Supporting Leicestershire Families – Capital Scheme Element

Incorporating business case, project brief and project management document

Part A – Document Control
Part B – Business Case, Project Background and technical issues
Part C – Project Brief
Part D – Project Management Document

Version no: 1

Date: 3-May-2013

Part A - Document Control

A 1 - Key personnel

Title	Project Initiation Document
Author	Rob Bindloss
Approver	
Owner	Martyn Bowen
A 2 - Project Organisation Structure	

The Wheels to Work element of the overall Supporting Leicestershire Families scheme is being run by Melton Borough Council. Rob Bindloss is the day-to-day manager of the scheme supported by an Admin Assistant, Collection and Delivery assistant. Martyn Bowen is the project owner.

A monthly meeting takes place with Leicestershire County council to monitor the overall progress of the scheme.

A 3 - Version history

Version	Date	Summary of changes	Changes marked

A 4 - Distribution

Name	Area

A 5 - References

Doc reference	Document title

Part B – Business Case, Project Background / technical issues

B 1 - General

LCC and MBC provide the Wheels to Work Scheme whose aim is to help Leicestershire residents overcome transport barriers which prevent them from accessing or maintaining employment by providing vehicles including motor scooters. This programme has recently been extended through the Supporting Leicestershire Families programme to expand its delivery between 2013-2015. The programme in general targets the greater Leicestershire County area excluding the City of Leicester.

LCC has been successful in obtaining £8 million to run the Supporting Leicestershire Families programme of which £175,000 has been allocated to Melton to fund the programme. Of this sum £73,000 relates to capital expenditure for the purchase of the scooters to extend the scheme as detailed above. The remaining element of the scheme covers the revenue costs over the period of the scheme. This will enable an additional 30 scooters to be purchased to meet the aims of the scheme.

MBC was asked to put forward a proposal as part of a larger Supporting Leicestershire Families programme due to the success of running the County-wide Wheels 2 Work and latterly the Local Sustainable Transport Scheme programmes.

B 2 –Service / Service / Function

The service forms part of the Place team within Communities and Neighbourhoods

B 3 – Strategic fit

The scheme enables sustain the existing Melton and Rutland Wheels 2 Work scheme which supports the following goals:

- Support people and businesses through the economic downturn
- Improve the well-being of vulnerable people
- Meet the economic needs of the Borough
- Improve quality of life for people living in the most disadvantaged neighbourhoods.

Although the scheme is ran throughout Leicestershire, in addition to people within Melton being eligible the scheme also provides work for local Melton businesses and their staff

It is expected that the work with employers across the County will help ensure the scheme is sustainable at the end of the scheme in 2015.

Critical Success Factors

- 30 Scooters purchased
- 90 people directly benefit from the scheme
- Reduce unemployment -85% of those on scheme will have sustained employment
- Deliver scheme in budget
- Identify employers to enable scheme to be sustainable

B 4 - Options appraisal

The County Council has been successful in obtaining £8M towards providing the Supporting Leicestershire Families programme. Melton Borough Council was asked to submit a bid as part of this scheme. This was approved by LCC. The overall bid was successful and approved in February 2013. The Wheels 2 Work aspect of the scheme will go live in May 2013. All the funding for the scheme is being provided by LCC. However the scooters will remain assets of MBC at the end of the project.

B 5 -   Achievability

The first 15 scooters for the scheme will be purchased and be available for during the summer of 2013. All 30 bikes are expected to be in operation by early 2014.

B 6 -   Legal Issues (if applicable)

A Memorandum of Understanding has been agreed and signed with LCC.

B 7   Specification

The programme will be open to all groups of Leicestershire residents identified as fitting within the programme criteria and living within the target area namely Leicestershire County who are unable to engage in either, employment, training or education due to either restricted or no access to public transport and who live beyond a mile from their destination, therefore excluding them from accessing potential employment.

The scheme will enable the target group to enter into and sustain long-term employment, increasing their life opportunities, improving quality of life, personal health and self-esteem. It is expected up to 90 people will directly benefit from the W2W scheme within the target area by accessing employment, training and education.

The W2W fleet will comprise of electric 2 wheelers, petrol powered scooters

of 50 and 125 cc, the 'green' theme will run through the ethos of W2W applicants promoting the benefits of using environmentally friendly electric vehicles as opposed to the more commonly used petrol versions. The benefits of which will include reduced emissions leading to an improvement in health in those more susceptible to poor air quality as well as promoting cycling as a healthy pastime and an alternative to commuting and reducing congestion.

B 8 - Financial Implications

Cap

	£	Comment
Costs	2013/14 - £44000 2014/15 - £29000	
External Funding	£73,000	
Net Cost	*0.00*	
Ongoing Savings		
Phasing		

B 9 – Project Scoring Matrix

Scoring – for your project – calculate the points			
Criteria	**1 Point**	**2 Points**	**3 Points**
Cost £ (budget, time and human resource)	<£10k	£10k - £50K	>£50K
Timescale	< 6 months	6 – 12 months	> 12 months
Impact if project failed on the organisation	Minor disruption	Moderate	Major
Melton's Track Record	Done Successfully Many Times Before	Done Successfully Once or Twice Before	New Area of Working
Stakeholder Interest (internal and external)	Minimal	Moderate	Major
Project Complexity	Straight-forward	Moderately Complex	Highly Complex

Projects scoring 6 – 10 points - Formal methodology not necessary
Projects scoring > 10 points - Formal methodology is necessary

Note

The business case must be submitted initially to the Programme Board and will allow schemes to be prioritised and feasibility to be assessed.

