

APPENDIX A

PROJECT PLAN

Ref	Workstream	Year 1										Year 2														
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	
1	Agreement in principle from key stakeholders																									
2	Establish Bureau Board																									
3	Secure Funding																									
4	Agree specifics of Bureau model																									
5	Scope operational baseline																									
6	Consultation																									
7	Develop Communication Plan																									
8	Roll out Communication Plan																									
9	Agree governance																									
10	Agree and sign off legal structure																									
11	Develop and agree pricing models																									
12	Agree principles of centralised procurement																									
13	Develop DRTMS specification																									
14	Procure DRTMS system																									
15	Migrate data																									
16	Establish secure data transfer																									
17	Set up centralised call centre & scheduling unit																									
18	Agree common eligibility and entitlement policy																									
19	Establish centralised assessment unit																									
20	Agree and develop management information																									
21	Consult & second affected staff - identify Bureau manager																									
22	Complete & sign off processes & procedures																									
23	Establish service level agreements																									
24	Complete staff training																									
25	System testing																									
26	Go live with Bureau																									
27	Align contracts																									
28	Align assessment resources																									
29	Tender Bureau contracts																									
30	Open Bureau to other members																									
31	Evaluation - biannual																									

Sub-Regional Transport Bureau – Project Plan

APPENDIX B

BENEFITS TRACKER INDICATORS

BENEFITS TRACKER INDICATOR SUMMARY

1. Journeys undertaken
2. Journey refusals
3. Journey cancellations
4. Journey booking period
5. Number of routes
6. Dead Mileage
7. Vehicle utilisation
8. Cost per passenger
9. Customer satisfaction
10. Eligibility assessment
11. Assessment closure
12. Cost per assessment
13. Carbon Emissions
14. Carbon Emissions

1	NUMBER OF JOURNEYS UNDERTAKEN		
Measurement	Dependent upon stakeholder	First Measurement Date	
Measurement Method	Number	Forecast Realisation Date	
Baseline Value		Frequency of measurement	Monitored monthly, reported biannually
Target Value Tracked Measured Value		Indicator alignment	
2	JOURNEY REFUSALS		
Measurement	Reduction in refused requests for journeys	First Measurement Date	
Measurement Method	Number/percentage of all journey requests	Forecast Realisation Date	
Baseline Value		Frequency of measurement	Monitored monthly, reported biannually
Target Value Tracked Measured Value		Indicator alignment	
3	JOURNEY CANCELLATIONS		
Measurement	Reduction in operator cancelled journeys	First Measurement Date	
Measurement Method	Number/percentage of scheduled trips	Forecast Realisation Date	
Baseline Value		Frequency of measurement	Monitored monthly, reported biannually
Target Value Tracked Measured Value		Indicator alignment	
4	JOURNEY BOOKING PERIOD		
Measurement	Reduction in time taken to make a journey booking	First Measurement Date	
Measurement Method	Time taken to get through to booking service	Forecast Realisation Date	
Baseline Value		Frequency of measurement	Monitored monthly, reported biannually
Target Value Tracked Measured Value		Indicator alignment	
5	NUMBER OF ROUTES		
Measurement	Will vary by stakeholder - reduction for adult and SEN/ increase for DaR and CT	First Measurement Date	
Measurement Method	Number of individual routes	Forecast Realisation Date	
Baseline Value		Frequency of measurement	Monitored monthly, reported biannually
Target Value Tracked Measured Value		Indicator alignment	
6	DEAD MILEAGE		

