

Bristol City Council Clean Air Plan

Management Case

Document: FBC-08

July 2021

Bristol City Council

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6. Management Case

6.1 Introduction

The purpose of the Management Case is to ensure that delivery is achievable for the programme team, which includes ensuring appropriate governance arrangements are in place to successfully deliver the Bristol Clean Air Zone (CAZ), including the CAZ D (commercial and private non-compliant vehicle charging area), additional non-charging measures and wider programme of Clean Air Fund (CAF) measures. In line with JAQU Guidance, the Management Case builds on both the Strategic Outline and Outline Business Cases by clearly identifying the optimal solution to the following issues:

- Programme Governance structure during the design, implementation and operational phases of the programme, including key management roles and responsibilities and the programme organogram.
- Evaluation and monitoring processes and associated benefits realisation.
- The Change Control and Financial Management processes.
- Risk management and mitigation, including the setting of contingency elements of the budget.
- Clear and achievable project plan.
- Programme Management arrangements, including within the wider transport programme.
- Communications & Engagement arrangements.

6.2 Previous Experience & Lessons Learned

Bristol City Council (BCC) has a proven track record of delivering major transport infrastructure projects and programmes of a similar nature and scale to the proposed Bristol CAZ. Moreover, the Transport Service includes an in-house project / programme management team; the Transport Programme Team (TPT). This team grows and employs the learning from these projects and programmes to continually improve project and programme delivery. They are supported by the central BCC Portfolio Management Office (PMO) and are supporting CAZ in relation to this project. Examples of major infrastructure projects include Metrobus, Resident Parking Zones, Street Space Schemes and the Showcase and Greater Bristol Bus Network (GBBN) infrastructure improvements. A summary of these projects follows, with key delivery and monitoring lessons that can be applied to support delivery of the Bristol CAZ highlighted.

BCC operates a cutting-edge Operations Centre which will be key in coordinating and managing traffic and camera enforcement across the city. This will be vital to integrating the operation of the CAZ seamlessly with the rest of the city minimising disruption to stakeholder, business, tourists and residents in Bristol.

6.2.1 Resident Parking Zones

The Resident Parking Zones (RPZ) project is a permit system for residential parking, introduced from 2012 onwards in multiple city centre zones across the city. In order to enforce these zones, a legal network of signage and Traffic Regulation Orders (TROs) were implemented, with residents able to purchase annual permits. Roaming 'camera-cars' equipped with Approved Enforcement Device cameras are now the principal method of identifying parked cars that contravene the regulations. This approach will be key to driving compliance with our CAZ in terms of in-zone journeys.

This project demonstrated BCC's ability to implement a large signage TRO for an enforcement project. A single RPZ comprises of approximately 900 signs, TROs each with its own associated design, surveying, and implementation. 15 of these zones were delivered across the city.

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The successful operation of the central permit system, through an Approved Camera Enforcement Device, clearly demonstrates BCC Parking Enforcement Team's ability to operate our proposed CAZ using a central back-office system. This experience will be central to Bristol's successful delivery of the CAZ.

6.2.2 Bus Lane Enforcement

The Joint Local Transport Plan 3 (JLTP3), adopted in 2011, identified bus priority measures as a strategic goal for the city to improve public transport. This was in order to facilitate faster and more reliable public transport, delivered via the GBBN and Showcase projects. Bus priority measures have since been implemented on four major strategic corridors in the city i.e. A37 Wells Road, A38, Gloucester Road, the Centre and Hotwells Road.

The enforcement of these lanes is vital to achieving faster and more reliable public transport. This is principally done through an Approved Enforcement Device system using fixed cameras and signage. Penalty Notices are then issued by BCC for contraventions of TROs applying to bus lanes. BCC has issued an average of over 4000 Penalty Charge Notices (PCN) per month since the integration of the latest lane in April 2018.

This clearly demonstrates the BCC Operational Enforcement Team's ability to operate and enforce the CAZ D. In addition, BCC operates a dedicated Appeals Team to review and assess contested contraventions of both the Bus Lanes and Resident Parking Zones. The Appeals Team, since 2018, has processed an average of over 500 appeals per month related to Bus Lane PCNs. These resources, experience and skills will be vital to the successful delivery of the CAZ D charging zone and then transitioning to business as usual.

6.2.3 Metrobus

The Metrobus programme is a Bus Rapid Transit (BRT) system covering three initial routes into the City of Bristol, from the wider sub-region, and was implemented as part of sub-regional package comprising over

£250m of funding. The infrastructure delivered is extensive, comprising some 3.5km busway segregated from general traffic, 8 road bridges, 3 railway bridges, 92 new bus stops, 282 new cycle stands, over 10km of new cycle routes, 6km of new road space, and over 17km of new bus priority measures.

The programme included a number of technological and systemically innovative elements, such as the i-Points, at bus stops. This included new back office systems and software to support smart and integrated ticketing that is fundamentally off-bus, allowing customer flexibility and reduced ticketing-associated delay for the bus journeys themselves.

Metrobus also demonstrates BCC's experience in delivering large programme style works across the city and sub-region, with the associated level of complex and tailored governance to ensure successful programme delivery. The programme was governed by a senior Programme Assurance Board, above a Network Integration Board, in addition to the Project Boards for each of the three large infrastructure projects (Ashton Vale to Temple Meads, North Fringe to Hengrove, and South Bristol Link). Given the scale of the Bristol CAZ programme, including the central zone and complementary infrastructure measures, this experience of integrated working at the senior, programme, and project level will prove invaluable in the successful delivery of the Bristol CAZ.

Officers who were key to the successful delivery of this programme will work as part of the Bristol CAZ implementation team, including the Programme Manager and Design Team.

6.2.4 Street Space Schemes

In June 2020 emergency funding was awarded to BCC for the immediate implementation of measures aimed at facilitating social distancing: Street Space Schemes. The Street Space schemes have been/are being implemented to open-up road space usually reserved for parking and movement of general traffic to cyclists and pedestrians to:

- Enable better social distancing, especially in local shopping areas;

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- Encourage people to travel by bike or walk; and
- Reduce air pollution.

Traffic lane closures, segregated cycle routes and pedestrian paths were all included as part of the initial Street Space measures, all offering improvements to air quality as well as enabling social distancing. The team used experience from other schemes and plans already partially drawn up as part of future aspirations, to implement schemes in a very short timescale. This demonstrates the ability and expertise of the team to react quickly.

Some of the team involved with Street Space are also working on the CAZ Programme, this offers an invaluable insight into the methodologies behind quick development and implementation of measures required to improve air quality.