Part C – Project Brief

The Project Brief sets out the direction, scope and objectives of the project and forms essentially the "contract" between the Project Sponsor and Project Manager as to what will need to be delivered.

C 1 - Project Objectives, outcomes and benefits

See Section B above.

Part D – Project Management

D 1- Key Business Risks/Contingency Plans/Exit Strategy

- The major risk to the success of the scheme is if the current Wheels 2 Work co-ordinator leaves the post. He has the expert knowledge, contacts and the confidence of the LCC for the successful delivery of the project.

It is essential therefore that MBC retain the services of the current post-holder.

- Ensuring available unit to store and maintain bikes is available

  Unit at Snowhill has been sourced for the short-term

- Source of company to provide training to users

- Quality and timeliness of referrals from the SLF teams

- CBT trainers in Melton, Syston and Coalville currently being used. With new provider in Hinckley area due to start

- A further major risk is poor client participation

- Ensure proactive promotion of the scheme continues throughout the projects lifetime

- Ensure vehicle reliability and quality remain unimpaired

As part of the overall Choose How You Move and Supporting Leicestershire families schemes , a number of the providers have formed a group to work with employers in the region. This work will be part of the exit/sustainable strategy to work with major employers –such as Caterpillar, East Midlands Airport, Job centre Plus and local referral agencies - to provide ongoing support for the scheme if funding to extend the scheme in 2015 is not found. The scheme is also looking at the charging scheme to analyse if this can also make the scheme self-funding.

D 2 - Key Stakeholders

This section should identify the key stakeholders, both internal and external to Melton Borough Council, for example:

External Stakeholders
- Leicester County Council as funders of the project and in particular the SLF teams across the County
- Major employers in the County
- Job Centre Plus
- Educational Establishments
- General Public – LCC and MBC are jointly promoting the scheme to the public. Users on the scheme get a regular newsletter providing information and support – i.e. – How to drive safely during the winter.

Internal Stakeholders

<u>Finance</u> – An internal group has been set up with finance. Discussions include raising and paying of invoices, insurance and with the service accountant.

<u>Financial Support</u> – As this is an extension of the existing scheme, relationships have been built up with the Finance Support section who will recover non-payment of invoices raised.

<u>Legal</u> – The M.O.U was approved by legal section. The legal section are also used to taking court action in this area.

For guidance on their management strategies refer back to Step 2 – Prioritisation, page 16

D 3 - Communication Plan

The Communications Plan will have been developed from information derived from Stakeholder Analysis, Project Brief, and Directives from the Programme Board, Project Quality Plan and Project Approach.

The PM has regular meetings with the Project Sponsor and monthly meeting are help with LCC as funders of the scheme and who have to provide reports to DCLG.

Information around progress against targets for uptake, budget and users is also provided.

Regular meetings with project suppliers to ensure continued quality of delivery and reliability

Regular articles will be placed in the Corporate Messenger to inform staff on progress of the scheme.

D 4 - Project Controls

This section of the PID should highlight the key controls that have been put in place to aid the management of the project. This may include:

Quality Control

- Information is gathered on the users access to own transport after their 6 months usage of the scooter
- Information on if education or employment is being enabled by the use of the scooter
- Information on whether the user remains in education or employment
- Ethnicity Information on the users of the scheme
- Budgetary information

Key Controls for Project Closure

- Engaging with employers to make the scheme sustainable after 2015
- Evaluation of the success of the scheme to secure future funding
- Evaluation of charging policy to make the scheme self-sufficient

Appendix B2, – Standard Risk Management Template

Project Name:
Updated:

Col 1	Col 2	Col 3	Col 4	Col 5	Col 6	Col 7	Col 8	Col 9	Col 10	Col 11
Risk No.	Grade [red, amber, green]	Risk Owner	Cause	Potential Consequences	Current Score	Original Score	Movement [↔,↑,↓]	Current controls [working]	Adequacy of mitigation measures	Planned actions (For key risks only)
1				●						
2				●						
3				●						
4				●						
5				●						

Last updated:

Risk Number	This is the unique identification number given to each individual risk
Owner/project	Who is the risk owner and therefore responsible for ensuring the mitigation work is undertaken
Cause	This describes the existing, potential or perceived risk/threat to the project objectives
Consequence	The impact of the cause is often a chain of events that can impact on many stakeholders
Current score and original score	Based on the risk matrix, how is the risk likelihood scored e.g. A, B, C, D or E Based on the risk matrix, how is the impact scored e.g. 1, 2, 3 or 4 The original score is as per the first time it was raised.
Current mitigation	The existing measures that are in place to control /prevent the risk (risk mitigation)
Adequacy	An assessment on the suitability of the current mitigation measures (adequate, poor, good)