Evaluation forms	• To draw down funding • Coordination of evaluation activity/share good practice	• Quarterly	• Standard proforma as required
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 >£25k • 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 LSTF • Progress update • Feedback and advice from business sector	• Quarterly	• Reports • Presentations as requested
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 • Strategic and political steer	• Secure political support • Raise the profile of LSTF • Ensure links across Council portfolios	• As required	• Reports

Stakeholder (recipient)	Information type	Reason	Date/frequency	Format
LSTF Project Board	• Progress update • Programme direction	• Progress update • Robust governance	• Quarterly	• Reports • Quarterly meeting • E-news round up
LSTF Officer Steering Group	• Progress update	• Progress update • Robust governance	• 6 weekly	• Report • Quarterly meeting • E-news round up
Businesses in Nottingham Urban Area	• Launch information • Promotion of initiatives • Promotion of successes • Lead = GNTP	• Raising the profile of smarter choices and LSTF • 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) • LSTF e-newsletter • Technical press including Chamber, IoD, FSB • E-news
Citizens in Nottingham Urban Area	• Launch information • Lead for promotion of City based initiatives and capturing success = NCC • Lead for promotion of awareness raising messages = GNTP	• Raising the profile of smarter choices and LSTF • Maximise participation and achieve behaviour change	• Quarterly and at key milestones	• NCC Website • GNTP website • Media releases • Nottingham Arrow • LSTF e-newsletter • E-news
UCycle High Level Steering Group	• Formal reporting	• Progress update • To ensure all eligible students are aware of support • Raise the profile of LSTF	• Quarterly	• Report – standing agenda item

Stakeholder (recipient)	Information type	Reason	Date/frequency	Format
One Nottingham Green Theme partnership	• Strategic level update	• Progress update and to ensure links to other carbon reduction programmes • Raise profile of LSTF	• Quarterly	• Verbal update – standing item
One Nottingham Health and Wellbeing Board	• Progress update	• Progress update • Raise profile of LSTF	• Quarterly	• Report as requested
Employment and Skills Board	• Progress update	• To ensure targeted travel support elements complement local delivery of DWP work programme • To seek input and advice on travel support elements	• Quarterly	• Report as requested
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 LSTF 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
RideWise Board	• Progress update • Financial monitoring of WorkSmart and other support streams	• RideWise is responsible for GNTP finances • Progress update	• 2 monthly	• Financial review as standing item on agenda

7. Gantt chart and key milestones

The LSTF 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 Table 1.6. 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 Project Board.

7.1 Assumptions

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

- The City Council will confirm agreements with transport operators on the wider implementation and operation of the multi-operator smartcard platform;
- The third sector has the capacity to deliver local initiatives as set out in the bid;
- Authorities across the urban area will continue to support the delivery of the proposals within their administrative boundaries;
- Positive wider community engagement will take place through this process and lead to 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.

7.2 Critical path and key dependencies

There are a number of activities upon which the success of the workstrand implementation relies . A series of key dependencies relating to each workstrand that if missed or not realised, could impact the delivery programme tolerances of cost, time or quality. Impacts may be felt in delays to implementation, compromised quality outputs, resources not in place in time to realise maximum benefits or missed opportunities due to delays in timescales and increases in cost. These are detailed in Table 1.5 below:

Table 1.5: Key milestones linked to successful LSTF delivery

Key milestones	Implications	Date
A: Smartcard development		
NET Phase Two contract signing	• Impacts on agreements with operators on multi-operator smartcard ticketing arrangements	Dec 2011
Smartcard integration officer in post	• Capacity to commence development work for integrated ticketing platform	April 2012
ITSO compliant card readers installed on bus fleets	• Infrastructure in place to support integrated smartcard	June 2013
ITSO back office equipment in place and operational	• Infrastructure in place to support integrated smartcard	Dec 2013
Installation of network of smartcard kiosks and top-up facilities	• Delivers increased flexibility options – delays compromises quality of output	Sept 2014
Availability of range of card accessed services for multi-modal integration	• Delivers increased functionality – delays compromises quality of output	Sept 2014
NET Phase Two operational	• Full realisation of integrated public transport system	By end 2014