6.3 Governance Structure

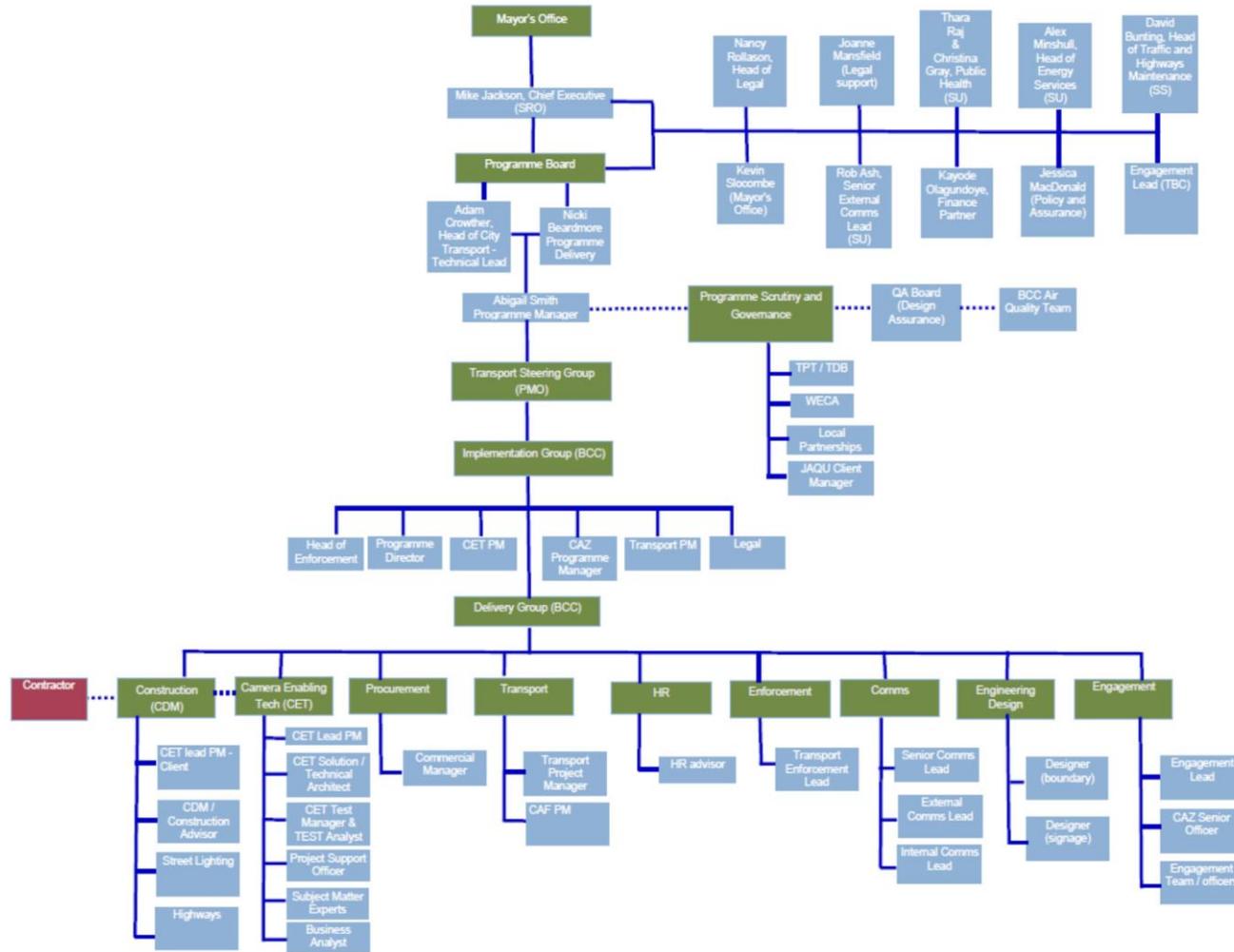
6.3.1 General

The programme will be managed under the general principles specified in the BCC programme manual for the delivery of transport capital projects and programmes, which are based on PRINCE2 / APM methodologies which are largely Agile focused. The Transport Programme Team (TPT), in its capacity as the central project management resource for the Transport Service, will support the project. Due to the size, complexity, and public nature of this programme, the governance structure has been tailored to the specific project environment. The programme will be governed by the Bristol Clean Air Plan Programme Board. The Senior Responsible Owner (SRO) is Mike Jackson, Chief Executive. In addition, the Director of Public Health and the Mayor's Office have key roles on the Programme Board, the later as a representative of the Executive.

The key roles identified within the programme structure are illustrated in the organogram (Figure 6-1) and are detailed below with a description of each role.

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Figure 6-1: Organogram to Implementation



Implementation will be managed by enhancing the structure above to bring in more expertise in the delivery elements of the scheme. The structure for Programme Board and scrutiny remains the same as above with the added line in reporting being added, Implementation Group. This group will meet on a fortnightly basis to unlock any issues raised in Delivery Group in the interim board periods where decisions need to be made. To that end, the group will consist of managers representing Enforcement, Highways and Legal who will be able to make decisions and where this is not possible, escalate to board via a standing board agenda item 'Escalations Tracker'.

6.3.2 Senior Responsible Officer (SRO)

BCC Senior Leadership identified the Senior Responsible Owner (SRO) for the project as Mike Jackson, Chief Executive. The SRO has overall responsibility for ensuring the Bristol CAZ delivers the project benefits i.e. reduced air pollution in the shortest time possible cost on time, within budget and to the agreed quality as set out in the FBC.

Having the Chief Executive as the programme SRO has proven to be beneficial to the team, in terms of being able to coordinate cross council resources and put calls to action out to all council staff. For the OBC, the SRO raised the CAZ Programme (during an address to all staff as part of some organised talks) as being a key council priority and asked that staff support the Programme Team. The CAZ Programme requires a multidiscipline team to work together towards a common goal, with many teams council wide either being affected by (Fleet for example) or needing to input into a programme of this scale (Highways for example) with tight deadlines. That could either be reprioritising staff resource to support the programme, supplying expertise and experience or by helping to utilise communication channels within an established network. Completing the FBC has been a whole council achievement and this ethos will continue into implementation.

Having the Chief Executive as the programme SRO has enabled the programme team to reflect upon the role of the Council in achieving compliance. The internal comms lead within the comms workstream has worked closely with the internal Bristol City Council HR department. This workstream has enabled the programme team to identify issues within the Council's existing policies and BAU teams which may conflict with the City's moral and legal obligation to achieve compliance. The internal comms lead has since briefed individual service directors around the Air Quality impact that their fleet and grey fleet movements have on the City. Consequently, the Council's Travel Plan will be updated to reflect the organisation's role in achieving compliance.

The SRO is the chair of the Programme Board with overall responsibility for the delivery of the Clean Air Zone Programme. The SRO is responsible for ensuring delivery and implementation of the programme and realisation of the required projected benefits. The Programme Director role is responsible for ensuring programme delivery, senior stakeholder management and engagement and is also Programme Sponsor. The Technical Lead is the owner of all technical data and recommendations in relation to traffic modelling, air quality impacts, compliance, and boundaries. This role is also the interface with the council's Highways and Transport departments and wider Transport Strategy. The Programme Manager is responsible for the day to day delivery of the programme including governance, risk management and assurance.

6.3.3 Programme Board

A dedicated project board was set up specifically for delivery and implementation of this important programme and those appointed to the Board will continue to have responsibility for governance, oversight, implementation, and decision making through to successful scheme operation.

The Programme Board comprises representatives with decision-making authority from the Senior Management and the Mayor's Office of BCC, Senior Users (SU) from relevant service areas such as Transport and Energy, senior financial officers, and Senior Suppliers (SS). These members were selected on the basis of their skills, expertise, and authority being appropriate in order to hold responsibility for the programme as a whole, make appropriate decisions, provide senior expertise and knowledge, access required resources and ensure delivery.

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The Programme Board has the authority and responsibility for the delivery of the Bristol CAZ. Meetings of the board are held on a monthly basis; this will continue as set out above for implementation. Meetings are chaired by the SRO, Mike Jackson.

