TYNE AND WEAR
INTEGRATED TRANSPORT AUTHORITY

Department for
Transport

Tyne and Wear
Local Sustainable Transport Fund
Large Project Business Case

Addressing the barriers that transport creates to economic growth and accessing employment
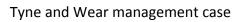

Creating Growth, Cutting Carbon

Tyne and Wear Integrated Transport Authority
Local Sustainable Transport Fund large project application
Management Case

1. Introduction

1.1 This document sets out the Management Case for the Tyne and Wear Local Sustainable Transport Fund bid. It provides information on the delivery arrangements for the project.

1. 2 The Management Case is one of five elements forming the overall Business Case for the project. The other elements of the Business Case are:

- strategic case;
- economic case;
- commercial case; and
- financial case.

1.3 The Management Case comprises the following sections:

- governance;
- project plan;
- risk management;
- benefit realisation; and
- evaluation.

2. Governance

2.1 Governance Structure

Figure 2.1 (p10) shows the newly established governance structure we have established to manage, deliver and evaluate our LSTF Large Project. We recognised that in order to deliver these proposals in a timely and effective manner, some significant changes were required in Tyne and Wear to achieve this. We are, however, not starting from scratch; we have already in place strong and robust decision making groups, overseen by our Tyne and Wear ITA. Some important additions have been added throughout the governance structure, including the establishment of a Tyne and Wear-wide Travel Planning Delivery Group, to be chaired by the private sector. A Sounding Board will be created to give advice to our Programme Board. In order to do this effectively, we aim to invite individuals with the experience and capacity to strengthen our performance.

Where staff have been identified to be appointed to key roles in this governance structure, we will only do so on the understanding they have the experience and capacity to fulfil these roles. We realise that we are committed to a three and a half year programme (including the key components element), so capacity has been a key consideration in our proposal.

Stakeholders will have an important role to play whilst our delivery is ongoing. It is they who the programme is expected to support. They have also been actively engaged in developing the programme we present as this bid. We believe that our bid will support the ambitions for our area and, in particular, the ambitions of our North East Local Enterprise Partnership (LEP). In order that we can support their objectives and they can support ours, we have welcomed LEP officer input whilst drafting this bid.

A description of our governance structure and key individuals is given in the following sections.

2.2 Programme Board

Senior manager supervision of the programme is carried out by the Tyne and Wear Joint Transport Steering Group (JTSG), comprising Heads of Service from all six LTP Partners (Gateshead Council, Newcastle City Council, North Tyneside Council, South Tyneside Council, Sunderland City Council and Nexus) plus a Senior ITA Policy Officer. Programme Board will meet monthly for the duration of this programme. Terms of Reference are attached as Annex 1.

2.3 Senior Responsible Owner

The Senior Responsible Owner (SRO) is the person who has ultimate responsibility for, ensuring delivery of the programme, that it meets its objectives and delivers the projected benefits. The SRO will ensure that the programme maintains its focus, has clear authority and that the context, including risks, is actively managed. The SRO will be recognised by all partner organisations as leading on delivering this programme. As one of the most important roles to fill in the governance structure, the SRO will set aside sufficient time and effort to fulfil their roles and responsibilities

Nick Clennett, has been identified as SRO for this programme and will Chair the LSTF Programme Board. He is the current Chair of the Tyne and Wear Joint Transport Steering Group. Terms of Reference for the SRO are attached as part of Annex 1 and a pen-portrait of Nick's relevant experience for this role is given in Annex 2.

2.4 Sounding Board

The Programme Board will be advised by a Sounding Board. Sounding Board will be represented by individuals or organisations (especially locally based) who can inform any key decisions the Board face. The Sounding Board on appointment will be fully briefed as to the objectives and expected outcomes of the bid. The Sounding Board will act in an advisory capacity, influencing but not making decisions. Representation on the Sounding Board will include, for example, Department for Transport, Federation of Small Businesses, North East Chamber of Commerce, North East Local Enterprise Partnership, Business Improvement

District Company (NE1) and Newcastle University (Transport Operations Research Group). This list is not exhaustive and will include sufficient representation to advise on all of the objectives of the bid. Individuals/organisations will be approached in the Spring of next year to determine their interest in being involved in this programme.

2.5 Programme Manager

The Programme Manager is the individual responsible to the SRO for delivering the programme. Dr Jessica Anderson will be the LSTF Programme Manager. She is currently delivering the key components part of the programme. The programme manager will ensure the effective co-ordination of the projects and their inter-dependencies, and any risks and other issues that may arise. The Programme Manager will be a full time dedicated resource for this programme, as the role is crucial for creating and maintaining enthusiasm and momentum. The Programme Manager is responsible for the overall integrity and coherence of the programme, and develops and maintains the programme environment to support each individual project within it.

As this appointment is another vital position in the governance structure, it is essential that the post holder has the relevant skills and attributes to fulfil the role. We recognise that the post-holder should have:

- effective leadership, interpersonal and communication skills;

- the ability to command respect and to create a sense of community amongst sometimes disparate members of the project teams;

- good knowledge of techniques for planning, monitoring and controlling programmes;

- good knowledge of project management approaches;

- good knowledge of budgeting and resource allocation procedures;

- sufficient seniority and credibility to advise project teams on their projects in relation to the programme; and

- the ability to find ways of solving or pre-empting problems.

Terms of Reference for the Programme Manager are attached as part of Annex 1 and a pen-portrait demonstrating Jessica's suitability for the role is given in Annex 2.

2.6 Programme Team

The Programme Manager will lead and manage a Programme Team, set up and dedicated to delivering this programme. Members of the Programme Team will assist the Programme Manager in delivering the individual projects forming the overall programme and ensure their coordination is effectively managed.

The programme team will be established between January and June 2012. In a similar way to other key appointments in the governance structure, the project team will have the necessary attributes and skills to fulfil the roles and responsibilities of this function. Experience in delivering projects will be a pre-requisite for appointed personnel. There is support from all LTP partners involved in this bid to ensure the Programme Team is sufficiently resourced to assist the Programme Manager throughout the duration of this LSTF programme.

2.7 Programme Support

The Programme Manager will be supported by people skilled and experienced in areas such as administration, IT, accountancy, data analysis, legal, risk, and procurement to ensure delivery of the programme. Although not a dedicated resource, sufficient assistance will be given from all LTP partners in Tyne and Wear, to fulfil this requirement.

A programme/project assurance team will also be set up to monitor the programme and advise the Board on the delivery across all parts of the programme of activities. This group will provide the challenge to the programme being delivered in accordance with the bid and, also see that the correct procedures are being adhered to in line with approved protocols and legislation.

2.8 New Delivery Groups

2.8.1 Travel Planning Delivery Group

To assist in the delivery of a fundamental part of our programme, a new Travel Planning Delivery Group will be established. Representation on this group will be balanced between the private and public sector bodies or agencies charged with delivering the travel planning agenda. In our early negotiations, we have established and agreed that the Chair of this group will be from the private sector, with a deputy chair from the public sector. We acknowledge there is a lot to be gained from joint working in this area. We expect that such a working arrangement will remain after LSTF funding expires and this legacy will enhance the delivery of travel planning initiatives in the long term.

This group will embrace the experience and expertise of existing delivery agencies to deliver synergistic benefits for the programme. This group will consider and determine the level and timing of activity required at key employment sites within the bid to deliver our objectives for personalised travel planning for employees, the installation of car clubs and other active and sustainable travel interventions. These will all fall within our overall programme and budget profile.

The establishment of this group has also secured significant local contributions for the bid from the private sector.

The terms of reference for this group are attached as part of Annex 1.

2.8.2 Framework Group

We will establish a Framework Group to assist in developing, implementing and managing our procurement strategy. Our approach to this is set out in the Commercial Case of this bid. The Framework Group will ensure that the procedures we develop support our local economy in Tyne and Wear. In particular, we intend to support our local SMEs (small and medium enterprises) in these difficult economic times.

We have sufficient in-house expertise and capacity within local authorities and Nexus in Tyne and Wear to enable the formation of this Framework Group. The tendering procedures that sit within our Financial Regulations are well established and will be adhered to throughout the lifetime of this programme.

The Framework Group will be established early in January. This is necessary to start the implementation of activities if a positive decision on the bid is forthcoming in June (see the Commercial Case Section 3 for a detailed timeline of activities related to procurement).

Terms of reference for the Framework Group are attached as part of Annex 1.

2.8.3 Communications Group

A Communications Group will be established to deal with all elements of communications relating to the LSTF programme. Existing communications work streams established as part of our key components bid will be absorbed into this newly established group. The Communications Group will proactively lead in managing media stories/press releases related to the LSTF programme.

There are highly experienced communications personnel within the LTP partner organisations in Tyne and Wear. Agreements have been reached that sufficient resource will be made available relative the scale of our bid and our ambitious programme within it. The Communications Group will be formed in advance of any positive decision on our bid. This will enable an advanced communication programme to be developed and approved within the governance structure, whilst also being available to launch any successful outcome from this bidding process.

The Communication Group will have overall responsibility for co-ordinating communication activity with all LTP partners involved in the bid.

Terms of reference are attached as part of Annex 1.

2.9 Delivery (Project) Groups

In order to give individual projects sufficient impetus to ensure timely delivery, it has been agreed that Programme Board members will attend or chair all delivery group meetings. They will receive support from time to time from the Programme Manager, but each and every project meeting will be supported by members of the Programme Team. Programme Team members will ensure all actions are followed up in line with established and agreed

programmes, whilst also ensuring the synergy and coordination between individual projects is achieved. They will also act as a conduit from individual projects and the Programme Manager. Some well established project delivery groups exist already in Tyne and Wear and they are best placed to deliver large parts of the bid. These will be strengthened by representation from Programme Board level, and the terms of reference will ensure that the delivery of LSTF projects is given sufficient priority in order that they are delivered to programme.

The appointed chairs of these groups will have the relevant experience and expertise to ensure the projects remain on track throughout the programme. They are of sufficient seniority in the organisations to make decisions and steer the work of the individual delivery groups.

2.10 Monitoring Group

Our approach to evaluation of our bid is set out in Section 6 of this Management Case. In order to monitor progress and evaluate the success of our programme, a newly formed Monitoring Group will be established. The information and data made available from surveys undertaken throughout the delivery of our programme, will be shared with our Sounding Board, who in turn will advise Programme Board of the effectiveness of our projects.

The Monitoring Group will consider analysis of activities at critical review stages throughout the programme. This again will enable Programme Board to make key decisions regarding the continuation of the programme.

There is expertise within Tyne and Wear to form the Monitoring Group. This will be supported from time to time with input from our neighbouring universities who have expressed an interest in being involved with our LSTF programme, and also from relevant private sector organisations who successfully tender to join our framework partnerships.

Terms of reference are attached as part of Annex 1

2.11 Stakeholders

Project stakeholders have been engaged in the development of the Large Project through one-to-one meetings and workshops. The workshops will continue through the lifetime of LSTF (at 6-monthly intervals) and beyond on an annual basis. Sounding Board, acting in their advisory capacity, will inform the Programme Board whether our programme is delivering the expected outcomes and benefits to all relevant stakeholders.

2.12 Tyne and Wear Integrated Transport Authority

The Tyne and Wear Integrated Transport Authority (TWITA) is the Committee with overall responsibility for managing delivery of the bid. It considers regular reports on progress in

delivering the package, having particular regard to issues affecting the overall balance of the package, and their implications for delivery of the main policy aims and outcomes. TWITA meets bi-monthly.

2.13 ITA Integrated Transport Authority LTP Working Group

This is an informal advisory working group of the ITA, which is comprised of Members and senior officers who meet quarterly. **The frequency of meetings of this group can change at short notice to reflect and respond to capacity issues and to deal with stand alone issues or projects. The nature of this programme may necessitate an increase in frequency of meetings for this group.**

2.14 LSTF Handbook

Implementation of the initial 'travel to school' Key Component project has provided valuable experience in taking forward measures of this type. It has given a good indication of the resources likely to be required to manage a project of this kind effectively. It has also underlined the importance of establishing clear lines of responsibility in terms of reporting across a range of projects. This experience has been used in developing and refining the management approach proposed for the larger project bid.

An important element of the approach developed towards project management for the Key Component project has been the drafting and circulation of an LSTF 'handbook' for all partners. The Handbook describes the governance of the project, roles and responsibilities, contact details, the grant claim process and how to use Project Vision. Project Vision is a web-based project management system and we are using it to plan and record LSTF activity, including storage of controlled documents, Login is password protected and the level of access is controlled as appropriate.

We intend to update our LSTF Handbook to reflect our LSTF Large Bid programme. Similar to the one produced for the key components, it will set out the new governance structure, roles and responsibilities and contact details for the relevant personnel engaged in delivering the large bid.