Key milestones	Implications	Date
B: Community Travel Hubs		
Tender period for first Hub (Bulwell)	• Procurement of third sector organisation to run Bulwell Hub	Jan – Mar 2012
Appointment of first Neighbourhood Smarter Travel Coordinator	• Delays in NTSC in post equals delays in roll out of workstrand	In post by April 2012
Pilot Community Travel Hub established in Bulwell	• Compromises delivery against key component workstrand • Delays impacts communications of key smarter choices messages to local community	Feb 2012
Establish community presence including facility improvements e.g. information kiosk. Tele-presence, cycle parking	• Hub becomes fully functional – delays reduce customer expectations • Delays impacts communications of key smarter choices messages to local community	By April 2012
Commence commissioning of programme elements	• Reduced customer expectations • Delays ability to develop strong volunteer peer support	From April 2012
Establish further 4 Community Travel Hubs	• Delays to delivering smarter travel messages to wider community compromises programme benefits	By Sept 2012
Embed Smarter Travel Champions volunteer network within the community	• Secures LSTF legacy beyond programme years	By Mar 2015
C: WorkSmart		
Strengthen GNTP project team	• Limits ability to deliver enhanced business support package in run up to WPL charging commencement	By April 2012
Workplace Parking Levy full charging commencement	• Local revenue stream linked to NET Phase Two, Station Hub and Linkbus network	April 2012
Develop online Business Club services	• Frustration for businesses	By Sept 2012
Procurement of electric buses for Medilink	• Reduced ability to meet carbon reduction levels	By April 2013
Procurement of electric buses for Locallink	• Reduced ability to meet carbon reduction levels	By Sept 2013
Electric vehicle & supporting elements procurement completed	• Reduced ability to meet carbon reduction levels	By April 2014
D: Active Travel Solutions		
UCycle project cycle loan scheme contracts confirmed	• Arrangements in place for continuation and expansion of UCycle project	From Oct 2011
Start work with Further Education colleges	• Rollout of active travel partnership working to other education sectors	From Jan 2012
Recruitment and training of volunteers through partners	• Secures LSTF legacy beyond programme years	From Sept 2012
Active Travel Solutions programme completed	• Necessary infrastructure and support for cycling delivered • Full integration with public transport	Mar 2015
E: Programme development		
Appoint Programme Manager	• Delays in tracking and directing progress	From Sept 2012
Programme monitoring and evaluation	• Compromises ability to effectively report/evaluate key outputs/benefits	Ongoing/DfT returns as required

The programme Gantt chart details the key milestones to be achieved and is included in Table 1.6 overleaf.

Table 1.6: LSTF Programme Gantt Chart 2011/12 - 2014/15

Work Package A: Enhanced Smartcard integrated ticketing offer and Personalised Travel Planning Solutions																	
	Ref	Description/Activity	2011/12			2012/13				2013/14				2014/15			
			Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Key Component	A1	**Project management/promotion** - Appointment of 1 FTE officer to manage project plus budget for promotion of scheme															
		Create JD with HR approval															
		Advertisement															
		Interviews															
		Selection & appointment															
		Officer in post															
		Infrastructure and back office (33% contribution) - purchase of ITSO compatible card readers for fleet plus back office card production and develop regulatory mechanism to ensure operator compliance															
		Ticket machine specification and tendering															
		Ticket machine commisioning and installation															
		Back office equipment specification and tendering															
		Back office equipment commission/installation															
		ITSO implementation/compliance - ITSO set up costs for capping and financial reimbursement procedures plus purchase of ITSO readers to loan to small operators															
		Independent consultant															
		Scheme formulation and definition															
		Legal contracts															
		Financial systems															
		Technical systems, inc testing															
		Smartcard issue/distribution - production and distribution of 300,000 Smartcards with 'personal journey plan' and provision of Smartcard top up stations / kiosks															
		Card format determination															
		Card tendering and appointment															
		Card delivery and commissioning															
		Personal journey planning															
		Kiosks - specification/tendering/install															
Main Bid	A2	**Smartcard support:** Pilot additional funding for targetted groups include FE students															
		Modification & testing of revised ticketing arrangements															
		Advertising of new ticketing options															
		Operation of full scheme															
	A3	**Multi-modal integration** - Set up costs and infrastructure to make Smartcards compatible with other schemes and modes such as car parking and cycle hire, taxis and															
		Car parking - specification, commissioning, instal															
		Cycle pods - specification, commission, instal															
		Cycle compounds - specification, commission, instal															
		Taxis - specification, commission, instal															
	A4	**Enhanced smartcard integrated ticketing offer:** Includes extended range of discounts for targetted groups including FE students															
		Assess success of pilot scheme															
		Modification & testing of revised ticketing arrangements															
		Advertising of new ticketing options, discounts and offers															
		Operation of full scheme															
	A5	**Ways to Work: Supporting access to work and training through personal journey planning and access to employment and training support**															
		Agree project delivery mechanism															
		Distribute infromation including meeting key referral agencies															
		Scheme set up															
		On-going delivery and monitoring															
	A6	**Transitional travel training for education journeys: Co-ordinated personalised journey planning service delivered through schools and agencies**															
		Agree project delivery mechanism															
		Distribute information and engage with schools															
		On-going delivery and monitoring															
	A7	**Homemovers personalised journey planning package**															
		Agree project delivery mechanism															
		Distribute information and engage developers, estate agrents, City Homes															
		Scheme set up															
		On-going delivery and monitoring															
	A8	**Inclusive accessibility: Extend programme of travel training and support for vulnerable groups**															
		Agree project delivery mechanism															
		Distribute information, includong meeting key referral dates															
		Scheme set up															
		On-going delivery and monitoring															