The membership of the CAZ Programme Board is set out in the organogram, and consists of:

- Mike Jackson – Executive Director: Resources & Head of Paid Service (SRO)
- Nicki Beardmore – Programme Delivery (PS)
- Adam Crowther- Head of Strategic City Transport, (Technical Lead)
- Abigail Smith – Programme Manager (PM)
- Rob Harris – CAZ Project Manager
- Kayode Olagundoye – Finance Business Partner (FP)
- Nancy Rollason – Head of Service, Legal
- Joanne Mansfield – Legal support
- Kevin Slocombe – Mayor’s Office representing the Cabinet Member for Transport
- Christina Gray (Director Public Health) and Thara Raj - Public Health
- Jessica MacDonald – Policy and Assurance
- Rob Ash – Senior External Communications Lead (SU)
- Alex Minshull- Head of Service, Energy (SU)
- David Bunting – Head of Traffic and Highways Maintenance (SS)
- TBC – Engagement Lead

In addition to these BCC members, guest officers from partner government agencies attend for appropriate agenda items as necessary. These are:

- Anthony Combe - JAQU Account Manager
- Huw Russell- Local Partnerships Project Director

The board’s responsibility is the general exercise of, but is not limited to, the following functions:

- To be accountable for the success or failure of the programme, as defined by the programme objectives and benefits in the FBC, under the leadership of the SRO.
- To review and approve the Programme Initiation Document.
- To approve the Risk Register and review it on a monthly basis.
- To ensure appropriate governance and assurance
- To provide oversight and decision making to ensure programme delivery and implementation

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- To provide expertise and knowledge in relation to the delivery of the programme as a whole and the realisation of defined benefits.
- To receive regular Highlight Reports from the Programme Manager.
- To provide unified direction to the project and Programme Manager, taking responsibility for joint decisions on the delivery of the programme and changes within the scope agreed.
- To provide the resources and authorize spend of budget for the programme and ensure that the programme is delivering to budget.
- To provide visible and sustained support for the programme delivery team.
- To ensure effective communication within the programme team and with external stakeholders.
- To review and approve, on the completion of the programme, the Programme Closure Report.

The board have been instrumental in supporting the delivery of the FBC, supporting the programme with all available resources, reprioritising teams to allow for this priority work to be inputted into and making sure that any approvals required / documents reviewing are prioritised.

6.3.4 Programme Sponsor

The Programme Sponsor is responsible for the direct supervision of the Programme Manager (PM) in the successful delivery of the programme. Sitting above the PM and Project Teams / workstreams, they are able to provide a level of day-to-day steer and decision-making for issues that do not merit escalation to the Programme Board or SRO. They are also responsible for supporting the PM when issues are escalated to decision-making bodies both within and outside the programme governance structure.

The Programme Sponsor for this programme has been identified as Nicki Beardmore, Programme Director. Nicki has extensive experience initiating and supervising a range of major projects under BCC and was previously the Corporate Director of Resources and Head of Paid Service for the Council. Nicki brings a fresh perspective to the Programme and is able to bring her experience on a range of programmes to the CAZ.

The responsibility for escalating any concerns with any aspect of programme resourcing and prioritisation to the Programme Board sits primarily with the Programme Sponsor.

6.3.5 Technical Lead

The Technical Lead is a critical role within the CAZ programme and has the responsibility for owning, reviewing and assessing all technical / modelling and traffic data reports relating to the CAZ. This role makes recommendations and advises the board on all technical data, reports and presents data in a format all can review and understand.

The Technical Lead for the CAZ programme is Adam Crowther, Head of Service (HoS) for City Transport at BCC. Adam holds a very senior role within the council's transport department and works on a local, regional and national level on behalf of the council. He has held transport management roles within BCC for many years. He therefore understands how to best interpret the systems in place and is able to analyse complex data sources and dependencies. He is able to make appropriate decisions and recommendations that also take into account the wider strategic transport needs and requirements.

6.3.6 Programme Manager

The Project Board appointed the Programme Manager (PM), Abigail Smith to the project initially and she will continue to manage the programme through to full implementation of the CAZ. The delivery of the Bristol CAZ is being led by City Transport Service, with the support of the Transport Programme Team. Over the course of the

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Feasibility Study the project evolved into a programme of works, divided into manageable work streams each having their own responsible project manager. This is managed through the Delivery Working Group.

Abigail is an experienced Senior Transport Project and Programme Manager with over 10 years' experience delivering major infrastructure projects, including Metrobus (North Fringe Hengrove package).

The Programme Manager, sitting in the TPT (Transport Programme Team), allows for additional resource to be drawn upon when required. When the work has peaked, additional staff have been able to step in, using their experience and expertise in project and programme management to help the team meet deadlines as they arise. This has freed the Programme Manager up to undertake the strategic overview, coordination and assurance role required for a programme of this scale. The programme manager has also built up a strong and supportive working relationship with other LAs which has proven to be an invaluable support.

The Programme Manager presented the Project Initiation Document (PID) to the Project Board in June 2018, which has subsequently undergone a number of iterations in line with the fast pace the project evolved, and this includes the following information:

- The product(s) that will be produced, including the CAZ D enforcement areas and enabling infrastructure, the wider mitigation measures such as Clean Air Fund (CAF), cycling infrastructure and wider soft measures under the Clean Air Plan.
- The timescale within which the work is to be carried out, including identifying the appropriate level of resource, both internally within Council services but more broadly with consultants, stakeholders and third parties, required to successfully deliver programme benefits.

The Programme Manager will be responsible and accountable for managing and delivering the programme in accordance with the procedures detailed in Section 6.8. including risk management, financial governance and escalation of decisions to the appropriate level.

6.3.7 Project/Programme Team

As well as the programme manager, the programme will require a series of project teams / workstreams to support the PM in assuring successful delivery. These are drawn from a range of services across the Transport Division covering the wide scope of relevant technical and operational expertise for each work package of the scheme. These include, but are not limited to:

- Network Management
- Change Services
- Parking Enforcement
- Street Lighting
- Engineering Design
- Legal
- Procurement
- ICT
- Communications

In addition, officers from council-wide teams have been and will continue to be drawn into the programme as and when a need exists. These officers will continue to be a part of the CAZ Delivery Group which functions as a

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forum within which to assure progress, highlight risks and issues and escalates issues / challenges to board as appropriate. This builds on a successful format the Programme Manager established for MetroBus which worked well.

The PM is reviewing team resources on regular basis with the Programme Director and reporting to both the Programme Board and Transport Delivery Board (TDB). The Transport Delivery Board has been set up to provide more focus and coordination in the delivery of the transport capital programme, meeting on a bi-weekly basis. TDB will also retain an oversight role for programme dependencies relating to other areas of work across the Transport Service, from providing recommendations on proposed integrations with other technical teams and their projects, to bids for funding, as well as ensuring post-delivery evaluation and auditing are completed. As detailed below in section 6.6.5, the Quality Assurance Board will be the principal resource for scrutinising design.

All time spent on this capially funded programme will be recharged to it, subject to any conditions of the funding.

Roles identified at this point are:

- Programme Director
- Technical Lead
- Programme Manager
- Project Manager
- Construction Project Manager – overseeing construction, managing CDM meetings, site liaison
- Project Manager – CAF measures, admin support
- Design Lead – boundary
- Design Lead – signage
- 2 Lighting Team officers for implementation / contractor liaison
- CET Project Manager
- CET Solution/Technical Architect
- QA/Test Lead
- CET Test Manager
- CET Test Analyst
- CET PM – citizen-facing activities
- Project Support Officer
- Business Analyst
- Subject Matter Expert 1
- Subject Matter Expert 2
- Procurement lead

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- Legal Lead
- HR Lead
- Senior Communications Lead
- Comms Lead
- BCC Internal Comms
- BCC External Comms
- Financial management
- Engagement Team – detailed in the CAF Bid, FBC 17

The Programme Manager proceeds on the principle that, whenever possible, it is optimal to use in-house BCC resource to develop and deliver the project. This enables development of expertise within the workforce, which will aid in smooth operation and refinement of the Bristol CAZ. It also provides proper oversight of a public responsibility for improving air quality.