Figure 2.1: Governance structure

* Each District representative updates partners on specific elements e.g. capital / highways works in their district and Nexus report on their workstreams such as RTPI. External delivery partners to report to LSTF Programme Manager via monthly Traffic Light Reports

3. Project plan

3.1 Project Plan

Annex 3 is a Gantt chart which illustrates the full LSTF programme. There are only a modest amount of key dependencies in the programme, due the nature of the individual projects which make up the bid. Some of the projects are linked and the timing of their delivery is very important to gain the synergistic benefits we expect from large parts of the programme. We understand the ethos, for example, of not simply building cycling infrastructure and expecting people to use it. There is greater likelihood of people using new cycling infrastructure if it is well marketed and promoted, where training is offered to people on the cusp of turning to cycling as a suitable alternative to the car for short journeys, and the health benefits of using more sustainable modes of transport such as cycling, are well articulated. With this in mind, the critical path can be identified in the Gantt chart.

3.2 Key Output Milestones

The Gantt chart also illustrates the following:

- the key output milestones
- key project delivery stages
- approval / decision points

4. Risk management

We are already managing risks in relation to the Key Component Bid. Risks are reviewed at our monthly Programme Board meetings. We have developed this risk register for the purposes of the large bid through a facilitated workshop.

The risk register is included as Annex 4. It comprises:
- Risk Identification
  - Ref and date raised
  - Risk title
  - Opportunities and threats (risks)
  - Risk owner

- - Risk manager
- Risk Analysis
    - Current control description
    - Likelihood
    - Impact
    - Risk priority
    - Target risk priority
- Risk Control
    - Actions required to reduce risk
    - Current deadline
    - Action manager
    - Progress notes

5. Benefit realisation

The tangible and intangible benefits to be derived from this programme of activities are reported in Part 4 of the Strategic Case, referring to package outcomes.

6. Evaluation

TWITA is willing to assist the Department in evaluating the impacts of our eventual package. The proposed approach to evaluation will seek to identify impacts of the package at three main levels:

- at a strategic level, on the transport network as a whole;
- for the main employment/growth areas. Impacts of the Key Component project will similarly be monitored at an individual school level; and
- for individual projects within the package.

This approach builds upon the emerging approach to evaluation of the Key Component project, which takes a similarly staged approach.

6.1 Strategic level

The main indicators used to analyse impacts at a strategic level will be:

- traffic flows. This will use the existing network of some 500 traffic counters across Tyne and Wear to identify overall trends in traffic levels. This will in turn inform estimates of changes in related indicators, such as carbon emissions;

- journey times. Information on journey times on the main corridors (currently supplied by the Department in the form of TrafficMaster data) will be used to monitor levels of traffic congestion;

- cycle flows. The Tyne and Wear network of cycle counters will be used to estimate any change in cycle use across the county;

- road accidents. Although a secondary indicator in many ways accident statistics will be monitored to identify any knock on effects on the numbers of casualties.

Analysis of the above will be set against wider economic indicators

6.2 Main employment/growth areas

The basis for monitoring impacts on an area basis will be through surveys of employees working within the area. This is a standard approach used for existing area based travel planning initiatives, and supported in Tyne and Wear by iTrace software. It collects information on travel mode, impediments and willingness to change.

The survey information collected will also include the home postcode of respondents. This will allow more detailed analysis of the extent to which individual improvements may have benefitted and promoted mode shift among respondents.

There will be a review of current practice to ensure consistency between areas. This will allow comparisons of the effectiveness of the approach between the different areas.

Information on the wider context relating to levels of employment/development/take up within each area will also be collected. In addition local analysis will be undertaken of traffic flows, congestion and road safety affecting each area.

For the key component project, information is being collected from participating schools through a simple 'hands up' survey. Initial data has already been collected in order to provide a baseline position.

6.3 Individual projects

Each individual project will have its own evaluation framework. This will form an integral part of each individual project plan and will include the monitoring of both outputs and outcomes as appropriate. Requirements will be proportionate to the scale of individual projects and are likely to include:

- before/after monitoring of infrastructure improvements;
- patronage levels on new bus services;
- effectiveness of personalised travel planning;
- use of cycle storage at Metro stations;
- hits on travel information website;
- sustainability of employment for people returning to work, and mode choice;
- take up of ticketing offers
- Use of scooters/cars to work

There will be some projects for which measures of specific outcome cannot be defined realistically. These are likely to include the supporting cycling measures for the main employment / growth areas, travel information and information, publicity and promotion.

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Annex M1: Terms of Reference

Programme Board Terms of Reference

Purpose:

- Ensures the programme delivers the outcomes presented in the business case;

- Provides the strategic direction to the implementation of the Programme and ensures that benefits are fully realised;

- Recommends appropriate action for any risks, issues or change requests raised at the programme board by the programme manager for advice and guidance;

- Ensures governance of the programme is managed by officers of an appropriately senior level with the responsibility and remit within their own organisations to align budgets, direct staff and effect change should it be required.

Reports to:

- Tyne and Wear ITA LTP Working Group

Who Attends:

- Senior Responsible Owner;

- Programme Manager;

- Programme Assurance;

- Heads of Service from each Tyne and Wear LTP Partner.

Key Responsibilities:

- Delivers the programme to time, quality and budget;

- Manages the portfolio of projects that will realise the outcomes of the programme;

- Approves all projects in the programme's portfolio;

- Appoints the Project Manager for each project;

- Ensures all projects are using an appropriate level of project management;

- Facilitates the flow of information between the Programme and Project Level;

- Identifies and manages programme level risks and issues;

- Approves all programme documentation;

- Authorises all change requests as appropriate;

- Confirms programme tolerances for budget and timescales;

- Ensures adequate resources are available and committed to each phase;

- Resolves conflicting demands on resources and reprioritises where required;

- Reviews each completed phase and approves progress to the next;

- Monitors benefits realisation and checks any actions are assigned to named individuals;

- Ensures the communication plan is in place, includes all stakeholders and is implemented;

- Approves programme closure

Frequency:

- Monthly

Other Information: Actions required for First Meeting

- All Board Members to agree and sign up to carry out the work required as a Programme Board;

- All Board members to agree to the documentation reporting requirements for the Programme Board;

- All Board members to agree the schedule for future meetings.

The current chair of Programme Board is held by Gateshead Council. If s/he is absent from any meeting the chair for that meeting shall be appointed by and from those present. Programme Board will be consider quorate if 4 of the 6 LTP partners are present. Programme Board will seek whenever possible to reach agreement by general consensus but where this is not possible decision will be made by a majority of those present with the chair having a second or casting vote.

The LSTF Programme Manager will attend Programme Board but will not have a vote. Specialist support will be invited to Programme Board as required, for example accountancy prior to sign-off of quarterly grant claim, but will not have a vote.

Senior Responsible Owner Terms of Reference

Purpose:

- The Senior Responsible Owner is directly accountable for the success of the programme;

- The Senior Responsible Owner must be empowered to direct the programme effectively.

Reports to:

- Tyne and Wear ITA LTP Working Group

Typical Skills and Experience:

- Adequate knowledge and information about the programme to make informed decisions;

- Of a level (empowered) to make appropriate decisions and direct the programme effectively;

- Strong leadership and communication skills;

- Ability to allocate and monitor resources;

- Capacity to fulfil the needs of the programme.

Key Responsibilities:

- Develops the programme vision;

- Establishes and chairs the Programme Board;

- Establishes the programme, securing sufficient resources and monitoring progress;

- Provides clear leadership and direction;

- Overseas the preparation and budget of the programme, ensuring that the proposals meet strategic objectives and direction, and are realistic;

- Obtains the necessary approvals to secure the investment required to run the programme and realise the benefits;

- Prioritises and moves resources to ensure the maximum benefits are realised;

- Manages and supports the Programme Manager, assists in resolution of problems;

- Is the Risk Owner for the majority of the programme's risks;

- Liaises with key senior stakeholders, ensuring the programme is integrated with any wider initiatives being undertaken by Tyne and Wear LTP Plan Partners, and ensuring all stakeholders are working to common objectives;

- Ensure that the cultural and organisational change is managed;

- Checks that the outcomes of the programme and its projects continue to be aligned with the evolving strategic objectives of the Tyne and Wear LTP Plan Partners; and

- Commissions benefits reviews to ensure benefits are realised.

Sounding Board Terms of Reference

Purpose:

The Sounding Board enables key local interests, experts and opinion-formers – including transport operators, environmental groups, educational bodies and businesses – to participate in the consideration and development of the programme.

The Board will meet periodically throughout the life of the programme.

The Board is not intended to negate the need for much wider consultation but to provide an opportunity for in-depth consideration of the various projects contained in the programme.

Reports to:

Programme Board

Key Responsibilities:

To act as an interested, locally-informed sounding board for the validity of the projects being delivered through the programme;

To provide advice and constructive feedback on the delivery of particular projects and the programme as a whole;

To inform the Programme Board of wider community perceptions about the progress of the programme.

Code of Conduct:

At all meetings of the Sounding Board, participants are asked to respect the Code of Conduct (outlined below) to enable full and fair discussion amongst all representatives.

- All individuals participating in the Board – Board Members, staff and guests – will be treated with dignity recognising their contribution to the proceedings;

- Participants are asked to deal with each other in an open, honest and respectful fashion;

- Participants will respect the views of others and allow others the opportunity to speak without interruption;

- Participants are requested to conduct discussions in an inclusive way;

- Participants are requested to be constructive and represent the interests of their particular organisation rather than express personal or anecdotal opinions;

- Participants should arrive on time for meetings and stay for the full duration of meetings (notwithstanding emergencies);

- Communication in meetings will be clear, timely, concise, relevant to the topic and avoiding any negative references to personalities / individuals;

- Individual participants must not seek to dominate proceedings;

- If the Chair of the meeting believes that a participant is in breach of the Code of Conduct, he or she will request the individual to withdraw from the meeting and be suspended from further participation until such time that the Chair agrees they may rejoin proceedings;

- Whilst Members are of course free to express personal views to the media at any time, any statements on behalf of the Forum are to be made only by the Chair or with their express consent.

- The Board is non-partisan, non-party-political and should not be used to promote party political material. Members are free to express political view points but must respect the views of others and keep such comments in line with the purpose of the forum.

Chair:

The Group will elect a Chair who will be invited to represent the views of the Group to the Programme Board. Appropriate administrative support will be provided by the Project Support function.

Confidentiality:

There may be times when you will be required to treat discussions, documents or other information relating to the delivery of the programme in a confidential manner. You may receive information which is not yet in the public domain or is commercially sensitive. It is requested that you do not disclose any information to which you have privileged access, for example derived from a confidential document, either orally or in writing. In the case of other documents and information, you are requested to exercise your judgement as to what should or should not be made available to outside bodies, individuals or disseminated more widely within your own organisations.

Programme Manager Terms of Reference

Purpose:

- The programme manager is the individual responsible to the Senior Responsible Owner (SRO) for delivering the programme. The programme manager leads and manages the programme team, with the authority and responsibility to run the programme on a day-to-day basis.

Reports to:

- Programme Board

Specific Responsibilities

The programme manager is responsible for:

- designing and applying an appropriate programme management framework for the programme (using relevant programme standards) incorporating the gateway review process if required;

- managing all relevant consultants / partners for all day-to-day programme activities throughout the programme lifecycle;

- overseeing the production of the required programme deliverables;

- overseeing the planning and monitoring of the programme;

- managing the programme budget;

- adopting delegation and use of programme assurance roles within agreed reporting structures;

- overseeing the preparation and maintenance of the programme plan (or individual project execution plans), stage and exception plans as required;

- overseeing the management of programme risks, including the development of contingency plans;

- liaison with project managers to ensure that work is neither overlooked nor duplicated;

- overall progress and use of resources, initiating corrective action where necessary;

- overseeing any change control and any required configuration management;

- reporting through agreed reporting lines on programme progress through highlight reports and stage assessments;

- liaison with appointed programme assurance officer to assure the overall direction and integrity of the project;

- managing relationships with regional partners and identified stakeholders;

- contributing as appropriate to Programme Board, Tyne and Wear ITA LTP Working Group, Tyne and Wear Integrated Transport Authority and other relevant committee meetings;

- overseeing the co-ordination and management of programme interdependencies;

- identifying and obtaining any support and advice required for the management, planning and control of the programme;

- overseeing programme administration;

- conducting end programme evaluation to assess how well the programme and individual projects were managed (note that 'post programme' is different from 'end of programme') and preparing an end-programme report;

- preparing an annual Lessons Learned report; and

- preparing any follow-on action recommendations as required.