Measurement	Reduction in dead mileage	First Measurement Date	
Measurement Method	Mileage to include runs from/to depot at start/finish of each shift, mileage to pick-up and include passenger cancellations/no-shows	Forecast Realisation Date	
Baseline Value		Frequency of measurement	Monitored monthly, reported biannually
Target Value Tracked Measured Value		Indicator alignment	
7	VEHICLE UTILISATION		
Measurement	Increased use of vehicle passenger capacity	First Measurement Date	
Measurement Method	Percentage of seats occupied per journey	Forecast Realisation Date	
Baseline Value		Frequency of measurement	Monitored quarterly, reported biannually
Target Value Tracked Measured Value		Indicator alignment	
8	COST PER PASSENGER		
Measurement	Reduction in spend per passenger	First Measurement Date	
Measurement Method	Overall spend divided by number of service users	Forecast Realisation Date	
Baseline Value		Frequency of measurement	Monitored quarterly, reported biannually
Target Value Tracked Measured Value		Indicator alignment	
9	CUSTOMER SATISFACTION		
Measurement	A wide range of qualitative measurements can be undertaken – to be agreed for each service built on current surveys. To include non-active members	First Measurement Date	
Measurement Method		Forecast Realisation Date	
Baseline Value		Frequency of measurement	Annually
Target Value Tracked Measured Value		Indicator alignment	

10 ELIGIBILITY ASSESSMENT			
Measurement	Reduction in overall number undertaken	First Measurement Date	
Measurement Method	Number of assessments undertaken divided by number of applications	Forecast Realisation Date	
Baseline Value		Frequency of measurement	Monitored quarterly, reported biannually
Target Value Tracked Measured Value		Indicator alignment	
11 ASSESSMENT CLOSURE			
Measurement	Reduction in time taken to close application	First Measurement Date	
Measurement Method	Percentage closed within specified target	Forecast Realisation Date	
Baseline Value		Frequency of measurement	Monitored quarterly, reported biannually
Target Value Tracked Measured Value		Indicator alignment	
12 COST PER ASSESSMENT			
Measurement	Reduction in cost per assessment	First Measurement Date	
Measurement Method	Overall spend divided by number of assessments. Average spend per assessment model stage.	Forecast Realisation Date	
Baseline Value		Frequency of measurement	Annually
Target Value Tracked Measured Value		Indicator alignment	
13 CARBON EMISSIONS			
Measurement	Increase in use of alternative fuels	First Measurement Date	
Measurement Method	Mileage undertaken by alternative fuels divided by gross mileage. Number of vehicles using alternative fuels	Forecast Realisation Date	
Baseline Value		Frequency of measurement	Annually
Target Value Tracked Measured Value		Indicator alignment	

14	CARBON EMISSIONS		
Measurement	Reduction in number of vehicles deployed or commissioned	First Measurement Date	
Measurement Method	Overall number of vehicles deployed. Increase in alternative travel solutions, e.g. travel training	Forecast Realisation Date	
Baseline Value		Frequency of measurement	Annually
Target Value Tracked Measured Value		Indicator alignment	

APPENDIX C

RISK REGISTER

RISK REGISTER SUMMARY

Ref 1	Political landscape
Ref 2	Stakeholder approval
Ref 3	Difficulty in obtaining pump priming funding
Ref 4	Pump prime funding
Ref 5	'Quick wins'
Ref 6	IT system integration
Ref 7	Community Transport grant
Ref 8	Taxicard budget
Ref 9	Common eligibility policy
Ref 10	Service quality standards
Ref 11	PTS commissioning
Ref 12	Consistent NHS PTS standards
Ref 13	Borough social care functions
Ref 14	Personalisation agenda
Ref 15	National concessionary bus pass scheme

The Risk Register is based on the following scoring and impact methodology.

Number	Impact	Criteria
1	Catastrophic	Project will fail to deliver
2	Critical	There will be a serious impact on project delivery
3	Marginal	There will be some impact on the project delivery
4	Negligible	There will be no impact on project delivery

Impact: Impact is the effect the risk will have on the project delivering within time, cost and to the required quality, using a 1 to 4 scale.

Letter	Likelihood	Criteria
A	Very High	80% + likelihood (almost certainly will occur)
B	High	51% to 80% likelihood (more likely to occur than not)
C	Significant	25% to 50% likelihood (fairly likely to occur)
D	Low	10% to 24% likelihood (low but not impossible)
E	Very low	3% to 9% likelihood (extremely unlikely)
F	Almost Impossible	0 to 2% likelihood

Likelihood: Likelihood is the probability that the risk might occur, using a simple A to F scale.