However, in addition to the BCC Project Teams / workstreams, consultants will be employed as necessary to lead or support certain areas of technical work in delivery / implementation (where BCC does not retain or have access to the necessary expertise). This is led by the Principal Consultant, who liaises directly with the Programme Manager. These are principally, but are not limited to:

- Air Quality Modelling;
- Traffic Modelling; and
- Economic Modelling & Financial Modelling.

BCC has an established Professional Services Framework from which to obtain such support. This will allow for quick procurement, avoiding delays to the programme.

6.4 Project/Programme Management Process

The Bristol CAZ will be managed according to the general principles specified in the BCC TPT programme manual, based on PRINCE2 / APM methodologies. This emphasises continued business justification, a defined organisation structure for the project and programme management, and an emphasis on dividing the programme into projects with manageable and controllable stages. However, as noted above, this process has been adapted according to the specific project and programme environment that exists in Bristol.

These principles as defined in the programme manual include templates such as the Project Initiation Document (PID), Highlight and Closure Reports. Through this system, BCC will deliver the products and benefits of the Bristol CAZ, to reduce NO₂ levels in Bristol in the shortest time possible. The PID was presented by the PM to the Project Board and approved. This document lays out the scope, budget, and benefits of the project. A monthly Highlight Report is presented to the project board. This document will track delivery and spend against the programme and scope specified in the PID, as well as providing an avenue for escalation of change requests. The Project Closure Report will be presented to the Programme Board for approval by the PM at the end of the Feasibility phase of the CAZ before moving into Implementation. This will specify how the project has delivered the scope and benefits as laid out in the PID as well as the handover to business as usual processes. All these documents and templates are available on request. All of these resources will be reviewed and revised following submission of the FBC as the project transitions into an implementation programme.

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All the above project and programme documentation, as well as any other relevant documents, reports or designs, will be stored in an agreed central file location on the BCC shared drives. The versions kept here and maintained by the PM will be the agreed master files. This will also allow all authorised persons, including the SRO and Programme Sponsor, access for the purposes of monitoring.

The CAZ programme has an impact on a number of projects in that it may increase demand for more sustainable modes of transports. The CAZ programme can therefore be linked to Bristol and WECA projects such as;

- The emerging Bus Deal, a strategic programme which aims to improve journey reliability for bus operators along strategic radial corridors
- The West of England's Local Cycling and Walking Investment Plans, a strategic investment portfolio aiming to unlock the region's propensity to cycle and walk
- Mass Transit, a long-term vision for delivering rapid mass transit through a combination of over and underground services
- Bristol Streetspace, utilising Emergency Active Travel Funding (EATF) to prioritise and improve walking and cycling routes in the central region and protect passenger transport during a time of reduced capacity
- BAU freight consolidation and the recently announced Zero Emissions Freight Consolidation Grant
- And MetroWest, a long-term vision for upgrading the Rail Network within the West of England.

Due to the scale and tight timescales involved, the CAZ programme is likely to impact across all workstreams within the Transport Service, as well as other teams' council wide, in terms of staff resource requirements and changes to the network and existing systems. The CAZ must therefore continue to be managed in the cohesive and collaborative manner it has to date. Communication has played a vital part in the FBC development, especially more recently following the Covid-19 pandemic. The measures implemented impacted on the CAZ but strong communication channels have been established across the teams involved and will continue as ongoing programmes overlap and seek to share resources and expertise, for example sharing programme plans and planning resource requirements collaboratively to ensure successful delivery across the board.

6.5 Financial Management

6.5.1 Financial Reporting

Regular financial reporting will be critical to monitoring the success of the programme, as with the project phase. Through regular updates, via the monthly Highlight Report, the PM will ensure that the Programme Sponsor, SRO, and Programme Board can continue to track financial progress against the milestones established in the revised PID. The programme will be supported by the Growth & Regeneration Finance Business Partner throughout its delivery who is responsible for assuring accurate financial data and reporting, recommendations in relation to all financial matters and providing a financial lens on all recommendations to Board, . The Finance Business Partner sits on the Programme Board and is the day-to-day support for financial comment and scrutiny, they will also provide monthly finance reports to the CAZ board, breaking down spend to date and providing an overall summary of the financial status of the programme. The PM will continue to work closely with JAQU colleagues in this regard.

In addition, the programme will be subject to the standard Council financial regulations that govern capital expenditure, including use of the central financial system, Unit4 Business World. This includes monthly forecasting on expected spend across the entirety of the project. The role of the Business Finance Partner will ensure the appropriate level of information, detail and scrutiny in this regard.

6.5.2 Change Control

Change control is a normal part of any programme in relation to delivery plan, scope, budget and quality. In order to ensure effective management of the programme, the process for agreeing these changes is clearly set out in the PID. As specified above, the principal internal mechanism for identifying, recording, and, if necessary, escalating change requests will be through the monthly Highlight Report. Where activities are not being carried out to the plan, cost, or scope agreed in the project plan as part of the PID, the change will be escalated to the appropriate level.

The determination of the change tolerances for the above process is defined in the PID, subject to the Council's internal schemes of delegation. This has provided the PM and Programme Sponsor with appropriate level of delegation to make changes, with subsequent escalation to the SRO, and then finally to the Programme Board if required.

For the PM, Programme Sponsor and SRO, this level of delegation will be judged cumulatively, in order that multiple small changes amounting to a significant one will be given proper scrutiny. In all cases, even where changes are fully within the remit of the PM, these will be recorded on the Highlight Report in order that proper scrutiny can be applied by the Programme Board.

The following change controls and tolerances are identified for Time, Budget and Scope in the CAZ PID: Time;

- Programme slippage of 2 weeks will be managed by the Project Managers / Workstream Leads, providing that slippage does not impact on the critical path. If delays breach this tolerance then the Project Manager will escalate the issue to the Programme manager, through the established escalation process in place through the Delivery Group and Weekly Highlight Reports.
- Programme slippage of 4 weeks will be managed by the Programme Manager (the Programme Director will be notified), providing that slippage does not impact on the critical path. If delays breach this tolerance, then the Programme Manager will escalate the issue to the Programme Director who will provide appropriate decision making and guidance. The Programme Director will escalate to the SRO if required. Programme Board will be informed through the Monthly Highlight Reporting process.

Budget;

- Changes in budget between 1 and 5% of an allocated budget within a work stream will be managed directly by Project Managers / Workstream Leads. Budget increases over this percentage will be escalated to the Programme Manager (who will notify the Programme Director and Finance Business Partner) Board will be notified through the monthly Finance Reporting in place). Such changes will be funded from contingency / risk provisions as appropriate and are not expected to result in an overspend.
- Changes in budget between 5 and 15% of an allocated budget within a workstream will be managed directly by the Programme Manager. Budget increases over this percentage will be escalated to the Programme Director and if required, the SRO and Programme Board for a decision before a change request is issued to the funding body. Such changes will be funded from contingency / risk provisions as appropriate and are not expected to result in an overspend.