Work Package B: Community Smarter Travel Hubs

	Ref	Description/Activity	2011/12			2012/13				2013/14				2014/15			
			Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Key Component	B1	**Establish a community Smarter Travel Hub in the north of the City** - Appoint Neighbourhood Smater Travel Co-ordinator to establish a public facing presence in Joint Service Centre to provide 'drop in' travel support for community members and neighbourhood focused local infrastructure improvements, promotional events and supporting activities															
		Prepare project brief															
		Tender period including selection and appointment of delivery organisation															
		Project inception															
		Neighbourhood Smarter Travel Co-ordinator in post															
		Establish 'drop in' facility in hub															
		Develop annual community action plan															
		Commission sustainable travel support services															
		Contracts for 3rd sector providers of travel support services															
		Deliver local infrastructure improvements															
		Development work to establish volunteer network															
		Support Smart Travel Champions volunteer network															
Main Bid	B2	**Establish Community Smarter Travel Hub for East and Central area of the City** based at the Mary Potter Centre in Hyson Green															
	B3	**Establish Community Smarter Travel Hub for the South area of the City** based at Clifton cornerstone in Clifton															
	B4	**Establish Community Smarter Travel Hub in Beeston**															
	B5	**Establish Community Smarter Travel Hub in Arnold**															
		Neighbourhood Smarter Travel Coordinators: To act as main point of contact for service providers and the community															
		Tender period															
		Selection & appointment															
		Hubs operational															
		Smarter travel intervention budget: Commissioned programme of community smarter travel services															
		Develop annual community action plan															
		Commission sustainable travel support services															
		ontracts for third sector providers of travel support services															
		Deliver local infrastructure improvements															
		Developing and supporting the Smarter Travel Champions volunteer support network															
		Development work to establish volunteer network															
		Support Smart Travel Champions volunteer network															
	B6	**Places for people; Manual for Streets demonstration projects to create an attractive walking and cycling environment**															
		Establish contacts with communities via NSTCs and Neighbourhood Mgmt															
		Consult with community to establish outline requirements															
		Create draft proposals															
		Work up full design in consultation with communities															
		Implement demonstration projects															
		Publish Neighbourhood Design Guide															
		Support school travel plan development with capital grants for schools															

Work Package C: WorkSmart

	Ref	Description/Activity	2011/12			2012/13				2013/14				2014/15			
			Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Key Component	C1	**Deliver an enhanced package of business travel support services to complement roll out of Workplace Parking Levy and expansion of Greater Nottingham Transport Partnership Business Club activities**															
		Strengthen project team															
		Agree/review annual work programme															
		Development of online Business Club services: online toolkits; newsletters; travel survey support; co-ordination of online journey planing tools															
		Delivery of ongoing Business Club services: newsletters; travel survey support; 1:1 business advice/support service															
		Business Forum events - 2 per annum															
		Business travel roadshows															
Main Bid	C2	**Low carbon public transport fleet**															
		Procurement of electric vehicles and infrastructure for Medilink buses															
		Procurement of electric vehicles and infrastructure for Localink buses															
	C3	**Cycle infrastructure development and associated promotion**															
		Agree priority corridors and key hubs															
		Community route audits															
		Design and consult on scheme elements															
		Implementation of scheme elements and promotion activities															
		Creation and circulation of publicity materials															
	C4	**Smarter choices infrastructure to support business** through provision of electric vehicles charging at employment hubs and community venues accessed by smartcar															
		Identification of key locations, consultation with businesses and communities															
		Procurement of infrastructure															
		Installation of charging points															
		Commissioning of pool vehicles															
		On-going monitoring of project outcomes															
	C5	**Ecodriving support programme for business**															
		Tender contract															
		Agree programme recipients															
		Programme delivery															
		On-going monitoring of project outcomes															
	C6	**Establish City Car Club**															
		Identify potential partners, carry out consultation															
		Finalise business case															
		Procurement of operator															
		Implementation phase															