Project Manager Terms of Reference

The Project Manager is responsible for:

- designing and applying an appropriate project management framework for the project (using relevant project standards) incorporating the gateway review process if required;

- managing all relevant consultants / partners for all day-to-day project activities throughout the programme lifecycle;

- overseeing the production of the required project deliverables;

- overseeing the planning and monitoring of the project;

- adopting delegation and use of programme assurance roles within agreed reporting structures;

- overseeing the preparation and maintenance of the project plan, stage and exception plans as required;

- overseeing the management of project risks, including the development of contingency plans;

- liaison with project managers to ensure that work is neither overlooked nor duplicated;

- overall progress and use of resources, initiating corrective action where necessary;

- overseeing any change control and any required configuration management;

- reporting through agreed reporting lines on project progress through highlight reports and stage assessments;

- liaison with appointed programme assurance officer to assure the overall direction and integrity of the project;

- managing relationships with regional partners and identified stakeholders;

- contributing as appropriate to Programme Board, Tyne and Wear ITA LTP Working Group, Tyne and Wear Integrated Transport Authority and other relevant committee meetings;

- overseeing the co-ordination and management of project interdependencies;

- identifying and obtaining any support and advice required for the management, planning and control of the project;

- overseeing project administration;

- conducting end project evaluation to assess how well the project was managed (note that 'post project' is different from 'end of project') and preparing an end-project report;

- preparing an annual Lessons Learned report; and

- preparing any follow-on action recommendations as required.

Programme Support Terms of Reference

Purpose:

- To provide administrative support to the programme as appropriate. Ensure clear audit trails are established and maintained;

- To provide a focal point for all information about the programme. Co-ordinating all information, communication, monitoring and reporting for the programme;

- To maintain and update all information stored about the programme;

- To provide administrative support as appropriate to the Chair of any project or delivery groups identified in the Governance Structure that require it.

Reports to:

- Programme Manager.

Typical Skills and Experience:

- Experience of programme management and implementation;

- The ability to communicate across all levels of the organisations taking part in the programme.

Key Responsibilities:

- Providing all administration for the programme;

- Collating information for and producing Programme Board reports;

- Document management (version control of documents, maintaining and updating the document warehouse as required);

- Assisting the Programme Manager as required;

- Recording risks, issues and change requests as they arise;

- Facilitating effective communication about the programme to all stakeholders;

- Arranging and documenting Programme Board meetings.

Responsible for Producing:

- Programme Board Reports;

- Meeting documentation including risk, issue, dependency and change request reports.

Tyne and Wear Travel Plan Delivery Group Terms of Reference

Purpose

This group will draw on the experience and expertise of delivery agencies advising the Programme Board on issues relating to the deliverability of travel planning interventions. It will meet at critical milestones throughout the lifecycle of the project, notably in the delivery of; travel planning and personalised travel planning for employees and as and when necessary to ensure that the project direction and outputs will lead to practical and deliverable behaviour change interventions. It will be chaired by a private sector representative, with a public sector vice-chair

Reports to

- Programme Manager

Specific Responsibilities

The Tyne and Wear Travel Plan Delivery Group is responsible for advising the Programme Board on the following areas:

- The specification of the Procurement and Recruitment Framework;

- The specification and deliverability of the LSTF Large Bid Marketing and Communication Plan, with particular consideration as to how proposed interventions can best complement the activities of the private sector;

- The management of potential interventions, where such requires qualitative assessment of performance this will include, but not be limited to the following criteria:

  ➢ Deliverability: Issues and barriers relating to the deliverability of potential interventions, e.g. technical, institutional, resource availability, regulatory and other issues deemed relevant by the Group;

  ➢ Affordability;

  ➢ Fit with current plans, programmes and strategies, including synergies with existing statutory plans, and plans under development throughout the lifetime of the study, e.g. Local Transport Plans

  ➢ Fit with wider governmental policies, e.g. carbon reduction

  ➢ Key uncertainties and risks.

- General issues relating to the packages of interventions under development, including deliverability, phasing and, where required advice on the performance of packages against wider outcomes.

Membership

- o Newcastle upon Tyne NHS Foundation Hospital Trust
- o Newcastle University
- o Northumbria University
- o Capital Shopping Centres
- o Northern Rock
- o Team Valley Unlimited
- o Cobalt Business Park (Highbridge Developers)
- o Quorum Business Park
- o Newcastle City Council
- o North Tyneside Council
- o South Tyneside Council
- o Sunderland City Council
- o Gateshead Council
- o Nexus

The ToR for the TWTPDG will be revised at the end of Year 1 to reflect the requirements of Year 2 of the study, and the ongoing support from the TWTPDG.

The membership of the Group may be amended, as appropriate, to reflect the types of governance structures and delivery agencies under consideration as part of the procurement framework.

A member of the Programme Board will attend this group to ensure appropriate liaison and communication is in place

Framework Group Terms of Reference

Purpose

This group will draw on the experience and expertise of procurement specialists from Tyne and Wear LTP Partners, advising the Programme Manager on issues relating to the procurement of any individuals, organisations or equipment necessary for delivery of the overall programme and of specific projects. It will have a key initial role in establishing procurement guidelines and will continue to meet when required throughout the lifecycle of the programme.

Reports to

- Programme Manager

Specific Responsibilities

The Tyne and Wear Framework Group is responsible for advising the Programme Manager on the following areas:

- Establishing guidelines for procurement of any individuals, organisations or equipment needed in delivery of the programme

- Advising on the specific requirements for procurement of particular services during the lifecycle of the programme

- Advising on appointments following procurement exercises

Membership

Designated procurement specialists drawn from Tyne and Wear LTP Partners.

A member of the Programme Board will attend this group as an observer to ensure appropriate liaison and communication is in place

Programme Communications Group Terms of Reference

Purpose

This group will draw on the experience and expertise of communications specialists from Tyne and Wear LTP Partners and relevant stakeholders, advising the Programme Manager on issues relating to the communication of the overall programme and of specific projects. It will have a key initial role in communicating programme activities, and the objectives underlying them, to the wider public and will continue to meet regularly throughout the lifecycle of the programme.

Reports to

- Programme Manager

Specific Responsibilities

The Tyne and Wear Communications Group is responsible for advising the Programme Manager on the following areas:

- The specification and deliverability of the LSTF Large Bid Marketing and Communication Plan;

- The establishment of communications protocols covering all forms of media;

- The identification of spokespeople who can respond to the media on behalf of the programme;

- Ensuring that published information and guidance about the ongoing programme is accurate and kept up to date;

- Advice to the Framework Group on procurement and appointment of outside communications or media bodies required for specialist functions

Membership

Designated communications specialists drawn from Tyne and Wear LTP Partners and any other organisations involved in programme delivery

Tyne and Wear Cycling Theme Group Terms of Reference

Purpose

This group consists of cycling officers from all Tyne and Wear LTP Partners and relevant stakeholders, providing experience and expertise on the delivery of cycling projects. For the purposes of this bid, the group will advise the Programme Manager on issues relating to any cycling projects contained in the overall programme.

Reports to

- Programme Manager

Specific Responsibilities

The Tyne and Wear Cycling Theme Group is responsible for advising the Programme Manager on the following areas:

- The specification and implementation of cycling measures contained in the overall programme
- Mechanisms for design, delivery and evaluation of cycling measures
- Methods of liaison with cycling groups and the wider cyclist community
- Any modifications to the programme needed to reflect changes in circumstances and to ensure targets for cycling growth are met
- Procurement and appointment of specialist bodies for cycling-related activities

Membership

Cycling officers from Tyne and Wear LTP Partners and representatives from local cycling organisations

A member of the Programme Board will attend this group to ensure appropriate liaison and communication is in place

Tyne and Wear Environment Theme Group Terms of Reference

Purpose

This group consists of officers from all Tyne and Wear LTP Partners who are involved in seeking to address climate change, improve air quality, and deal with noise problems, in order to help deliver the environmental strategies contained in LTP3. For the purposes of this bid, the group will advise the Programme Manager on issues relating to the environment relevant to the overall programme.

Reports to

- Programme Manager

Specific Responsibilities

The Tyne and Wear Environment Theme Group is responsible for advising the Programme Manager on the following areas:

- The environmental impact of measures contained in the overall programme

- Mechanisms for monitoring the environmental benefits delivered by the programme measures

- Methods of monitoring the environmental outcomes resulting from delivery of programme measures

- The environmental impacts of any modifications to the arrangements for delivery of programme measures needed to address changes in circumstances and to ensure implementation targets are met

- Technical advice regarding environmental issues

- Advice on the procurement and appointment of specialist bodies needed to assist in the delivery of the programme's environmental objectives

Membership

Officers from all Tyne and Wear LTP Partners, and relevant stakeholders, involved in the monitoring and delivery of the environmental objectives contained in LTP3.

A member of the Programme Board will attend this group to ensure appropriate liaison and communication is in place.

Tyne and Wear RTPI Group Terms of Reference

Purpose

This group consists of officers from all Tyne and Wear LTP Partners involved in the progression of proposals for the RTPI (Real Time Passenger Information) project, including the related NESTI (North East Smart Ticketing Initiative) programme. For the purposes of this bid, the RTPI group will advise the Programme Manager on issues relating to RTPI elements contained in the overall programme.

Reports to

- Programme Manager

Specific Responsibilities

The Tyne and Wear RTPI Theme Group is responsible for advising the Programme Manager on the following areas:

- The specification and delivery of RTPI measures contained in the overall programme

- Mechanisms for monitoring progress in the delivery of RTPI measures

- Methods of monitoring the outcomes resulting from delivery of RTPI measures

- Any modifications to the arrangements for delivery of RTPI measures needed to reflect changes in circumstances and to ensure implementation targets are met

- Technical advice regarding RTPI

- Advice on the procurement and appointment of specialist bodies needed to progress the delivery of RTPI

Membership

Appropriate officers from all Tyne and Wear LTP Partners, and private sector delivery colleagues, involved in the progression of proposals for Real Time Passenger Information (RTPI).

Tyne and Wear UTMC Strategy Group Terms of Reference

Purpose

This group consists of Policy Officers and Traffic Managers from all Tyne and Wear LTP Partners involved in the progression and delivery of the region's UTMC (Urban Traffic Management and Control) project. For the purposes of this bid, the group will advise the Programme Manager on issues relating to UTMC projects contained in the overall programme.

Reports to

- Programme Manager

Specific Responsibilities

The Tyne and Wear UTMC Strategy Group is responsible for advising the Programme Manager on the following areas:

- The specification and delivery of UTMC measures contained in the overall programme

- Mechanisms for monitoring progress in the delivery of UTMC measures

- Methods of monitoring the outcomes resulting from delivery of UTMC measures

- Any modifications to the arrangements for delivery of UTMC measures needed to reflect changes in circumstances and to ensure implementation targets are met

- Technical advice regarding UTMC

- Advice on the procurement and appointment of specialist bodies needed to progress the delivery of UTMC measures

Membership

Policy Officers and Traffic Managers from all Tyne and Wear LTP Partners involved in the UTMC project, together with the Manager of the Tyne and Wear UTMC Centre (attending in an advisory capacity).

A member of the Programme Board will attend this group to ensure appropriate liaison and communication is in place

Programme Assurance Terms of Reference

Purpose:

- To reassure the Programme Board that the programme is being managed effectively and delivering the desired outcomes and products;

- To ensure technical, business and service integrity by providing assurance and advice to the Senior Responsible Owner.

Reports to:

- The Clerk of the ITA

- Programme Board;

Typical Skills and Experience:

- Knowledge of programme management techniques;

- Knowledge of appropriate financial management techniques

- Knowledge of appropriate risk management techniques

- Knowledge of appropriate areas of work relating to the programme;

- Confident and assured to challenge and question the Programme Manager.

Key Responsibilities:

- Challenge and support the Programme Manager to ensure that appropriate programme and project management controls are in place and operating correctly;

- Provide an independent assessment of how well the Programme Board is operating, making decisions and communicating with stakeholders;

- Provide quality and design assurance to the programme products;

- Ensure the programme continues to fit with the strategic objectives of the Tyne and Wear Integrated Transport Authority;

- Monitor the programme's progress against agreed tolerances;

- Ensure that appropriate legal advice is in place

- Confirm that progress of the programme is accurately reflected to the Programme Board;

- Ensure that risks and issues are identified, managed and escalated in an efficient and effective manner;

- Be confident that internal and external communication is working and the right people are involved and kept informed.

ITA LTP Working Group Terms of Reference

1. To offer advice and recommendations to ITA on the implementation and delivery of Local Transport Plan 3, including the local transport capital investment programme for Tyne and Wear

2. To give such advice, and make such recommendations to the ITA as it considers appropriate on any matters arising in relation to the LTP, and provide a strategic steer to officers working on behalf of the ITA on LTP3

3. To help develop and co-ordinate the working relationships between the ITA, Nexus, the five metropolitan districts, the two neighbouring unitary authorities, LEP and any other body needed to deliver LTP3 for Tyne and Wear

4. To offer advice and recommendations to the ITA as it considers appropriate on matters arising in relation to transport policy, priorities and funding opportunities

5. In order to assist its work in relation to 1, 2, 3 and 4 above, to act as a forum for dialogue with relevant and appropriate representatives

It has 8 members (3 from TWITA and 1 from each of the 5 districts).

Annex 2: Pen Portraits

Programme Board

Nick Clennett, the Chair of the Programme Board and Senior Responsible Owner, has over thirty years experience in civil and municipal engineering and transport planning, working in both the public and private sectors. He has spent the last eight years in senior management at Hartlepool and Gateshead Councils. Nick has played a key role in a number of projects including Hartlepool Renaissance, Tyne and Wear Urban Traffic Management and Control and Gateshead's Street Lighting Invest to Save.