Scope;

- Due to the nature of the programme any change in scope will be escalated immediately to the Programme Manager, the Programme Director and Programme Board as necessary.

6.5.3 Interdependencies

To best manage interdependencies and the risks this can pose, each work stream lead has been asked to consider their key deliverables and milestones and examine the dependencies on delivering their deliverables /

milestones for their workstream. This has been considered in the context the wider programme to identify where there are dependencies that could be removed to reduce the risk to the overall programme plan.

Furthermore, working with the wider team and internal stakeholders through the established forums in place, we are able to map out what other priorities are coming up and potentially posing issues with resources, contractor resource, conflicting priorities etc. These are worked out in the forums or escalated to the Implementation Group and if not resolved there then they will be escalated to Board. Examples of managing such potential conflict is best demonstrated with the sudden announcement of Emergency Active Travel Funding. This affects the CAZ in terms of staff resources, impact on key routes through the CAZ and modelling work. Through effective engagement in the Delivery Group, we were able to consider ways to support both projects. The Delivery Group is the forum most appropriate for such dependencies to be discussed in and this will continue through the implementation stage.

6.6 Programme Plan

There are several key stages that occur for any scheme or programme, which include planning, design development, detailed design, mobilisation, construction, and project end. The planned programme for the Bristol CAZ is laid out in a Gantt Chart in Appendix K of the FBC and lays out the anticipated timescales for each element of the programme.

This plan is broken down into three main work packages, as required to identify the critical path and other key relationships between items of work, including how design and procurement are developed and reported.

The implementation is at this point expected to commence in line with instructions from JAQU and following review and approval of the FBC. The council is currently under legal direction to implement the CAZ in October 2021. This is subject to review and approval of the FBC, and any new legal direction that may be received as a result of that review.

The detailed Gantt Chart for the programme is shown in Appendix K. A high-level summary of the key milestones is shown in Table 6-1 below (please note that these dates are subject to change following contractor engagement and alignment with JAQU timescales).

Table 6-1: Key Milestones

Milestone	Date
FBC Submission	30.06.2021
Architecture phase began (previously called pre-on-boarding)	20.01.2021
Procurement of signage begins	05.07.2021
Implementation of the scheme begins – initial contractor discussions and design work	23.06.2021
Planning the purchase of approved devices begins	23.06.2021
Back office system installation complete	30.11.2021
All testing completed	11.02.2022
CAZ Operation Commences	Spring 2022
Monitoring	Ongoing

6.6.1 Management of the Programme Plan

The Programme Plan will be managed by the PM in accordance with the Change Control process. The PM and Programme Sponsor currently review this project plan on a weekly basis but it is also reported formally to both

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Programme Board and TDB through the Highlight Reporting process, with authorised changes which impact upon the expected timescale for affected work packages. The weekly Delivery Group meetings also feed into this review process, providing an escalation route for all risks, issues and queries.

6.6.2 Consenting Strategy

The Charging order is a critical element of delivering the CAZ D with the programme benefits being dependent upon their successful enactment. The consenting strategy for the Bristol CAZ comprises of:

- Charging Order for the Small CAZ D, this is included as an Appendix T, FBC 48.

The requirements for the Charging Order are as follows:

- The order needs to be finalised once the FBC is approved, with amounts and timescales being included / confirmed
- Formal submission of the Order to Council/JAQU
- Order granted

The council has the power to enforce the Charging Order for the Small CAZ D which is drafted and ready to be enacted once approvals are granted.

6.6.3 Budget Management

As detailed in section 6.5, the PM will have responsibility for the management of the budget in collaboration with the Finance Business Partner, and financial reporting to the Programme Sponsor, SRO and Programme Board, through the Highlight Report and BCC central finance system (Unit 4 Business World). This is formally presented by the Finance Business Partner in their monthly finance report to board. In addition to following the governance structure for the programme laid out earlier in the Business Case, all financial transactions and budget changes will follow the BCC's schemes of financial delegation as explained in this section of the business case.

During the completion of the OBC and during a Cabinet meeting in September 2020, delegated authority was passed to the SRO; Mike Jackson with regards to further funding bids for the CAZ. This was also in consultation with the Cabinet member for Finance, Governance & Performance and the Director of Finance & S151 Officer. This will remain in place for Implementation, with any further requests for funding from JAQU being approved by the SRO, with no need to go to Cabinet. Approval to spend the Implementation budget has already been agreed by Cabinet up to £12m (on the 28th April 2020). The submission of the FBC went to Cabinet on the 25 February 2021 and agreed the following recommendations:

- a. Authorise the Chief Executive, in consultation with the Cabinet Member for Finance, Governance & Performance, and S151 officer, to apply for further funding for implementation of the Clean Air Zone and submit the Clean Air Fund (CAF) bid
- b. Authorise the Chief Executive, in consultation with the S151 officer, to make amendments to the existing Clean Air Fund (CAF) bid if required, whilst ensuring no changes are made that would impact on legal compliance being achieved
- c. Authorise officers to continue to work with JAQU to agree implementation plans for the Clean Air Zone and resource allocation in line with the existing scheme of delegation

The Technical Lead for the CAZ Programme is the Head of Service (HoS) for City Transport. In the new guidance published in February 2021; Directorate Scheme of Delegations: Growth and Regeneration, the HoS now has delegated authority to approve spend and to delegate spend approval levels to Programme Managers as

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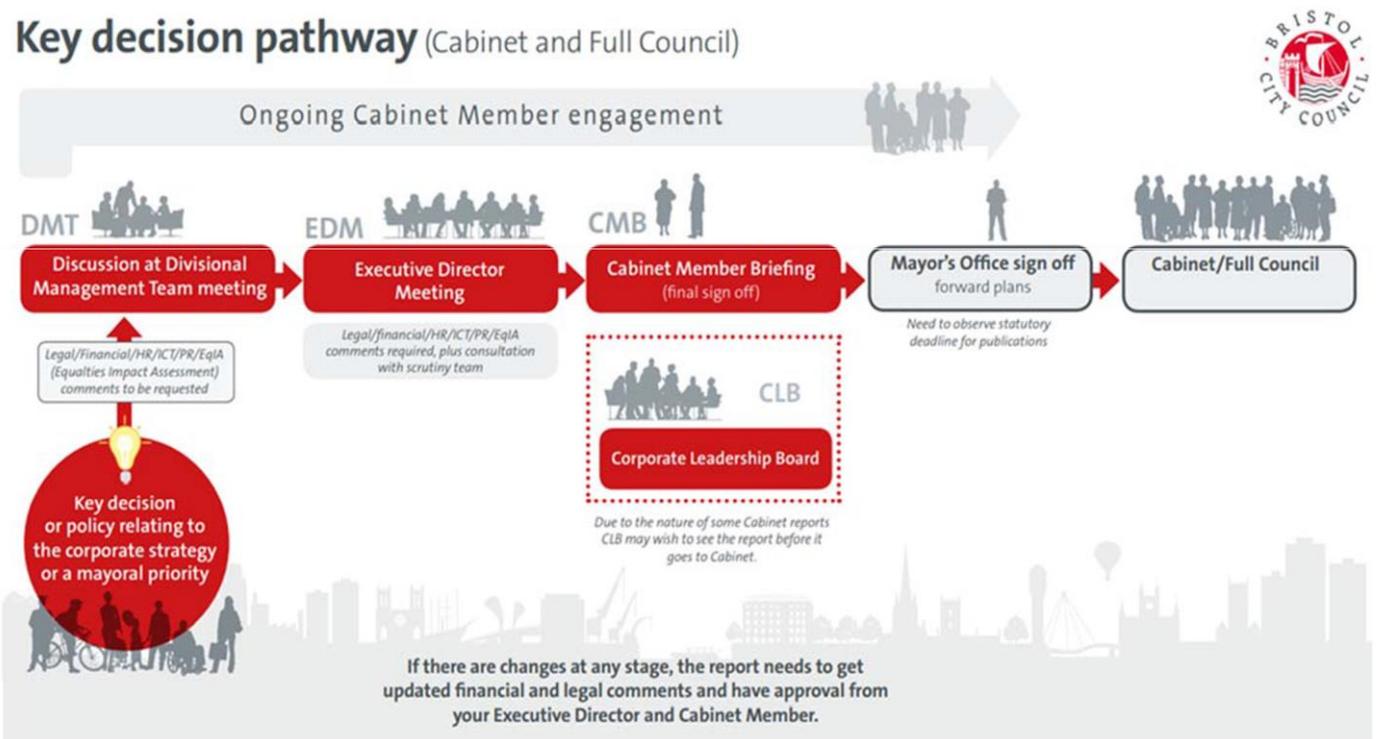
appropriate. This will be put in place for Implementation, reducing the risk of delays caused by awaiting spend to be authorised at Director level for elements of the CAZ including staff costs and materials.