Work Package D: Active Travel Solutions																	
	Ref	Description/Activity	2011/12			2012/13				2013/14				2014/15			
			Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Key Component	D1	**Extension of active travel programmes**															
		Ucycle Universities/Further Education sites sustainable travel promotion - 5 FTE officers to promote the uptake of cycling amongst university and FE college staff and students with promotional budget															
		Consolidate and refresh project team															
		New work programme for officers															
		New work programme for FE sector															
		Identify additional infrastructure improvements															
		Complete infrastructure improvement projects															
		Expand cycle loan scheme															
		Agree promotional activity programmes															
Main Bid	D2	**Co-ordinated community cycling promotion programme**															
		Agree poject delivery mechanisms with partners															
		Recruitment and training of volunteers through partners															
		Identify target events, key dates, materials required															
		Cycle training and buddying with target groups															
		Delivery of cycle maintenance training															
	D3	**Active travel events package**															
		Agree events schedule with partners															
		Design publicity and promotional materials appropriate to particular events															
		Deliver annual Footprints walking promotion in primary schools															
		Support events															
		Monitoring and feedback to improve delivery															

Work Package E: Programme management																	
	Ref	Description/Activity	2011/12			2012/13				2013/14				2014/15			
			Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Key Component	E1	**Programme management activities including financial management and monioring processes (Key Component)**															
		Initiate LSTF work programme and governance arrangements															
		Agree annual communications plan															
		Quarterly Project Boad and partner meetings															
		Quarterly grant claims to DfT															
		Monitoring activities															
		Monitoring reporting															
		Feed into DfT evaluation processes															
Main Bid	E2	**Programme management activities including financial management and monitoring processes (Main Bid)**															
		Extend LSTF work programme and governance arrangements															
		Extend and agree annual communications plan															
		Quarterly Project Board and partner meetings															
		Quarterly grant claims to DfT															
		Monitoring activities															
		Monitoring reporting and evaluation															
		Feed into DfT evaluation processes															

8. Risk management strategy

Risks to LSTF 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 top 14 highest rated risks are included in Table 1.7. The types of risks associated with LSTF delivery relate to legal, operational, 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 LSTF seeks to deliver.

- The key **legal risk** to the programme is the smartcard agreement with transport operators to sign up to integrated ticketing using the smartcard platform. Close dialogue with transport operators and keeping parties informed of the LSTF objectives and measures will be maintained;
- Key **operational risks** could result in delays with procuring the necessary resources and staff or reductions in capacity and resources of partners to deliver the workstrand activities. Other risks around measures failing to have the anticipated impact and failure to capture LSTF legacy after the programme years have also been identified. The development of contingency plans, utilising effective programme management techniques, seeking opportunities for further funding streams and making optimum use of the community delivery model whilst helping to build the capacity of the third sector will be used to sustain the measures and obtain maximum benefits;
- Key **financial risks** are connected to external contributions from other partners and third sector organisations and underestimations of scheme costs which could result in lower levels of delivery. These risks will be managed through a range of controls including continued partnership working and maintaining close dialogue with parties, where possible putting agreements in place, and utilising procurement strategy techniques and stage funding contracts;
- There are also **political risks** relating to negative media and public reaction to the LSTF measures which could ultimately affect the level of behaviour change seen. Mitigation factors include the use of effective programme management techniques to deliver a robust package of measures alongside strong partnership working, supporting the role of the third sector and community organisations to secure capacity to sustain measures and maximising the community delivery model to ensure measures implemented are supported.

These risks will be subject to ongoing monitoring and mitigated through effective programme management and partnership working. The Risk log will be presented at Steering Group meetings and key risks escalated to Project Board for reduction, elimination or acceptance.