Nick is currently Head of Transport Strategy at Gateshead Council with responsibilities for transport planning, traffic planning, highway and flood risk management and engineering design, as well as the management and delivery of Gateshead's Local Transport Plan capital programme. He is Chairman of Tyne and Wear LTP Joint Steering Group, Chairman of the Northumbria Safer Roads Initiative and Chairman of the Local Government Technical Advisors Group North East.

Gary MacDonald has over 20 years experience in the field of traffic and transportation. He spent seven years undertaking transport research at the University of Newcastle and more recently, working in the public sector. His research focused on peoples' travel behaviour, road safety and transport modelling. Gary has spent time working in traffic management and road safety, contract and project management and more latterly in transport policy and planning. Gary is the current chair of the Tyne and Wear Joint Transport Working Group and has been involved in delivering major projects in Tyne and Wear including the New Tyne Crossing, the Urban Traffic Management and Control (UTMC) system and also submitting bids for major scheme funding.

Trevor Male has worked in traffic and transportation for over 8 years. He spent five years undertaking transport research at Sunderland University and the University of Newcastle and has also been awarded the Transport Planning Professional (TPP) qualification. Trevor has spent time working in traffic management and road safety, contract and project management and more latterly in transport policy and planning. He has been involved in delivering major projects in Tyne and Wear including the New Tyne Crossing, the North East Smart Ticketing Initiative, the Urban Traffic Management and Control (UTMC) system and also submitting bids for major scheme funding.

David Laux has over 25 years experience covering the full range of local authority highways and transportation services and has a highly successful record as a senior manager of large, multi-disciplinary services of up to 450 directly employed staff, consultants, subcontractors and suppliers. A Chartered Civil Engineer, he possesses a detailed and comprehensive knowledge of all aspects of highways, transport and related engineering including policy, design, maintenance and construction, combined with a strong background in managing

substantial and complex trading accounts and budgets up to £80m pa. He has a proven track record in project management including both multi million pound major schemes and multi faceted programmes of smaller discrete interventions. His experience has encompassed highway management, maintenance, design and construction; bridge design and maintenance; transport asset management, network management, road safety, winter services, transport policy, parking strategy, public transport, community transport, home to school transport, flood and coastal erosion risk management and he also provides extensive experience in strategic, political and corporate management including significant inter agency / partnership working.

Programme Manager

Jessica Anderson, the LSTF Programme Manager, has over 23 years experience in the field of traffic and transportation. She spent ten years undertaking transport research at the University of Newcastle and ten years with JMP Consultants Ltd (leaving in position of Associate) before moving to her present role. Jessica has spent time working in traffic modelling and accessibility, contract and project management and more latterly in transport policy and planning. She gained distinction in an Open Certificate in Management in 1997 and also passed the LRQA QMS Auditor / Lead Auditor Training examination in 2008.

She is presently Team Leader of the Tyne and Wear **Local Transport Plan Core Team**, which provides a dedicated resource assisting in delivery of the LSTF programme. The Core Team has a successful record of producing three Local Transport Plans, associated Delivery or Annual Progress Reports and the Tyne and Wear Congestion Reduction Strategy, which attracted reward funding from the Department for Transport. The Core Team also oversees delivery of key projects in Tyne and Wear, including the Tyne and Wear Freight Partnership, which has won two national awards, and is regarded as an example of UK and European best practice in the implementation of strategies for the sustainable movement of freight. The Core Team are all trained in Prince 2 project management. They are currently managing the delivery of some of the elements of our successful key components bid.

Integrated Transport Authority

A team of ITA staff are helping manage this project. They include **Graham Grant**, who has a Masters Degrees in Transport Planning and Policy and who recently provided specialist support to a successful transport Regional Growth Fund application. Graham won the most recent Transport Planning Society Young Person's Bursary award for a paper on creative uses of physical and virtual public space to change travel behaviour, and was unanimously co-opted onto the Transport Planning Society Board by other Board members.

Finance Officer **Paul Woods** is Director of Finance and Resources at Newcastle City Council, a non-executive Director of Nexus, chair of the Nexus Audit Committee, an

Economics graduate and CIPFA qualified accountant. He is assisted by **Eleanor Goodman**, a CIPFA-qualified accountant with 5 years Local Government experience.

Newcastle City Council's Audit and Strategic Risk Service provide internal audit and risk support services to Tyne and Wear Integrated Transport Authority, led by the Head of Audit and Strategic Risk, **Philip Slater CPFA.** Philip qualified as a CIPFA Accountant in 1995 and in his previous role was Chief Internal Auditor of Gateshead Council's Internal Audit Service. Principal Auditor **Ian Pattison,** manages TWITA's Internal Audit Team and also provides support to ITA officers in implementing its risk management framework. Ian is a part qualified certified accountant (ACCA), has a BA Hons Accountancy degree and Advanced Professional Certificate in Investigative Practice.

Travel Planning Delivery Group

Lynn Cramman is Travel Co-Ordinator on Cobalt Business Park, working for the developer since 2006 to provide a comprehensive benefits package to staff and occupiers based on the park, and leading by example in using sustainable transport to get to meetings. The Park has been highly commended for its proactive approach to travel planning, becoming the first Park in the North East to achieve Gold Travel Plan status, awarded by Nexus in 2010.

David Malone is Green Transport Adviser at Newcastle's Royal Victoria Infirmary, helping to deliver a Travel Plan that has achieved significant modal shift and has resulted in requests to deliver presentations and talks at Smarter Choices launches in Newcastle and Greater Manchester, supporting Highways Agency Travel Plan events and recognition from TDSA (Transport Development and Solutions Alliance, Queensland, Australia). This resulted in a visit to Australia to outline Travel Plan techniques and achievements at the annual conference in Brisbane and to give workshops to Transport Departments in Queensland (Brisbane), New South Wales (Sydney) and Victoria (Melbourne).

Sally Herbert has over five years experience in the transport sector, with specialist expertise in developing and delivering a range of sustainable low carbon behaviour change interventions such as workplace and visitor travel planning and low carbon Car Clubs. She has played a leading role in managing Newcastle City Council's activities on electric vehicle and infrastructure delivery which continue to play a critical role in the region's nationally recognised Plugged in Places programme.

Sally has enthusiastically championed the sustainable travel agenda locally, nationally and internationally in her roles as an Elected Director for ACT Travelwise, Board Director for Carplus and member of the National Sustainable Transport Panel for the Chartered Institution for Highways and Transportation.

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Annex 3: Project Plan

ID		Task Name	Duration	Start	Finish	Predecess
1		Decision re Large Project	138 days	Tue 20/12/11	Fri 29/06/12	
5						
6		Procurement	703 days	Tue 03/01/12	Fri 12/09/14	
27						
28		1. Access to key emplyment/growth sites - area specific	863 days	Mon 02/01/12	Wed 22/04/15	
29		Northern employment 'hub'	863 days	Mon 02/01/12	Wed 22/04/15	
30		1.1 Balliol, Gosforth and Quorum Business Parks	586 days	Mon 02/01/12	Mon 31/03/14	
31		Balliol Bus Link (not LSTF funded)	52 wks	Mon 02/01/12	Fri 28/12/12	
32		Cycle/pedestrian access improvements	52 wks	Mon 02/04/12	Fri 29/03/13	
33		Bus shelter improvements	26 wks	Tue 01/10/13	Mon 31/03/14	
34		Quorum pool bikes/cycle hub	26 wks	Mon 01/10/12	Fri 29/03/13	
35		1.2 Cobalt Business Park, Silverlink Retail Park and Tyne Tunnel Trading Estate	688 days	Mon 03/09/12	Wed 22/04/15	
36		Cycle Hub	671 days	Mon 03/09/12	Mon 30/03/15	
37		Cycle hub - install	30 wks	Mon 03/09/12	Fri 29/03/13	
38		Cycle hub - operate	117 wks	Tue 01/01/13	Mon 30/03/15	
39		Cycle/pedestrian access improvements	104 wks	Mon 01/04/13	Fri 27/03/15	
40		Tyne Tunnel Bus Service	650 days	Wed 24/10/12	Wed 22/04/15	
41		Start Oct 2012	0 days	Wed 24/10/12	Wed 24/10/12	14
42		Service	130 wks	Thu 25/10/12	Wed 22/04/15	41,14
43		1.4 Newcastle City Centre and Gateshead Quays	818 days	Mon 05/03/12	Wed 22/04/15	
44		Newcastle Cycling Improvements	605 days	Mon 02/04/12	Fri 25/07/14	
45		Route 1 Walker to City Centre - design	13 wks	Mon 02/04/12	Fri 29/06/12	
46		Route 1 Consult	9 wks	Mon 02/07/12	Fri 31/08/12	45
47		Route 1 Construct	16 wks	Mon 03/09/12	Fri 21/12/12	46
48		Route 2 Newcastle Great Park to City Centre - design	13 wks	Mon 05/11/12	Fri 01/02/13	
49		Route 2 - Consult	8 wks	Mon 04/02/13	Fri 29/03/13	48
50		Route 2 - Construct	17 wks	Mon 01/04/13	Fri 26/07/13	49
51		Route 3 Newburn to City Centre - design	12 wks	Mon 04/11/13	Fri 24/01/14	
52		Route 3 - Consult	8 wks	Fri 07/02/14	Thu 03/04/14	51
53		Route 3 - Construct	16 wks	Mon 07/04/14	Fri 25/07/14	52
54		Quaylink	650 days	Wed 24/10/12	Wed 22/04/15	
55		Start Oct 2012	0 days	Wed 24/10/12	Wed 24/10/12	14
56		Service	130 wks	Thu 25/10/12	Wed 22/04/15	55
57		Durham Road	788 days	Mon 05/03/12	Wed 11/03/15	
58		Cycling and PT improvement - design / consultation	40 wks	Mon 05/03/12	Fri 30/05/14	
59		Cycling and PT improvement - construction	90 wks	Mon 03/09/12	Wed 11/03/15	
60		Gateshead Quays	748 days	Mon 30/04/12	Wed 11/03/15	
61		Small scale cycle/ped improvement - design / consultation	29 wks	Mon 30/04/12	Mon 30/06/14	
62		Small scale cycle/ped improvement - construction	90 wks	Mon 03/09/12	Wed 11/03/15	
63		1.5 Port of Tyne and Bede Industrial Estate	625 days	Mon 05/11/12	Fri 27/03/15	
64		Cycling Route into Bede Industrial Estate	625 days	Mon 05/11/12	Fri 27/03/15	
65		Cycling Route into Bede Industrial Estate - Design	21 wks	Mon 05/11/12	Fri 29/03/13	
66		Cycling Route into Bede Industrial Estate - Consult	13 wks	Mon 01/04/13	Fri 28/06/13	65
67		Cycling Route into Bede Industrial Estate - Implement	95 wks	Mon 03/06/13	Fri 27/03/15	66FS-4 wk
68		Ped links to Bede Metro Station	300 days	Mon 04/02/13	Fri 28/03/14	
69		Ped links to Bede Metro Station - Design	21 wks	Mon 04/02/13	Fri 28/06/13	
70		Ped Links to Bede Metro Station - Consult	13 wks	Mon 01/07/13	Fri 27/09/13	69
71		Ped Links to Bede Metro Station - Implement	30 wks	Mon 02/09/13	Fri 28/03/14	70FS-4 wk
72		1.6 South Shields Town Centre	625 days	Mon 05/11/12	Fri 27/03/15	
73		Cycling Route into South Shields	625 days	Mon 05/11/12	Fri 27/03/15	
74		Cycling Route into South Shields - Design	21 wks	Mon 05/11/12	Fri 29/03/13	
75		Cycling Route into South Shields - Consult	13 wks	Mon 01/04/13	Fri 28/06/13	74
76		Cycling Route into South Shields - Implement	95 wks	Mon 03/06/13	Fri 27/03/15	75FS-4 wk