6.6.4 Decision Pathway

BCC has defined a decision pathway which is the route by which information is escalated through levels of senior management and to the Mayor ensuring appropriate level of decision making, scrutiny and challenge is applied to decisions. This is shown in Figure 6-2. This Business Case and the delivery and spend to support the activities therein, has gone through this pathway in order for it to be presented to Cabinet for a decision to be made (approved on 25 February 2021). Approval has been granted to submit the case and deliver the programme infrastructure, with the authority to carry out these activities delegated at the appropriate level, e.g. PM, Sponsor, Director, SRO or the Programme Team.

However, as specified in section 6.6.2, any significant changes to the scope of the planned delivery or budget will be escalated to the appropriate decision-making body as listed in Figure 6-2 and in line with PID requirements, in addition to following the specific project governance. However, given the timescales, and challenges facing the delivery, key members from the Mayor's Office, Corporate Leadership Board (CLB) and Cabinet Members have been included on the Programme Board, in order to accelerate or delegate decisions through this process as appropriate. This structure will remain in place for the implementation phase to ensure there is a robust change management and reporting system in place for the programme.

Figure 6-2: Decision Pathway Process



Following submission of the FBC, the Project Board will transition into a Programme Board with a complete revision of all paperwork.

6.6.5 Quality Assurance

In accordance with BCC Transport standard practice, the Quality Assurance (QA) Board will be used to scrutinise design throughout the lifecycle of the programme. The design work completed so far to advance the project to FBC has already been taken through the two initial stages of QA. The four QA stages are summarised below:

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- QA1; Scheme approval. An outline of the project, including a description of the works, the reason for them, and proposed outcomes/ scheme objectives. This approval was granted to the Bristol CAZ on 1st October 2019.
- QA2; Approval of feasibility/ preliminary design. Early conflicts removed and outline design available for consultation.
- QA3; Approval of final design for construction. Detailed design has been through consultation and statutory process. The Bristol CAZ is currently bringing designs to the board for this approval level in anticipation of FBC submission.
- QA4; Notification of completion. This final stage triggers the adoption process and moves the Bristol CAZ out of the Project Team to being operational and business as usual.

The QA Board is responsible for the overall quality of scheme delivered on street. The technical assessment of the scheme, and each different workstream, will be done through scheme review, TDB and ultimately Programme Board.

6.6.6 Programme Assurance

Independent internal Programme assurance on the Bristol CAZ and CAF programme will be undertaken by the BCC Portfolio Management Office (PMO). A representative from the PMO will report on the Programme and will provide board with independent and objective assurance that the project is being conducted correctly throughout its life cycle, and assurance on the programmes likely future performance (i.e. is the programme on track to deliver its objectives and benefits to time and budget), as well as providing assurance on the Highlight Reporting system.

Its key aims are to:

- Provide oversight of the likely future performance of a project / programme for those responsible for approving and/or financing such an undertaking.
- Help manage risk and improve delivery confidence in relation to time, budget and quality
- Support and increase the likelihood of good, informed decision-making.
- Obtain maximum value for money and delivery of benefits through helping to keep all projects on the right track.
- Support the desire to drive up organisational programme management capability, increasing the likelihood of sustainable, ongoing success of our projects / programmes and reducing an over-reliance on change support.

The Programme Manager will also continue to work alongside JAQU and Local Partnership colleagues, providing additional project assurance.

6.7 Communication and Stakeholder Management

6.7.1 Communication between Programme Management Team and wider stakeholders in Bristol City Council

This programme is managed through City Transport but has implications for other departments and teams.

Regular communication will ensure staff have an accurate and up-to-date understanding of the programme.

This will be achieved through:

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- Senior user representation on the Programme Board, including the heads of Energy and City Transport, senior leadership and the Mayor's Office representatives
- Weekly Delivery Group meetings to ensure efficient coordinated working
- Coordination across the Transport Service through the Transport Delivery Board (TDB)
- Communication through the directorate structure via biweekly reports to the Transport Management Team (TMT), highlighting any cross-working issues

Highlight reports will form the basis of this communication to the TPT; however, a two-way flow of information will be provided at all times.

The collaboration with the council's own Transport Engagement and Active Travel team has also opened new opportunities for the CAZ programme. This proved to be successful during the recent second full public consultation.

The Transport Engagement and Active Travel team are highly experienced and have established effective communication and engagement channels. They hold weekly internal stakeholder meetings with representatives from different sectors of the council including HR and Fleet management and are able to communicate with all council staff and internal groups through established council champions. They also manage regular and successful sustainable transport challenges to encourage use of sustainable transport modes both internally and externally with business networks. The team offer a further level of support and the ability to communicate more widely and quickly for the CAZ Team.

The Delivery Group will continue to function in the same way during the implementation stage, evolving more into delivery focused requirements. Workstream leads will continue to feed through into Delivery Group from their own team and project workstream meetings. The Transport Engagement and Active Travel team and communications support regularly feedback about current trends of enquiries, update on engagement with different businesses and community groups and advise on changes to web pages and communication resources required in order to address concerns being raised.

An Implementation Group will provide an operational escalation route, unlock issues, move work forward avoiding delays between board meetings. The Programme Manager will manage these meetings and have oversight across all key meetings, to ensure a joined-up approach is achieved and will be supported by the Programme Director who will also be in attendance.

6.7.2 Communications Plans

Communication and engagement are critical to the success of the CAZ Programme. We have a comprehensive plan to achieve this. The full plan providing all relevant detail, costs and timings for communication and engagement is in Appendix B.

Following FBC submission, the implementation stage of the programme will begin. Activities will include:

- Preparing residents, businesses, and stakeholders for the introduction of the CAZ
- Signing contracts and mobilising teams and contractors for Camera Enabling Technology (CET), Signage and CAF measures

Communication and engagement activity will focus on:

- Raising awareness of the need for action around air quality in Bristol
- Supporting and preparing people for the implementation of the Clean Air Zone

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- Helping the people to understand their role in tackling air pollution
- Helping people to understand mitigations and support available
- How a Clean Air Zone will help us create a fair, healthy and sustainable city

6.7.3 Stakeholder Management

The CAZ programme involves internal and external stakeholders.