Table 1.7: LSTF Programme Risk Register

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	LSTF Project Board	• Agreements with partners in place • Maintain partnership dialogue with key agencies • Early consultation with partners on programme development	3	3	9	Live
2	Lack of engagement from community for proposed measures	3	3	9	LSTF Project Board	• Early and ongoing consultation and feedback routes through the delivery model framework • Develop comprehensive communication plan/media strategy • Conduct monitoring and evaluation throughout programme period	2	3	6	Live
3	Lack of third sector to deliver their commitments given other grant cuts	3	9	9	LSTF Project Board	• Establish procurement processes that will establish future year certainty • Effective partnership working and project governance	2	3	6	Live
4	Underestimating of scheme estimates could result in lower levels of project outcomes	3	3	9	Project Steering Group	• Programme/project management • Stage funding of projects and identify further funding sources	2	3	6	Live
5	Delay in recruiting key staff e.g. neighbourhood smarter travel coordinators	3	3	9	LSTF Project Board	• Establish links with 'Changemakers' health programme • Establish links with Economic Community Outreach Workers	3	2	6	Live
6	Negative impact of implementing the WPL upon WorkSmart proposals	3	3	9	WPL Project Manager	• Close management of the scheme and appropriate resources allocated to ensure project delivered • WPL communications strategy in place	2	2	4	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	Delay in realising benefits due to dependence upon delivery of associated major schemes e.g. NET Phase Two	3	3	9	LSTF Project Board	• Ensure close management of major schemes in accordance to Council project management practices • Develop a robust business case	2	2	4	Live
8	Local election outcomes could change political commitment to programme	3	3	9	LSTF Project Board	• Keep all parties informed of LSTF programme	2	2	4	Live
9	Smartcard agreements with transport operators not secured	2	4	8	Senior Responsible Owner	• Maintain partnership dialogue with operators • Close management of the scheme and appropriate resources allocated to ensure project delivered	2	3	6	Live
10	Failure to capture a long term legacy funding beyond programmed years	2	4	8	LSTF Project Board	• Set out clear financial sustainability measures to safeguard benefits • Support role of third sector • Maximise community delivery model as kick-start approach • Develop successor interventions	2	3	6	Live
11	Delays in procuring key resources	3	2	6	LSTF Project Steering Group	• Develop a procurement strategy • Develop business case • Robust programme/project management	2	2	4	Live
12	Negative political/media/ public reaction to specific programme measures	2	3	6	Portfolio Holder	• Develop a communications strategy and monitor via LSTF meetings • Use established media relations • Continue investment in marketing/communications via Big Wheel	2	2	4	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
13	Implemented proposals fail to have anticipated impact	2	3	**6**	LSTF Project 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
14	Reduced local authorities and partner capacity/resource to deliver causing delays to delivery/quality	2	3	**6**	LSTF Project Board	• Develop contingency plans to increase staff resources linked to funding • Robust programme/project management to identify issues early	2	2	**4**	Live

Legend: City Council's risk prioritising/ranking matrix

		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

9. Benefits realisation strategy

Having a robust benefits realisation strategy in place is fundamental to assessing whether the Bid partnership 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 Project Board when directing progress with delivery.

Overall headline benefits the LSTF seeks to deliver are:

- **Modal shift to sustainable transport:** with a target to increase sustainable travel modal share by 10% from 2011/12 levels by 2014/15;
- **Personalised travel planning solutions:** with a target of providing personalised travel planning solutions to over 32,000 individuals through targeted programmes;
- **Reductions in carbon emissions:** with a target to reduce carbon emissions from transport by 10% over three years by 2014/15;
- **Increased community engagement and involvement:** through engaging with up to 180,000 people (20% of the urban area's population) on sustainable travel through community hubs and smarter choices events and promotion ;
- **Creation of a cycling critical mass:** with a target to double the levels of cycling in intervention areas from 2011 levels by 2014/15;
- **Capacity building to improve access to employment and volunteering opportunities:** with a target of building the capacity of approximately 9,500 individuals to participate in the local labour market.

Delivery leads will be responsible for developing a workstrand specific framework through which to assess the benefits and outcomes. These will be monitored according to when the benefit is likely to be received and reported as part of the governance arrangements in place. The monitoring of benefits may be subject to change following the announcement of the DfT's final evaluation framework.