Risk Rating					
LIKELIHOOD	A Very High	A4	A3	A2	A1
	B High	B4	B3	B2	B1
	C Significant	C4	C3	C2	C1
	D Low	D4	D3	D2	D1
	E Very low	E4	E3	E2	E1
	F Almost impossible	F4	F3	F2	F1
	High Risk (Red)				
	Medium Risk (Amber)	4	3	2	1
	Low Risk (Green)	Negligible	Marginal	Critical	Catastrophic
		IMPACT			

RAG Status: The RAG status is based on the above matrix.

Ref	Description	Raised On	Raised By	Impact (1 - 4)	Probability (A - F)	RAG Status	Preventative/ Mitigating Actions	Update to actions	Updated By	Updated Date	Owner	Due Date	Status
1	Political landscape Political decisions necessary to take this strategy forward.			2	C		Briefing Members. Financial pressures						
2	Stakeholder approvals. Timescale to obtain approval 'in principle' from stakeholders			2	C		Groups of boroughs could go ahead independently. Retain flexibility within bureau model						
3	Pump priming funding. Difficulty in obtaining pump priming funding			2	C		Maximise use of existing resources and processes						
4	Pump prime funding. Delays in raising pump prime funding			3	C		Maximise use of existing resources and processes						
5	'Quick wins'. A lack of 'quick wins' needed to maintain momentum and buy-in, putting stakeholder engagement at risk			2	D		Focus implementation on delivery of early financial savings						

Ref	Description	Raised On	Raised By	Impact (1 - 4)	Probability (A - F)	RAG Status	Preventative/ Mitigating Actions	Update to actions	Updated By	Updated Date	Owner	Due Date	Status
6	IT System integration. The complexity, cost and time required to integrate legacy systems between stakeholders			1	C		Need for early scoping of systems and specialist support						
7	Community Transport grant. Possible cuts in local authority grant funding			3	C		Transport Bureau provides opportunity to improve utilisation						
8	Taxicard budget. Pressure on other d2d services as users respond to changes in scheme resulting from budget constraints/trip growth			3	A		TEC options should consider knock on impact						
9	Common eligibility policy and assessment processes. Difficulties in deriving a common approach across sub-region and across stakeholders			3	D		Set a core sub-regional objective to deliver a common approach						
10	Service quality standards. Maintaining common or improved service quality standards in the face of further financial pressures			2	D		Define standards for all new Bureau commissioned contracts. Bureau to focus on economies of scale.						

Ref	Description	Raised On	Raised By	Impact (1 - 4)	Probability (A - F)	RAG Status	Preventative/ Mitigating Actions	Update to actions	Updated By	Updated Date	Owner	Due Date	Status
11	PTS commissioning. Uncertainty over how PTS will be commissioned in the longer term, following the NHS White Paper			3	A		Awaiting detail from White Paper post autumn spending review						
12	Consistent NHS PTS standards. Lack of consistent NHS PTS standards within a sub-region			3	B		Awaiting detail from White Paper post autumn spending review. Hold discussions with LPP on their multi-Trust contracts. Potential local authority role.						
13	Borough social care functions. Uncertainty over future borough joint commissioning role for local NHS services, social care and health improvement functions, as part of the recent NHS White Paper, which continues to promote the personal budget approach to commissioning						Awaiting detail from White Paper post autumn spending review.						

Ref	Description	Raised On	Raised By	Impact (1 - 4)	Probability (A - F)	RAG Status	Preventative/ Mitigating Actions	Update to actions	Updated By	Updated Date	Owner	Due Date	Status
14	Personalisation agenda. The as yet unknown impact on the future volume and passenger trip cost in commissioning transport operations			2	B		Monitor government guidance and local authority best practice. Develop flexible contracting arrangements.						
15	National concessionary bus pass scheme. Government amendments to eligibility, entitlement and core funding, putting additional pressure on d2d			3	C		Monitor and lobby the development of government policy.						