Internal stakeholders will be included in the Delivery or Implementation Groups.

Our Engagement, Communications and HR Teams will communicate and work with internal teams to raise awareness of the CAZ, identify potential issues and work with internal CAZ champions.

Key internal stakeholders include:

- Press Team
- Switchboard
- Events Team
- Economic Development
- Night-Time Economy Lead
- Fleet
- HR
- Policy Team

External engagement work has continued throughout FBC development and includes regular communication and meetings to address concerns, raise awareness and share resources. The team also have a dedicated transport engagement inbox and phone line that is being used to respond to enquiries and update webpages with FAQs, maps and information based on feedback from enquiries.

For external stakeholders the team have created engagement action plans and contact lists for key stakeholders, internal stakeholders, all business sectors, community groups including the voluntary and 3rd sector organisations and educational facilities. The workstreams are split by geographical location and sector type for the team to prioritise those within the zone and those who will be more affected by the CAZ boundary. Below is a summary of those included:

- Key stakeholders (large organisations such as University of Bristol, University Hospitals Bristol NHS Trust, Bristol Waste, Royal Mail, Emergency Services and other business networks, trade associations)
- Businesses (markets, builder merchants, catering, consultants, distributors, driving schools, engineering, enterprises, estate agents, finance services, housing associations, legal services, manufacturing, membership organisations, telecommunications, trade associations, unions)
- Retail (local shopping centres, independent shops, chains, supermarkets)
- Transport providers (car hire, driving schools, garages, motorcycles, taxis firms, car clubs, bus operators, rail network, ferry company)

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- Utilities (energy, telecommunications, water, sewage)
- Business parks/ Industrial Trading Estates (Avonmouth including distribution centres, Filwood Green business park, Barnack Trading Estate, St Philips Marsh area including Temple Meads and Avon Meads)
- Communities (deprived wards, community groups, faith groups, equality groups, educational facilities, health providers etc)
- Internal BCC departments (fleet, resources, parks, highways and maintenance, events team, culture team, film office, Bottleyard, waste, sustainability, contractors, libraries, home to school transport etc)
- Neighbouring authorities (SGC, NSC, BANES, parish councils etc)

6.7.4 Consultation to date

A report on consultation undertaken to date is in Appendix N. Ongoing communications and stakeholder management has been informed by previous consultation and is summarised below.

First consultation

Between 1 July and 12 August 2019, the council consulted on two options for a traffic Clean Air Zone.

- Option 1: Clean Air Zone (private cars not charged)
- Option 2: Diesel car ban

The consultation asked respondents how concerned they are about the health impacts of poor air quality and sought feedback from citizens, businesses and other stakeholders on the two options. The consultation findings are detailed in the consultation report included with the OBC. A Stakeholder Summit was held on Monday 18 November 2019.

Second consultation

A second consultation was held from the 8 Oct 2020 to 13 December 2020. Two further options were presented to the public.

- Option 1: Clean Air Zone C (private cars not charged) with a smaller inner zone of a CAZ D (private cars charged)
- Option 2: Small area CAZ D

The consultation also asked respondents how concerned they are about the health impacts of poor air quality and sought feedback from citizens, businesses, and other stakeholders on the two further options. A copy of the Communications Plan is presented as Appendix B to the FBC.

Due to the limitations caused by the COVID-19 pandemic, we were unable to hold drop-in sessions and face-to-face activities. To boost response rates and target low-responding parts of Bristol, 20,000 paper surveys were delivered to addresses in areas with historically low response rates to consultations and high levels of deprivation. We also emailed all key stakeholders and put up posters in over 120 locations on main shopping centres and carried out targeted social media posts, newsletters and articles and disseminated the CAZ toolkit to targeted business parks and stakeholders.

During the consultation the Transport Engagement team led on the business engagement and used existing business networks. The team also researched, emailed, and called 1,385 businesses to get them to complete the consultation and inform them of the sustainable travel advice and support services available to encourage a modal shift towards walking, cycling and public transport.

Briefings were held with several groups including Business West (with 55 businesses joining), University Hospital Bristol NHS Trust, Southmead Hospital, University of Bristol, University of West of England, Bristol Workplace Travel Network, waste contractors, and neighbouring councils.

The second consultation received 4,225 responses. A summary of responses from groups with protected characteristics and income deciles is contained within the report. More than half of respondents (54%; 2,250 respondents) agree or strongly agree that Option 1 is a good way to improve air quality (20% strongly agree and 34% agree). A higher proportion of respondents (60%; 2,466 respondents) agree or strongly agree that Option 2 is a good way to improve air quality (32% strongly agree and 28% agree).

6.7.5 Engagement to date

Since the consultation ended the team have continued with the engagement work in a reactive and planning capacity. They have been developing the communication plan, engagement and behaviour change strategy and associated timelines for each phase e.g. raising awareness, reaching compliance and behaviour change work. They have been working on communication materials, designing the branding required for the project and setting out action plans for different groups for the proactive engagement stage once the FBC is approved.

The current reactive phase has also included responding to enquiries and addressing any queries and concerns that different stakeholders may raise, updating websites and feeding into other workstreams to ensure we have considered different vehicles exemptions and impacts on finance packages.

Due to Covid-19 and the restrictions during this engagement work most of the activity has had to be carried out remotely via email, telephone and video conferencing where we have presented to key stakeholders. The team has led both the business and community engagement. The Business Engagement Officers work with businesses to encourage investment in sustainable travel modes for their fleets and their employees. Advice and support ranges from match funded grants, electric bike loans, and workplace travel audits, to staff engagement events, personalised travel planning and bike maintenance sessions.

The team's travel advisors have led the contact, phone calls and emails, with businesses and have been explaining the CAZ project and current sustainable travel support available. During the consultation, officers sent 1,005 businesses one or more emails with information about the Clean Air Zone, a call to action to complete the consultation and information about support.

The travel advisors telephoned all business where a response had not been obtained. This enabled officers to reach more businesses as the initial data gathering exercise often returned general email addresses. By telephoning the team could often get to speak to the correct person or obtain an email address for them.

As part of this work the Business Engagement Officers also held a range of virtual meetings with the larger employers in the city to delve a little deeper into the details of CAZ and what that will mean for their organisations. The officers answered questions, talked through any concerns, and have agreed to continue these meetings to provide ongoing support whilst the details of the CAZ are developed.

The community engagement officers have also been responding to enquiries from the public via the Transport Engagement inbox and phone line. They have also been providing individuals with sustainable travel advice and have explained about the support that is available and will begin the proactive stage once the project moves to the implementation stage.

This work and a similar thorough approach will be taken during the implementation stage of the CAZ. FBC 17 – CAF includes a bid for funds to continue engagement on a wider scale.

6.8 Risk Management Strategy

Risks are defined as uncertain events that, should they occur, will have an impact on achieving the programme objectives; issues are problems that have occurred are live and are having an effect on a programme achieving its objectives.

A requirement of the process is that risks need to be identified at programme start up and reviewed throughout the programme's lifetime. The principal mechanism for identifying and reviewing risks is the Risk Register. This document holds a record of all the identified risks. Each is graded on probability (1-4) and Impact (1, 3, 5, or 7) to produce an overall risk rating. The agreed action for each risk is then recorded, both in general terms (Accept, Reduce, Avoid), and a specific mitigation. The Residual Risk, being the remaining risk level with mitigation in place, is then recorded in terms of probability and impact to give a residual risk rating.