ID		Task Name	Duration	Start	Finish	Predecess
77		Ped Links to Metro Station	325 days	Mon 30/12/13	Fri 27/03/15	
78		Ped links to Metro Station - Design	13 wks	Mon 30/12/13	Fri 28/03/14	
79		Ped Links to Metro Station - Consult	17 wks	Mon 31/03/14	Fri 25/07/14	78
80		Ped Links to Metro Station - Implement	36 wks	Mon 21/07/14	Fri 27/03/15	79FS-4 wk
81		Ped / Cycling Improvements from Ferry	325 days	Mon 30/12/13	Fri 27/03/15	
82		Ped / Cycling Improvements from Ferry - Design	13 wks	Mon 30/12/13	Fri 28/03/14	
83		Ped / Cycling Improvements from Ferry - Consult	17 wks	Mon 31/03/14	Fri 25/07/14	82
84		Ped / Cycling Improvements from Ferry - Implement	36 wks	Mon 21/07/14	Fri 27/03/15	83FS-4 wk
85		1.7 Team Valley	748 days	Mon 30/04/12	Wed 11/03/15	
86		Small scale cycle/ped improvement - design / consultation	29 wks	Mon 30/04/12	Mon 30/06/14	
87		Small scale cycle/ped improvement - construction	90 wks	Mon 03/09/12	Wed 11/03/15	
88		Southern axis	863 days	Mon 02/01/12	Wed 22/04/15	
89		1.8 City of Sunderland and Washington Corridor	863 days	Mon 02/01/12	Wed 22/04/15	
90		Trans-Sunderland Cycle Route (TSCR)	850 days	Mon 02/01/12	Fri 03/04/15	
91		TSCR1 - Design & Risk	13 wks	Mon 02/01/12	Fri 30/03/12	
92		TSCR2 - Consult	13 wks	Mon 02/04/12	Fri 29/06/12	91
93		TSCR3 - Planning / Orders	26 wks	Mon 02/07/12	Fri 28/12/12	4
94		TSCR4 - Procure	9 wks	Mon 03/12/12	Fri 01/02/13	93FS-4 wk
95		TSCR5 - Build Phase 1 QA Bridge to A19	21 wks	Mon 04/02/13	Fri 28/06/13	94
96		TSCR6 - Build Phase 2 A19 - A1231	18 wks	Mon 01/04/13	Fri 02/08/13	94
97		TSCR7 - Build Phase 3 Pattinson Road	18 wks	Mon 29/04/13	Fri 30/08/13	94
98		TSCR8 - Build Phase 4 Spur to New Wear Br	83 wks	Mon 02/09/13	Fri 03/04/15	94
99		TSCR10 - Review of build	18 wks	Mon 01/07/13	Fri 01/11/13	
100		TSCR11 - Build bond period and close	56 wks	Mon 01/07/13	Fri 25/07/14	
101		TSCR12 - Future Maintenance as Adopted Highway	36 wks	Mon 28/07/14	Fri 03/04/15	100
102		A19 Corridor Cycling Improvements (S Tyneside)	630 days	Mon 05/11/12	Fri 03/04/15	
103		Cycling Route Imp A19 Corridor - Design	17 wks	Mon 05/11/12	Fri 01/03/13	
104		Cycling Route Imp A19 Corridor - Consult	13 wks	Mon 04/03/13	Fri 31/05/13	103
105		TSCR9 - Build Phase 5 Spur to S Tyneside A19	96 wks	Mon 03/06/13	Fri 03/04/15	104,94
106		A1231 Travel Advisors	720 days	Mon 02/07/12	Fri 03/04/15	
107		Appointment of Travel Advisors	4 wks	Mon 02/07/12	Fri 27/07/12	4
108		Develop Marketing & TA Strategy	4 wks	Mon 30/07/12	Fri 24/08/12	107
109		Engage with Employers on targeted sites	135 wks	Mon 03/09/12	Fri 03/04/15	108
110		Assess site needs	135 wks	Mon 03/09/12	Fri 03/04/15	108
111		Roll out marketing material	135 wks	Mon 03/09/12	Fri 03/04/15	108
112		Deliver Travel Plan activities	135 wks	Mon 03/09/12	Fri 03/04/15	108
113		Sunderland Royal Hospital	845 days	Mon 02/01/12	Fri 27/03/15	
114		SRH Area Parking Management System (PMS)	585 days	Mon 02/01/12	Fri 28/03/14	
115		Feasibility Study	39 wks	Mon 02/01/12	Fri 28/09/12	
116		Maintenance of existing PMS	39 wks	Mon 01/10/12	Fri 28/06/13	115
117		Installation of new PMS	38 wks	Mon 08/07/13	Fri 28/03/14	116
118		SRH Access Improvements	390 days	Mon 30/09/13	Fri 27/03/15	
119		Feasibility Study	39 wks	Mon 30/09/13	Fri 27/06/14	
120		Installation of access improvements	39 wks	Mon 30/06/14	Fri 27/03/15	119
121		Wear Express	650 days	Wed 24/10/12	Wed 22/04/15	
122		Start Oct 2012	0 days	Wed 24/10/12	Wed 24/10/12	14
123		Service	130 wks	Thu 25/10/12	Wed 22/04/15	122
124		1.9 Doxford Park	720 days	Mon 02/07/12	Fri 03/04/15	
125		Appointment of Travel Advisors	4 wks	Mon 02/07/12	Fri 27/07/12	
126		Develop Marketing & TA Strategy	4 wks	Mon 30/07/12	Fri 24/08/12	125
127		Engage with Employers on targeted sites	135 wks	Mon 03/09/12	Fri 03/04/15	126
128		Assess site needs	135 wks	Mon 03/09/12	Fri 03/04/15	126
129		Roll out marketing material	135 wks	Mon 03/09/12	Fri 03/04/15	126

ID	Task Name	Duration	Start	Finish	Predecess
130	Deliver Travel Plan activities	135 wks	Mon 03/09/12	Fri 03/04/15	126
131					
132	2. Access to key employment/growth sites - general measures	720 days	Mon 02/07/12	Fri 03/04/15	
133	2.1 Travel Planning	720 days	Mon 02/07/12	Fri 03/04/15	
134	Appoint Travel Advisors	4 wks	Mon 02/07/12	Fri 27/07/12	4
135	Develop marketing and TA strategy	4 wks	Mon 30/07/12	Fri 24/08/12	134
136	Engage with businesses	135 wks	Mon 03/09/12	Fri 03/04/15	135
137	Personalised Travel Planning for Employees	675 days	Mon 03/09/12	Fri 03/04/15	
138	Baseline Surveys	8 wks	Mon 03/09/12	Fri 26/10/12	134
139	Develop Materials	8 wks	Mon 29/10/12	Fri 21/12/12	138
140	Deliver Activity	117 wks	Mon 07/01/13	Fri 03/04/15	139
141	2.2 Smarter working / Working from home	715 days	Mon 02/07/12	Fri 27/03/15	
142	Appoint supplier(s)	4 wks	Mon 02/07/12	Fri 27/07/12	4
143	Develop marketing and strategy	4 wks	Mon 30/07/12	Fri 24/08/12	142
144	Engage with businesses	135 wks	Mon 27/08/12	Fri 27/03/15	143
145	2.3 Driver Efficiency Training	715 days	Mon 02/07/12	Fri 27/03/15	
146	Appoint supplier(s)	4 wks	Mon 02/07/12	Fri 27/07/12	4
147	Develop marketing and strategy	4 wks	Mon 30/07/12	Fri 24/08/12	146
148	Engage with businesses	135 wks	Mon 27/08/12	Fri 27/03/15	147
149	2.4 Cycling	720 days	Mon 02/07/12	Fri 03/04/15	
150	Appoint supplier(s)	8 wks	Mon 02/07/12	Fri 24/08/12	4
151	Deliver Activity - Electric Bikes	135 wks	Mon 03/09/12	Fri 03/04/15	150
152	Deliver Activity - Cycle Repair and Maintenance	135 wks	Mon 03/09/12	Fri 03/04/15	150
153	Deliver Activity - Cycle Hire (spring / summer)	75.8 wks	Mon 03/09/12	Fri 24/10/14	150
154	Deliver Activity - Cycle Promotion, rides, challenges (spring / summer)	75.8 wks	Mon 03/09/12	Fri 24/10/14	150
155	Deliver Activity - Cycle training for employees (spring / summer)	75.8 wks	Mon 03/09/12	Fri 24/10/14	150
156					
157	3. Reducing Congestion on Main Corridors	974 days	Tue 05/07/11	Fri 27/03/15	
158	3.1 KEY COMPONENTS 'tackling the school run'	974 days	Tue 05/07/11	Fri 27/03/15	
159	Decision to proceed	0 days	Tue 05/07/11	Tue 05/07/11	
160	Inception Meeting	0 days	Tue 26/07/11	Tue 26/07/11	159
161	KC01 Walk Once a Week	191 wks	Mon 01/08/11	Fri 27/03/15	160
162	KC02 Walk Secondary	191 wks	Mon 01/08/11	Fri 27/03/15	160
163	KC03 Bike It	191 wks	Mon 01/08/11	Fri 27/03/15	160
164	KC04 Balance Bikes	156 wks	Mon 02/04/12	Fri 27/03/15	160
165	KC05 FEAT 1st	169 wks	Mon 02/01/12	Fri 27/03/15	159
166	KC06 Promotion of PT	191 wks	Mon 01/08/11	Fri 27/03/15	160
167	KC07 Child Ped Training	191 wks	Mon 01/08/11	Fri 27/03/15	160
168	KC08 Parking at Schools	156 wks	Mon 02/04/12	Fri 27/03/15	160
169	KC09 TravelMatters	191 wks	Mon 01/08/11	Fri 27/03/15	160
170	KC10 T&W School Links	191 wks	Mon 01/08/11	Fri 27/03/15	160
171	KC11 Grants to School	169 wks	Mon 02/01/12	Fri 27/03/15	160
172	3.2 Travel Information	649 days	Mon 04/06/12	Fri 28/11/14	
173	UTMC Air Quality monitoring	649 days	Mon 04/06/12	Fri 28/11/14	
174	Software Integration with Newcastle University	30 wks	Mon 04/06/12	Fri 28/12/12	
175	Modelling of Air Quality	13 wks	Mon 05/11/12	Fri 01/02/13	
176	Procurement of equipment (upgrade)	8 wks	Mon 04/02/13	Fri 29/03/13	175
177	Upgrade of equipment	4 wks	Mon 01/04/13	Fri 26/04/13	176
178	Acceptance Testing	5 wks	Mon 29/04/13	Fri 31/05/13	177
179	Payment	0 days	Fri 28/06/13	Fri 28/06/13	178
180	Modelling of new stations provided by Newcastle Uni	43 wks	Mon 07/01/13	Fri 01/11/13	
181	Design additional schemes to fill gaps	17 wks	Mon 04/11/13	Fri 28/02/14	180
182	Procure of new equipment	13 wks	Mon 03/03/14	Fri 30/05/14	181

ID	Task Name	Duration	Start	Finish	Predecess
183	Installation	13 wks	Mon 02/06/14	Fri 29/08/14	182
184	Acceptance Testing	9 wks	Mon 01/09/14	Fri 31/10/14	183
185	Payment	0 days	Fri 28/11/14	Fri 28/11/14	184
186	UTMC Variable Message Signing Corridor Information	584 days	Mon 02/07/12	Fri 26/09/14	
187	Location Surveys and Design	17 wks	Mon 02/07/12	Fri 26/10/12	4
188	Payment	0 days	Fri 26/10/12	Fri 26/10/12	187
189	Procurement	26 wks	Mon 29/10/12	Fri 26/04/13	187
190	Installation Tranche 1	22 wks	Mon 01/07/13	Fri 29/11/13	189
191	Acceptance Testing	9 wks	Mon 02/12/13	Fri 31/01/14	190
192	Milestone Payment Tranche 1 Signs	0 days	Fri 28/02/14	Fri 28/02/14	191
193	Installation Tranche 2	21 wks	Mon 03/02/14	Fri 27/06/14	187
194	Acceptance Testing	9 wks	Mon 30/06/14	Fri 29/08/14	193
195	Milestone Payment Tranche 2 Signs	0 days	Fri 26/09/14	Fri 26/09/14	194
196	UTMC Journey Time Monitoring	370 days	Mon 02/07/12	Fri 29/11/13	
197	Feasibility Work re technology and police integration	17 wks	Mon 02/07/12	Fri 26/10/12	4
198	ITC Consultation	35 wks	Mon 30/07/12	Fri 29/03/13	
199	Procurement	22 wks	Mon 29/10/12	Fri 29/03/13	197
200	Software Development	13 wks	Mon 01/04/13	Fri 28/06/13	199
201	Installation	22 wks	Mon 29/04/13	Fri 27/09/13	199
202	Acceptance Testing	8 wks	Mon 09/09/13	Fri 01/11/13	201FS-4 w
203	Live System and Payment	0 days	Fri 29/11/13	Fri 29/11/13	202
204	UTMC Smartphone Application Development	260 days	Mon 04/11/13	Fri 31/10/14	
205	Development of open source data platform	21 wks	Mon 04/11/13	Fri 28/03/14	202
206	Payment	0 days	Fri 28/03/14	Fri 28/03/14	205
207	Development of apps via social network developers	31 wks	Mon 31/03/14	Fri 31/10/14	206
208	Launch	0 days	Fri 31/10/14	Fri 31/10/14	207
209	UTMC CCTV	585 days	Mon 04/06/12	Fri 29/08/14	
210	Identify 5 most critical nodes	8 wks	Mon 04/06/12	Fri 27/07/12	
211	Communications Options	9 wks	Mon 02/07/12	Fri 31/08/12	4
212	Procurement	9 wks	Mon 03/09/12	Fri 02/11/12	211
213	Installation	9 wks	Mon 05/11/12	Fri 04/01/13	212
214	Testing	4 wks	Mon 07/01/13	Fri 01/02/13	213
215	Payment	0 days	Fri 01/02/13	Fri 01/02/13	214
216	Identify Phase 2 works	13 wks	Mon 04/11/13	Fri 31/01/14	202
217	Communications Options	8 wks	Mon 03/02/14	Fri 28/03/14	216
218	Procurement	9 wks	Mon 31/03/14	Fri 30/05/14	217
219	Installation	9 wks	Mon 02/06/14	Fri 01/08/14	218
220	Testing	4 wks	Mon 04/08/14	Fri 29/08/14	219
221	Payment	0 days	Fri 29/08/14	Fri 29/08/14	220
222	3.3 Car Clubs	650 days	Mon 09/01/12	Mon 07/07/14	
223	Phase 1: 10 Electric and 3 Standard Vehicles in Newcastle and Gateshead	310 days	Mon 09/01/12	Mon 18/03/13	
224	Establish Newcastle and Gateshead WG on EV CC Development	0 days	Mon 09/01/12	Mon 09/01/12	
225	Identify viable locations for 10 EV CC bays and 3 standard in Newcastle and Gateshead with approved contract operator	3 wks	Tue 10/01/12	Mon 30/01/12	224
226	Establish locations that require additional legal orders and requirements - 10 e/v and 3 standard	4 days	Tue 31/01/12	Fri 03/02/12	225
227	Seek agreement/procurement with vehicle dealership on 13 electric vehicle lease and 25 standard car arrangements across Tyne and Wear	21 wks	Mon 09/01/12	Fri 01/06/12	224
228	Traffic Regulation Order Process for on street locations in Newcastl	34 wks	Mon 06/02/12	Fri 28/09/12	226
229	Traffic Regulation Order Process for on street locations in Gateshead	34 wks	Mon 02/07/12	Fri 22/02/13	4,226
230	Confirm all electric vehicle locations for car club bays with all relevant orders in place - 10 e/v and 3 standard	0 days	Fri 22/02/13	Fri 22/02/13	229
231	Order 10 e/v lease vehicles 3 standard with vehicle dealership	0 days	Thu 31/01/13	Thu 31/01/13	227
232	Complete line and sign works on all EV locations for car club bays across Newcastle and Gateshead	2.2 wks	Mon 25/02/13	Mon 11/03/13	230
233	All telematics and communication systems with lease electric vehicles and approved contract operator in place	16 days	Mon 04/02/13	Mon 25/02/13	231
234	Electric vehicle car club vehicles and locations go live/Press Launch activity	0 days	Mon 18/03/13	Mon 18/03/13	233
235	Phase 2: Establish Car Club in North Tyneside, South Tyneside, Sunderland for 3 Electric and 7 Standard Vehicles	385 days	Mon 09/01/12	Mon 01/07/13	