10. Monitoring and evaluation

Monitoring: The City Council on behalf of the partnership and through working with key project delivery leads is committed to delivering long lasting changes to the way local people travel. In order to assess whether this has happened a monitoring framework is being established at the programme and workstrand level. Key transport indicators related to Local Transport Plan monitoring will be utilised to gauge whether the programme is on track for success. These indicators include congestion (delays in journey time), reductions in carbon emissions from transport and increases in employment and training levels.

A second Big Idea local travel survey (initial survey completed in 2008 available for comparison) will be commissioned in Year One of the project to provide a snapshot of business and citizens' travel behaviour and determinants of travel patterns. As well as providing baseline data for measuring the success of the project and intelligence on likely motivators for promoting behaviour change, this will provide a mechanism to promote the aims and aspirations of the LSTF.

Project delivery leads will be requested to determine key indicators unique to each workstrand as part of initiation and baseline setting such as before and after surveys. At inception a raft of indicators and key outputs will be agreed with some including those set out in Table 1.8.

Table 1.8: Workstrand monitoring

Workstrand	Source
A: Smartcard development:	
Number of smartcards issued specific to LSTF monitoring through	• City Council data. Public transport team smartcard data
Number of low income individuals supported into employment or learning via smartcards	• City Council data. LSTF monitoring through EMA and RCAN data
• Proportion of travel made using smartcards	• City Council data. Public transport team smartcard data
• Number of personalised travel plans provided	• City Council data. LSTF bid monitoring
B: Community smarter travel hubs:	
• Number of community travel hubs established	• City Council data. LSTF bid monitoring
• Engagement through community travel hubs and active travel events	• City Council data. LSTF bid monitoring
• Numbers of new volunteers recruited to peer support network	• City Council data. LSTF bid monitoring
• Number of demonstration projects delivered	• City Council monitoring. In accordance with Manual for Streets guidelines
C: Worksmart:	
• Number of supported businesses impacted by the Workplace Parking Levy	• City Council data. WPL indicator.
• Number of Linkbuses converted to electric	• City Council data. LSTF bid monitoring
• Number of electric vehicle changing points installed at employment and community hubs	• City Council data. LSTF bid monitoring
D: Active Travel Solutions:	
• Number of people (adults) engaged in cycle training activities	• Sustrans data. LSTF bid monitoring.
• Number of people (children) engaged in cycle training activities	• RideWise data. LSTF bid monitoring.
• Mode share data and cycle counts	• City Council data. LTP monitoring
• Usage of cycle infrastructure	• City Council data. LSTF bid monitoring
• Increase in physical activity levels	• City Council data. LSTF bid monitoring

Evaluation: The Bid partnership welcomes the opportunity to work with the Department in the ongoing monitoring and evaluation of the Bid's progress and outcomes. The Group will commit resources to monitor and track progress presented in the form of an evaluation plan. Monitoring and evaluation will be carried out in accordance with the range of indicators identified in the baseline data and we will respond to the evaluation framework as indicated by the Department.

The City Council is part of the Local Carbon Framework and over the years has developed a reputation as leaders in carbon reduction measures. The Council is currently participating in a pilot software project designed to model energy demand and supply and carbon emission data related to land use and transport planning policy interventions. The ESTEEM (Estimation of Transport Energy and Emissions Model) will provide a spatial mapping and quantification tool for Nottingham hosted on the core GIS system which the Council will test and use for evaluating the effects of the bid interventions. The Council is also an original member of the Carbon Descent Vantage Point carbon modelling pilot, supported by the Core Cities group and Energy Saving Trust, which enables scenario modelling, target setting and progress monitoring. These tools alongside the DfT's Local Authority Basic Carbon Tool will be used to help monitor the effectiveness of delivery.

The Council and its partners are keen to fulfil the role of local accountability to local communities by overseeing the ongoing impact and success the proposals deliver to local citizens and businesses to support the economy and create a low carbon transport system to deliver real behaviour change.

Outcomes and lessons learned will be shared through use of the Councils' and Big Wheel Business Club websites, LTP delivery reporting, Big Wheel marketing and communications posters, newsletters and social media messages, GNTP forums to share best practice with delegates and partnership working through the D2N2 Local Enterprise Partnership. Wider engagement will take place with other local authorities through established partner networks, particularly the City Council's participation in the Core Cities and PTEG networks and others such as ACTTravelwise, MSIG and LT Planning Network.

11. Summary

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.

The case demonstrates that the Nottingham Urban Area bid partnership 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 handling change, planned or unforeseen. In addition, the case establishes the monitoring processes that will be followed to focus on key delivery at each stage.