As mitigation proceeds and the programme is develops, these ratings will be continually reviewed by the PM and Programme Director and reported monthly to Programme Board by exception. Both the risk and mitigation are given recorded owners to ensure continued responsibility is taken for the management of each.

The Risk Register also forms the basis of the QRA. This process allocates a cost to each risk being realised and multiplies this by the probability to generate a likely cost impact of all the identified risks becoming issues. At a level of risk agreed between BCC and JAQU, the results are then used to establish a quantified contingency budget.

The QRA figure being included financial case is the 80th Percentile - P (80). In addition, the 50th Percentile (P (50)) and the P(Mean), the mean percentile value also provide further levels of confidence.

The QRA for the FBC stage is shown in Table 6-2:

Table 6-2: Summary of QRA

	P (50)	P (80)	P (Mean)
Grand Total Risk (Financial + Delay)	£879,000	£1,225,000	£908,000

The risks associated with the FBC stage of the project have been grouped into a number of categories with the associated financial values, see Table 6-3 for details.

Table 6-3: Summary of risk categories

Risk Category	Risk Value p(80)
Brexit	£14,187
Communications / stakeholder challenge	£179,483
Construction	£104,631
COVID-19	£88,670
Financial	£191,084
Legal / process	£3,547
On-street effects	£61,367
Political	£380,099
Procurement	£4,581

Risk Category	Risk Value p(80)
Resources	£65,394
Technical / Design	£65,394
Total	£1,225,000

Further details on the QRA are held in FBC 35 – BCC CAZ Risk Management QRA.

Issues are to be reported in a similar manner. Because the issue has occurred, the matter of impact (in cost and time) will be reported; an owner of the issue will be identified and a timescale within which it is to be resolved via the agreed mitigating actions.

6.9 Monitoring and Evaluation Plan and Benefits Realisation Strategy

The focus of the Bristol CAZ is achieving air quality and public health improvements in compliance with the legal requirements laid down by UK courts: that is, achieving compliance as quickly as possible, reducing human exposure to pollutants as quickly as possible, and ensuring that such compliance is possible.

The full Monitoring & Evaluation Plan can be found in FBC 38. This document sets out how the benefits of the scheme will be monitored, evaluated, and realised. It has been produced in line with the Inceptions, Evidence and Options Appraisal packages of Guidance issued by JAQU in 2017 (and subsequently revised), and HM Treasury Green Book, in order to comply with best practice and provide a thorough and evidenced basis for the performance of the scheme.

Monitoring will be undertaken by BCC's Air Quality Team, supported by consultants to be employed as necessary to lead or support certain areas of technical work. Both Process and Impact Evaluation will take place. Process Evaluation seeks to answer the question 'How Was the scheme delivered?' including:

- Scheme build; achievement of timescale and key milestones, risk outcomes and stakeholder feedback.
- Delivered scheme; scheme refinements and success of design and materials.
- Outturn costs; as compared to forecasts, including capital expenditure and ongoing operational costs.

Impact Evaluations attempt to provide an objective test of changes, and the extent to which these are attributable to the scheme, including:

- The Primary Critical Success (CSF) of reducing NO2 concentrations below legal limits.
- Secondary CSFs, such as mitigating financial impact on low income households.

The resource needed to undertake and manage this monitoring has been included in the financial case as operational expenditure by BCC for the full 8 years of monitoring, as referred to in section 6.10, Project Closure and Handover. New infrastructure and equipment costs have also been included as capital cost items.

6.10 Project Closure and Handover

As laid out in section 6.4, upon project completion, the PM will present the Project Closure Report to the Programme Board for review and approval. This will take place once this FBC is submitted prior to the transition to a programme for implementation. This report will lay out how the project has delivered to the plan laid out in the PID, subject to approved changes, and how it has achieved the project benefits i.e. compliance in the shortest time possible. It will also give a financial summary of the project, listing project expenditure as compared to original budget.

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This fits within the overall phasing of the programme:

- Phase 1 – FBC submission and approval

Once approved, Programme Closure Report taken to Board, to acknowledge the move into Implementation

- Phase 2 – Implementation stage

Once completed, following go live, final Programme Closure Report taken to Board

- Phase 3 – BAU

Following go live, the scheme will transition into BAU with support from the contract management team

Within the Phase 1 Closure Report, the next phase of the programme will be explained. As part of the Phase 2 Programme Closure Report post implementation, a further report will detail how and within what timescales the programme will be handed over to Business-as-Usual (BAU) operation. This will also specify the BCC teams which will take over the operational duties.

The move to Phase 3 will include a list of all new assets and as built drawings, plans, plus new systems and processes being provided to the appropriate teams. A full handover meeting will take place with all relevant internal stakeholders to ensure a smooth transition to BAU takes place. Those taking on a BAU role, Highways, Enforcement etc. are already involved in the programme and part of the Delivery Group, Implementation Group and / or Board.

Where there is temporary infrastructure to be removed, this will be coordinated through the Implementation Group to ensure any work required such as tenders for contractor work is procured within the timescales of the CAZ Programme. This will be discussed, planned for and resource allocated as part of Phase 2 of the programme.

As detailed in section 6.2, BCC's experience from previous measures in the operation of Approved Enforcement Device enforced bus lanes, and in the operation of a central permit system for the Residents Parking Zones means that the teams required have already been identified within the existing BCC Transport Service structure. These are chiefly:

- The Parking Enforcement Team
- The Parking Appeals Team
- The Network Management Team and Operations Centre.

It is agreed that the existing resource within these teams will not be sufficient to operate the Small CAZ D. Again, from its existing operational experience, BCC has a clear idea of the extent and structure of the resource requirements. It has been included in the Financial Case with relation to implementation and operational costs and briefly consists of:

- 2 Civil Enforcement Officer (CEO) per 30,000 annual PCNs.
- 3 Appeals Officer (AO) per 10,000 annual PCNs
- 1 Senior Officer Traffic Penalty Tribunal (TPT)
- 1 Contract Manager to oversee all contracts
- 1 Contract Management Support officer
- 1 Network Management Officer

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- 3 CAZ Administrators – public facing
- 3 CAZ Exemptions Administrators
- 1 Senior CAZ Exemptions Administrator
- 1 CAZ Operations Officer

It is anticipated that these additional staff will be folded into the existing management structure under the Team Manager (Enforcement) and Team Manager (Appeals). The roles will exist for a period of 3 years to ensure the scheme is fully covered for its duration and any outstanding appeals etc. are finalized and resolved.

The Closure Report will also detail the handover to BAU with regards to ongoing monitoring and reporting. As detailed in the Monitoring & Evaluation Plan (FBC 38), this will be carried out by the Sustainability Team.

Resource for this has also been costed and included in the Financial Case, consisting of:

- 1 Air Quality Management (average annual cost used for ongoing management of air quality monitoring including changing diffusion tubes and calibrating continuous monitor every month)
- 1 Monitoring Traffic Levels – ongoing (indicative estimate used for CAZ-specific traffic count surveys)
- 1 Scheme Monitoring – ongoing (staff member at 0.21 FTE)

The team are also going to be working alongside JAQU and Ipsos Mori to take part in a 'Deep Dive'. This will complement our own evaluation of the scheme and will be led by the Air Quality Team alongside the monitoring and evaluation for the CAZ scheme.