ID	Task Name	Duration	Start	Finish	Predecess
236	Establish North Tyneside, South Tyneside and Sunderland WG on EV CC Development	0 days	Mon 09/01/12	Mon 09/01/12	
237	Undertake procurement exercise for car club activity in North Tyneside, South Tyneside and Sunderland	21 wks	Mon 09/01/12	Fri 01/06/12	236
238	Approve Contract Operator for North Tyneside, South Tyneside, Sunderland	0 days	Mon 03/09/12	Mon 03/09/12	237,4
239	Establish locations that require additional legal orders and requirements	35 wks	Mon 30/01/12	Fri 28/09/12	236
240	Seek agreement/procurement with vehicle dealership on 3 electric vehicle and 7 standard lease car arrangements	21 wks	Mon 04/06/12	Fri 26/10/12	227
241	Traffic Regulation Order Process for on street locations in North Tyneside, South Tyneside, Sunderland	34 wks	Mon 01/10/12	Fri 24/05/13	239
242	Confirm all electric vehicle locations for car club bays with all relevant orders in place - 3 Ev and 7 standard	0 days	Fri 31/05/13	Fri 31/05/13	241
243	Order 3 ev and 7 standard lease vehicles with vehicle dealership	3 wks	Mon 03/06/13	Fri 21/06/13	240
244	Complete line and sign works on all electric vehicle locations for car club bays across North Tyneside, South Tyneside, Sunderland	3 wks	Mon 03/06/13	Fri 21/06/13	242
245	Put in place all telematics and communication systems with lease vehicles and approved contractor operator	1 wk	Mon 24/06/13	Fri 28/06/13	243
246	3 Electric vehicle car club vehicles and 7 standard locations go live/Press Launch Activity	0 days	Mon 01/07/13	Mon 01/07/13	245
247	Phase 3: 5 Electric and 3 Standard Vehicles in Newcastle and Gateshead	225 days	Mon 07/01/13	Mon 18/11/13	
248	Identify viable locations for 5 electric vehicle car clubs bays and 3 standard in Newcastle and Gateshead with approved operator	2 wks	Mon 07/01/13	Fri 18/01/13	
249	Establish locations that require additional legal orders and requirements - 5 e/v and 3 standard	2 wks	Mon 21/01/13	Fri 01/02/13	248
250	Traffic Regulation Order Process for on street locations in Newcastle and Gateshead	34 wks	Mon 04/02/13	Fri 27/09/13	249
251	Order 10 e/v lease vehicles 3 standard with vehicle dealership	3 wks	Mon 30/09/13	Fri 18/10/13	250
252	Confirm all electric vehicle locations for car club bays with all relevant orders in place - 10 e/v and 3 standard	2 days	Mon 30/09/13	Tue 01/10/13	250
253	Complete line and sign works on all electric vehicle locations for car club bays across Newcastle and Gateshead	3 wks	Tue 08/10/13	Mon 28/10/13	
254	Put in place all telematics and communication systems with lease electric vehicles and approved contract operator	1 wk	Tue 05/11/13	Mon 11/11/13	251
255	5 Electric vehicle car club vehicles and 7 standard locations go live/Press Launch activity	0 days	Mon 18/11/13	Mon 18/11/13	254
256	Phase 4: 7 Standard Vehicles in North Tyneside, South Tyneside and Sunderland	220 days	Mon 02/09/13	Mon 07/07/14	
257	Identify viable locations for 7 standard car clubs bays across North Tyneside, South Tyneside and Sunderland with approved operator	1 wk	Mon 02/09/13	Fri 06/09/13	
258	Establish locations that require additional legal orders and requirements	1 wk	Tue 17/09/13	Mon 23/09/13	257
259	Traffic Regulation Order Process for on street locations in North Tyneside, South Tyneside and Sunderland	34 wks	Mon 30/09/13	Fri 23/05/14	258
260	Order 7 standard car club vehicles with dealership	3 wks	Tue 03/06/14	Mon 23/06/14	259
261	Complete line and sign works on all car club bay locations across North Tyneside, South Tyneside and Sunderland	3 wks	Mon 09/06/14	Fri 27/06/14	259
262	Put in place telematics and communication systems with vehicles and approved contract operator	1 wk	Mon 30/06/14	Fri 04/07/14	260
263	7 standard locations go live/press launch activity	0 days	Mon 07/07/14	Mon 07/07/14	262
264	3.4 Cycle Parking at Interchanges	695 days	Mon 02/07/12	Fri 27/02/15	
265	final designs/locations confirmed [MILESTONE]	13 wks	Mon 02/07/12	Fri 28/09/12	4
266	procurement of standard parking and compounds [MILESTONE]	9 wks	Mon 01/10/12	Fri 30/11/12	265
267	installation of standard parking	8 wks	Mon 04/02/13	Fri 29/03/13	266
268	set up and test swipe card operation	9 wks	Mon 03/12/12	Fri 01/02/13	266
269	installation 1x compound, as pilot [MILESTONE]	8 wks	Mon 04/02/13	Fri 29/03/13	268
270	installation 4x compounds	9 wks	Mon 02/09/13	Fri 01/11/13	
271	installation 3x compounds	9 wks	Mon 05/05/14	Fri 04/07/14	
272	Identify, agree and prioritise with LAs highway and signage improvements at/near interchanges [MILESTONE]	13 wks	Mon 02/07/12	Fri 28/09/12	4
273	Design first (modest) phase of highway improvements	13 wks	Mon 01/10/12	Fri 28/12/12	272
274	Deliver first (modest) phase of highway/signage improvements	13 wks	Mon 31/12/12	Fri 29/03/13	273
275	Design 2nd phase of highway improvements	18 wks	Mon 01/04/13	Fri 02/08/13	
276	Deliver 2nd phase of highway/signage improvements	26 wks	Mon 02/09/13	Fri 28/02/14	275
277	Design 3rd phase of highway improvements	18 wks	Mon 31/03/14	Fri 01/08/14	
278	Deliver 3rd phase of highway/signage improvements [MILESTONE]	26 wks	Mon 01/09/14	Fri 27/02/15	277
279					
280	4. Getting People Back to Work	715 days	Mon 02/07/12	Fri 27/03/15	
281	4.1 Journey Planner for Job Seekers	65 days	Mon 02/07/12	Fri 28/09/12	
282	Appoint Suppliers	4 wks	Mon 02/07/12	Fri 27/07/12	4
283	Develop Central Function	9 wks	Mon 30/07/12	Fri 28/09/12	282
284	Function Ready	0 days	Fri 28/09/12	Fri 28/09/12	283
285	4.2 Independent Travel Initiative	715 days	Mon 02/07/12	Fri 27/03/15	
286	Appoint staff	8 wks	Mon 02/07/12	Fri 24/08/12	4
287	Deliver Activity	135 wks	Mon 27/08/12	Fri 27/03/15	286
288	4.3 Cars/Scooters to work	715 days	Mon 02/07/12	Fri 27/03/15	

ID		Task Name	Duration	Start	Finish	Predecess
289		Appoint Suppliers	4 wks	Mon 02/07/12	Fri 27/07/12	
290		Deliver Activity	130 wks	Mon 01/10/12	Fri 27/03/15	289,284
291		**4.4 Low cost cycle to work scheme**	**715 days**	**Mon 02/07/12**	**Fri 27/03/15**	
292		Appoint Suppliers	4 wks	Mon 02/07/12	Fri 27/07/12	4
293		Deliver Activity	130 wks	Mon 01/10/12	Fri 27/03/15	292,284
294						
295		**5. Supporting Measures**	**910 days**	**Mon 02/01/12**	**Fri 26/06/15**	
296		**5.1 Tyne and Wear Sustainable Travel Office**	**908 days**	**Wed 04/01/12**	**Fri 26/06/15**	
297		**Establish Travel Office**	**908 days**	**Wed 04/01/12**	**Fri 26/06/15**	
298		Identify Premises	8 wks	Mon 09/01/12	Fri 02/03/12	
299		Secure Premises	17 wks	Mon 05/03/12	Fri 29/06/12	298
300		Purchase Equipment and Facilities	13 wks	Mon 02/07/12	Fri 28/09/12	299,4
301		**Staff Recruitment**	**150 days**	**Mon 06/02/12**	**Fri 31/08/12**	
302		Develop Job Descriptions and Complete Moderation Process	17 wks	Mon 06/02/12	Fri 01/06/12	
303		Team Leader Recruitment	4 wks	Mon 02/07/12	Fri 27/07/12	4
304		Support Staff Recruitment	4 wks	Mon 06/08/12	Fri 31/08/12	303
305		**Governance and Accountability**	**826 days**	**Wed 04/01/12**	**Wed 04/03/15**	
306		Develop Risk Register	2 wks	Mon 16/01/12	Fri 27/01/12	
307		**Travel Plan Delivery Group Meeting (monthly)**	**826 days**	**Wed 04/01/12**	**Wed 04/03/15**	
347		**Financial Management**	**110 days**	**Mon 30/01/12**	**Fri 29/06/12**	
348		Accountable Fund Body Identified	9 wks	Mon 30/01/12	Fri 30/03/12	
349		Establish and Agree Financial Managament Plan/SLA	12 wks	Mon 06/02/12	Fri 27/04/12	
350		Agreement on Financial Transactions with Operators	4 wks	Mon 05/03/12	Fri 30/03/12	
351		Agreement on Financial Transactions with Moneywise	4 wks	Mon 05/03/12	Fri 30/03/12	
352		Finalise Payment Times and Terms	13 wks	Mon 02/04/12	Fri 29/06/12	350,351
353		**Monitoring Approach**	**21 days**	**Tue 31/01/12**	**Wed 29/02/12**	
354		Monitoring and Evaluation Framework Agreement	0 days	Tue 31/01/12	Tue 31/01/12	
355		Develop Business Travel Survey/Baseline Ticketing	0 days	Wed 29/02/12	Wed 29/02/12	
356		**Public Transport Operator Agreements**	**100 days**	**Mon 02/04/12**	**Fri 17/08/12**	
357		Establish Working Arrangements with All Operators	20 wks	Mon 02/04/12	Fri 17/08/12	350
358		Finalise and Develop SLA with Arriva	20 wks	Mon 02/04/12	Fri 17/08/12	350
359		Finalise and Develop SLA with Network Ticketing	20 wks	Mon 02/04/12	Fri 17/08/12	350
360		Finalise and Develop SLA with Moneywise (Credit Union)	20 wks	Mon 02/04/12	Fri 17/08/12	351
361		**Stakeholder and Partner List**	**800 days**	**Mon 05/03/12**	**Fri 27/03/15**	
362		Identify Relevant Partners and Stakeholders	8 wks	Mon 05/03/12	Fri 27/04/12	
363		Finalise Partner Business Offer	22 wks	Mon 30/04/12	Fri 28/09/12	362
364		Engage with Partners and Stakeholders on Business Offer (with Travel Office Staff)	13 wks	Mon 01/10/12	Fri 28/12/12	363
365		Pilot Activity with Partners and Stakeholders in Newcastle YR1	13 wks	Mon 31/12/12	Fri 29/03/13	364
366		Expand Activity with Partners and Stakeholders in Tyne and Wear YR 2 and YR3	104 wks	Mon 01/04/13	Fri 27/03/15	365
367		**Develop Tools for Delivery of Ticketing**	**40 days**	**Mon 03/09/12**	**Fri 26/10/12**	
368		Develop Marketing Materials for Ticketing	8 wks	Mon 03/09/12	Fri 26/10/12	
369		Develop Communication Protocol for Promoting Facility	8 wks	Mon 03/09/12	Fri 26/10/12	
370		**Develop Facility**	**760 days**	**Mon 30/04/12**	**Fri 27/03/15**	
371		Development of Batch Journey Plan Facility for Employees Travel	13 wks	Mon 30/04/12	Fri 27/07/12	
372		Accessibility Mapping of Employment Sites	143 wks	Mon 02/07/12	Fri 27/03/15	4
373		Develop and Maintain Database of Routes/Operators/Tickets	134 wks	Mon 03/09/12	Fri 27/03/15	
374		Engage with Target Audience Businesses (T/W Travel Advisor Staff)	134 wks	Mon 03/09/12	Fri 27/03/15	
375		**Establish Promotional Offer for Travel Advisors**	**715 days**	**Mon 02/07/12**	**Fri 27/03/15**	
376		Establish Linkages With Car Club	143 wks	Mon 02/07/12	Fri 27/03/15	4
377		Establish Linkages with Low Cost Cycle to Work Scheme	143 wks	Mon 02/07/12	Fri 27/03/15	4
378		Establish Linkages with Cycle Hire	143 wks	Mon 02/07/12	Fri 27/03/15	4
379		Establish Linkages with Cycle Training	143 wks	Mon 02/07/12	Fri 27/03/15	4
380		Establish Linkages with ITS Travel Information	143 wks	Mon 02/07/12	Fri 27/03/15	4

ID		Task Name	Duration	Start	Finish	Predecess
381		Establish Linkages with Driver Efficiency Training	143 wks	Mon 02/07/12	Fri 27/03/15	4
382		**Public Transport Ticketing Purchase Arrangements**	**526 days**	**Mon 18/06/12**	**Wed 25/06/14**	
383		Purchase Tickets with Network Ticketing YR1 %	0 days	Mon 18/06/12	Mon 18/06/12	
384		Purchase Tickets with Network Ticketing YR2 %	0 days	Mon 17/06/13	Mon 17/06/13	
385		Purchase Tickets with Network Ticketing YR3 %	0 days	Wed 25/06/14	Wed 25/06/14	
386		**Target Early Business Adopters**	**894 days**	**Tue 24/01/12**	**Fri 26/06/15**	
387		Develop functionality to target key audiences	8 wks	Mon 05/03/12	Fri 27/04/12	
388		Develop customer relationship management database for engagement	13 wks	Mon 30/04/12	Fri 27/07/12	387
389		Develop monitoring and research ask for evaluating activity	4 wks	Tue 24/01/12	Mon 20/02/12	
390		Commission research on target audience and evaluation	8 wks	Mon 05/03/12	Fri 27/04/12	389
391		Finalise Target Audience Business Offer	9 wks	Mon 02/07/12	Fri 31/08/12	
392		Year 1: Key Employment Centres 11,500 Workers	43 wks	Mon 03/09/12	Fri 28/06/13	391
393		Year 2: Broaden Offer To Tyne and Wear Wide 6,350 Workers	52 wks	Mon 01/07/13	Fri 27/06/14	392
394		Year 3: Broaden Offer To Tyne and Wear Wide 3,400 Workers	52 wks	Mon 30/06/14	Fri 26/06/15	393
395		**Target Job Seekers**	**885 days**	**Mon 06/02/12**	**Fri 26/06/15**	
396		Develop functionality for delivering ticketing offer for those seeking employment	8 wks	Mon 06/02/12	Fri 30/03/12	
397		Identify Relevant Partners and Stakeholders working with job seekers	8 wks	Mon 06/02/12	Fri 30/03/12	
398		Finalise Partner Engagement	26 wks	Mon 02/04/12	Fri 28/09/12	397
399		Engage with Partners and Stakeholders on Job Seekers Ticketing (with Travel Office Staff)	146 wks	Mon 03/09/12	Fri 19/06/15	
400		Year 1: Pilot Target 1,000 Job Seekers	43 wks	Mon 03/09/12	Fri 28/06/13	
401		Year 2: Expand Offer to 5,000 Job Seekers	52 wks	Mon 01/07/13	Fri 27/06/14	400
402		Year 3: Expand Offer to 1,000 Job Seekers	52 wks	Mon 30/06/14	Fri 26/06/15	401
403		**Research and Development with Employment Agencies and Job Seekers Travel Demands and Needs**	**582 days**	**Mon 07/01/13**	**Tue 31/03/15**	
404		Establish Process for Establishing Job Seekers Travel Patterns	12 wks	Mon 07/01/13	Fri 29/03/13	
405		Establish Bespoke Accessibility Mapping Unemployed/Employment Opportunities	18 wks	Mon 01/04/13	Fri 02/08/13	404
406		Development of Batch Journey Plan Facility for Use by Employment Agencies	20 wks	Mon 05/08/13	Fri 20/12/13	405
407		Develop and Maintain Database of Routes/Operators/Tickets	65 wks	Wed 01/01/14	Tue 31/03/15	
408		Define Process For Delivering Best Offer for Job Seeker Client	30 wks	Mon 01/09/14	Fri 27/03/15	
409		Engage with Agencies To Establish Programme for Continued Delivery	0 days	Fri 27/03/15	Fri 27/03/15	408
410		**5.2 Bus Real Time Passenger Information**	**715 days**	**Mon 02/04/12**	**Fri 26/12/14**	
411		Evaluate GNE Sunderland pilot	22 wks	Mon 02/04/12	Fri 31/08/12	
412		ETM software equipment fleet-wide	69 wks	Mon 03/12/12	Fri 28/03/14	411
413		Database server/UTMC configuration	52 wks	Mon 30/12/13	Fri 26/12/14	411
414		**5.3 Access to Primary Local Centres**	**651 days**	**Mon 01/10/12**	**Mon 30/03/15**	
415		Recruiting and training	26 wks	Mon 01/10/12	Fri 29/03/13	
416		Carry out town centre audits	65 wks	Tue 01/01/13	Mon 31/03/14	
417		Deliver events and challenges	79 wks	Mon 01/04/13	Fri 03/10/14	415
418		Deliver infrastructure improvements	117 wks	Tue 01/01/13	Mon 30/03/15	
419		**5.4 Info, Marketing & Promotion**	**845 days**	**Mon 02/01/12**	**Fri 27/03/15**	
420		Website development (part of KC)	13 wks	Mon 02/01/12	Fri 30/03/12	
421		Appoint supplier(s)	8 wks	Mon 02/07/12	Fri 24/08/12	4
422		Marketing Plan	8 wks	Mon 27/08/12	Fri 19/10/12	421
423		Deliver Activity	127 wks	Mon 22/10/12	Fri 27/03/15	422
424						
425		**Project Management**	**1038 days**	**Thu 07/07/11**	**Tue 30/06/15**	
426		**Quarterly Financial Return to DfT (indicative dates)**	**911 days**	**Fri 21/10/11**	**Fri 17/04/15**	
442		**Tyne and Wear ITA (bi-monthly)**	**826 days**	**Thu 26/01/12**	**Thu 26/03/15**	
463		**TWITA LTP Working Group (quarterly)**	**781 days**	**Thu 19/01/12**	**Thu 15/01/15**	
477		**LSTF Programme Board (monthly)**	**916 days**	**Fri 09/09/11**	**Fri 13/03/15**	
521		**Travel Plan Delivery Group Meeting (monthly)**	**826 days**	**Wed 04/01/12**	**Wed 04/03/15**	
561		**Procurement Working Group (monthly)**	**826 days**	**Tue 03/01/12**	**Tue 03/03/15**	
601		**Communications Working Group (monthly)**	**891 days**	**Thu 06/10/11**	**Thu 05/03/15**	
644		**Monitoring & Evaluation**	**1038 days**	**Thu 07/07/11**	**Tue 30/06/15**	

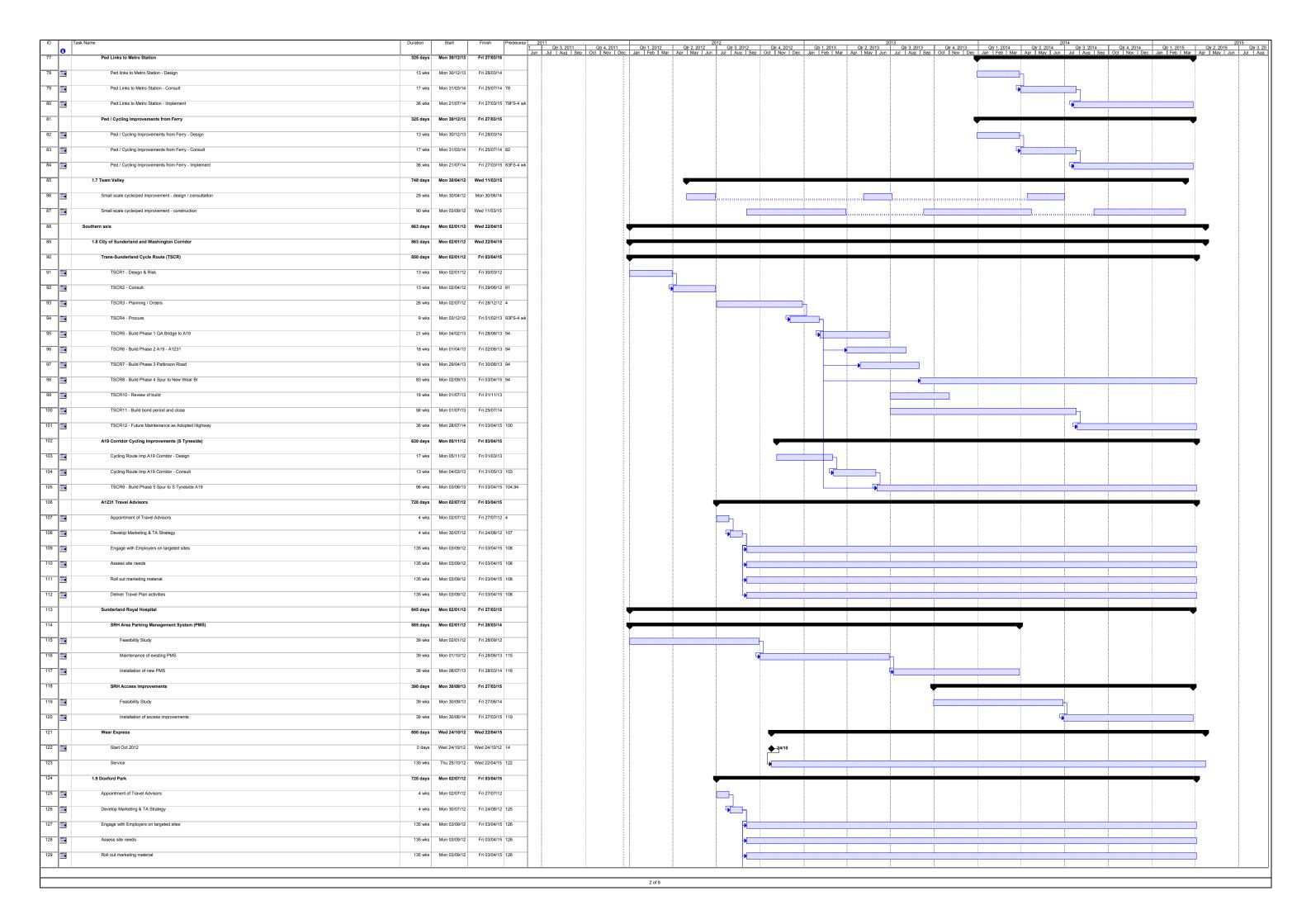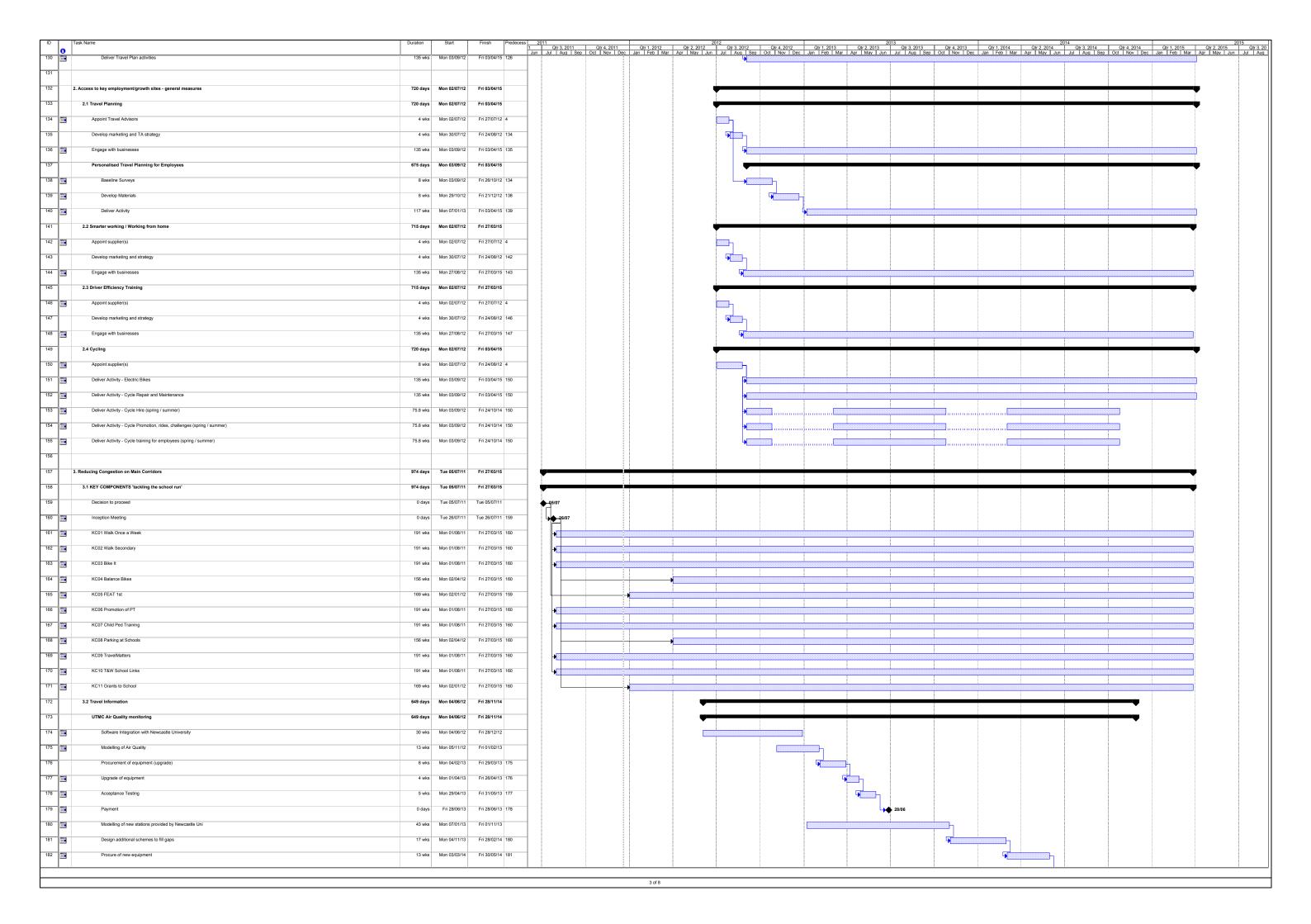| ID		Task Name	Duration	Start	Finish	Predecess	2011	2012	2013	2014	2015
645		**Monitoring Group Meeting (monthly)**	**956 days**	**Thu 07/07/11**	**Thu 05/03/15**						
691		End of Programme Report	0 days	Tue 30/06/15	Tue 30/06/15						◆ 30/06

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Annex 4: Risk Register

Risk Identification					Risk Analysis			Risk Control				

Ref and Date Raised	Risk Title	Opportunities and Threats (Risks)	Risk Owner	Risk Manager	Current Control Description	Likelihood	Impact	Risk Priority	Target Risk Priority	Actions required to reduce risk	Current Deadline	Action Mgr	Progress Notes
Financial													
LSTF1 16/09/11	Underspend of funding	**LSTF programme fails to spend in year allocation which may result in clawback, loss of funding and loss of confidence by funding body in ability to deliver future funding commitments.**	Paul Woods	Eleanor Goodman	Traffic Light reports for each project discussed at Programme Board on monthly basis.	Medium	Medium	4	1	Project Leads to provide realistic, deliverable monthly profile of likely expenditure to Programme Manager. Early warning of likely underspends to be notified to Programme Board so that expenditure on other projects can be brought forward if possible.	Dec 2012 and monthly updates thereafter	Project Leads Project Assurance Project Manager	
LSTF2 16/09/11	Overspend of funding	**LSTF programme overspends against allocation resulting in unfunded activity and budgetary pressures for individual authorities.**	PW	EG	Traffic Light reports for each project discussed at Programme Board on monthly basis.	Low	Medium	2	6	Project Leads to provide realistic, deliverable monthly profile of likely expenditure to Programme Manager. Early warning of likely overspend to be notified to Programme Board so that spend can be rephrased between projects or additional funding identified in a planned way.	Dec 2012 and monthly updates thereafter	Project Leads Project Assurance Project Manager	
LSTF3 16/09/11	Local contributions	**Budgetary pressures may lead to agreed local contributions being cut which may negatively impact upon delivery of the programme, leading**	PW	EG	Source and value of local contributions clearly identified, agreed and signed off by Section 151 officers as part	Low	Medium	2	7	Project Leads to provide monthly profile of local contributions to Programme Manager. Early warning of cuts	Dec 2012 and monthly updates thereafter	Project Leads Project Assurance Project	

Ref and Date Raised	Risk Title	Opportunities and Threats (Risks)	Risk Owner	Risk Manager	Current Control Description	Likelihood	Impact	Risk Priority	Target Risk Priority	Actions required to reduce risk	Current Deadline	Action Mgr	Progress Notes
		to conflict between match funders and increase budgetary pressures for individual authorities.			of submission					in local contribution to be notified to Programme Board so that spend can be rephrased between projects or additional funding identified in a planned way.		Manager	
LSTF4 16/09/11	Grant conditions	**Failure to comply with grant conditions which may result in clawback of funding and loss of confidence by funding body in ability to deliver future programmes / projects.**	PW	EG	Q2 claim reviewed by ITA finance officer to ensure only eligible expenditure was included. Letters received from CFO of all Partner organisations confirming acceptance of grant conditions.	Low	High	3	2	Each claim to be reviewed by ITA finance officer and LSTF programme manager. All invoices / supporting documentation to be uploaded to Project Vision by Project Leads. Project Manager and Project Assurance will ensure.	Q3 claim - 20 Jan 2012	EG Project Leads Project Assurance Project Manager	
Service Delivery													
LSTF5 16/09/11	Failure to deliver outcomes and outputs	**LSTF programme fails to deliver the required outcomes and outputs which may result in clawback of funding, loss of confidence by funding body in ability to deliver future programmes / projects, criticism from local authorities and loss of interest in future plans from schools and employment areas.**	Nick Clennett	Jessica Anderson	Traffic Light reports for each project discussed at Programme Board. Proven measures being implemented	Low	High	3	3	Project Leads to provide monthly profile of outputs to Programme Manager. Project Manager / Project Assurance will update Programme Board on a monthly basis of progress; any risk will be highlighted and mitigated at an early stage.	Dec 2012 and monthly updates thereafter	Project Leads Project Assurance Project Manager	

Ref and Date Raised	Risk Title	Opportunities and Threats (Risks)	Risk Owner	Risk Manager	Current Control Description	Likelihood	Impact	Risk Priority	Target Risk Priority	Actions required to reduce risk	Current Deadline	Action Mgr	Progress Notes
LSTF6 16/09/11	Delivery partners	**(external) delivery partners do not have sufficient and appropriately skilled resources and capacity to deliver the programme which may result in outcomes and outputs not being delivered, clawback of funding and criticism from stakeholders.**	NC	JA	4 KC projects are being delivered by external partners (LS / Sustrans) and they are by definition those with most appropriate expertise A proportion of future projects in large bid will be delivered through partners sourced through procurement framework. Skills / experience will be part of submission	Low	KC projects - 48% (£2.4M) to external partners Future projects - 44% of DfT ask (£6.9M) to be delivered through external partners	3	4	Review performance through monthly TLR Endorsement by Project Assurance and LSTF Programme Board		Project Assurance Project Manager	
LSTF7 06/12/11	Capacity of LTP partners	**(internal) delivery partners do not have sufficient and appropriately skilled resources and capacity to deliver the programme which may result in outcomes and outputs not being delivered, clawback of funding and criticism from stakeholders.**	NC	JA	A proportion of future projects in large bid will be delivered through LTP partners. Additional resources can be brought in quickly through framework consultants	V low	56% of DfT ask (£8.9M) to be delivered by LTP Partners	2	8	Review performance through monthly TLR Endorsement by Project Assurance and LSTF Programme Board	Dec 2012 and monthly updates thereafter	Project Assurance Project Manager	
LSTF8 06/12/11	Design and Construction Risks	**Schemes may run into problems at consultation stage or construction stage**	NC	JA	A proportion of future projects in large bid will be capital schemes requiring consultation /	V low	37% of DfT ask (£4.2M) of schemes will	2	9	Design: Standard procedure to be followed with statutory consultees. Each district has its own adopted design	Dec 2012 and monthly updates thereafter	Project Leads Project Assura	

Ref and Date Raised	Risk Title	Opportunities and Threats (Risks)	Risk Owner	Risk Manager	Current Control Description	Likelihood	Impact	Risk Priority	Target Risk Priority	Actions required to reduce risk	Current Deadline	Action Mgr	Progress Notes
					construction		require design / constru ction. 15% of total fee is estimat ed fee for design / supervi sion (£635k)			manual to be used Could modify design Construction: Dedicated project manager identified for each scheme. Project assurance. Build in contingency time into programme Risk will be with LA if overspend. Project Manager / Project Assurance will update Programme Board on a monthly basis of progress; any risk will be highlighted and mitigated at an early stage.		nce Project Manag er	

Reputational

Ref and Date Raised	Risk Title	Opportunities and Threats (Risks)	Risk Owner	Risk Manager	Current Control Description	Likelihood	Impact	Risk Priority	Target Risk Priority	Actions required to reduce risk	Current Deadline	Action Mgr	Progress Notes
LSTF9 16/09/11	Take up on projects	**The programme and projects generate more demand that it can meet which may result in disgruntled stakeholders criticising the programme.**	NC	JA	Manage expectations through stakeholder engagement and communication strategy.	Low	High	3	5	Project planning – need to ensure engagement / consultation with stakeholders is done early to ensure they feel part of project.	Dec 2012 and monthly updates thereafter	Project Leads Project Assuranc e Project Manager	

Objectives

Ref and Date Raised	Risk Title	Opportunities and Threats (Risks)	Risk Owner	Risk Manager	Current Control Description	Likelihood	Impact	Risk Priority	Target Risk Priority	Actions required to reduce risk	Current Deadline	Action Mgr	Progress Notes
LSTF10 16/09/11	Partnership working	**Partners fail to agree on the arrangements for funding, resourcing, managing and delivering the programme which may result in**	NC	Gary MacDonald	Governance structure Manage expectations through stakeholder	V Low	High	2	10	Partners issues to be raised and discussed at LSTF Programme Board. Governance structure in place to resolve any issues.	Dec 2012 and monthly updates thereafter	Project Assuranc e Project Manager	

Ref and Date Raised	Risk Title	Opportunities and Threats (Risks)	Risk Owner	Risk Manager	Current Control Description	Likelihood	Impact	Risk Priority	Target Risk Priority	Actions required to reduce risk	Current Deadline	Action Mgr	Progress Notes
		partners withdrawing support, criticism from partners and loss of funding should this negatively impact upon ability to deliver the programme.			engagement and communication strategy.					Communications between plan partners to be managed effectively.			
Procurement													
LSTF11 06/12/11	Value for Money	**Partners fail to deliver value for money for the programme which may result in partners withdrawing support, criticism from partners and DfT**	NC	JA	Specialist support Procurement team Governance structure	Low	Medium	2	11	Review of best practice – engage with plan partners to ensure projects are delivered to a consistent standard. Project Manager / Project Assurance will report to Programme Board who will review projects on a monthly basis.	Dec 2012 and monthly updates thereafter	Project Assurance Project Manager	
LSTF12 06/12/11	Contractor failure	**A contractor fails leading to withdrawal of service and disruption to project**	NC	JA	Financial status assessed on annual basis as part of procurement framework	Low	Medium	2	12	Assurances of delivery standard via procurement.. Project Manager / Project Assurance will report to Programme Board who will review projects on a monthly basis.	Dec 2012 and monthly updates thereafter	Project Assurance Project Manager	