

## **7 Programme Management**

### ***7.1 General principles***

The Research Programme will be managed by Professor May, following the Institute for Transport Studies' ISO 9001 accredited quality assurance procedures. The overall aim of the management procedures will be to ensure that the Programme's overall objectives can be met within the resources available, that the outputs are of high quality and are delivered on schedule, and that the results are effectively disseminated and exploited. Professor May will be supported in this by a Management Group, a Programme Manager, Mr Page, and a Local Authority Coordinator, Dr Gallagher. In addition, EPSRC will appoint a Steering Group to oversee the Research Programme and to satisfy itself that its wider objectives are being met.

Detailed project management will be overseen by the Management Group, involving the five investigators, who will regularly review, for each Research Project and for all current tasks, the extent to which the objectives have been achieved, the further resources needed to meet them, and the adjustments needed to achieve completion. Each Project will be managed by an identified Project Director and individual tasks and projects will have their own steering meetings, where deemed necessary. Project progress will also be monitored against the milestones identified in the GANTT chart, but on the understanding that these may well change in the light of the decisions of the Steering Group.

Contact details for the members of the Management Group, the Local Authority Coordinator and the Project Directors are given in Annex 2.

### ***7.2 The Management Group***

The Management Group is responsible for monitoring progress with work on the DISTILLATE research programme; ensuring that the programme's research objectives can be met within the resources available; checking that deliverables and other outputs are of appropriate quality and are produced on time; monitoring the interaction between projects and ensuring that outputs from one project to another are appropriate to the latter's needs; and satisfying itself as to the arrangements for dissemination and exploitation.

The Management Group is responsible for submitting regular reports to the Steering Group, and for responding to recommendations from the Steering Group.

Its members are

Tony May, University of Leeds (Chair)  
Angela Hull, University of the West of England  
Peter Jones, University of Westminster  
Johan Kuylenstierna, University of York  
Neil Paulley, TRL Ltd.  
Matthew Page, Programme Manager

Each member may be represented by an alternate as required.

The Management Group will meet at least quarterly, and monthly as required.

### **7.3 The Steering Group**

The research strategy will be overseen by a Steering Group, including the five investigators, three independent members from local government, stakeholder groups and consultancy, a representative of the Department for Transport and an EPSRC nominee, with an independent chair. The Steering Group will meet every six months to receive reports on the progress of the research and proposals for future research activity and dissemination. The main function of the Steering Group will be to guide the project, provide ideas and ensure the professional and practical relevance of the work. It will make recommendations on any necessary redirection of the research programme and will also participate in the mid project review required by EPSRC. Members of the Steering Group will be required to sign the programme's confidentiality agreement.

### **7.4 The Programme Manager**

The Programme Manager will advise the Management Group on the management of the DISTILLATE research programme, and take executive action on behalf of the Management Group. He will be a full member of the Group. Supported by information provided by partners and project managers, he will:-

- Assess whether the programme's objectives are being met;
- Check that the resources remaining are sufficient to satisfy the remaining objectives;
- Check that deliverable and other outputs are of appropriate quality and submitted on time;
- Monitor the interaction between projects to ensure that projects receive the information that they need from other projects;
- Review the arrangements for dissemination and exploitation;
- Liaise with the Local Authority Coordinator to ensure that the Management Group is aware of any problems arising in interactions with local authorities;
- Provide reports as necessary for the Management Group.

The Programme Manager has a budget of six person months over the four year programme, together with three months' secretarial support.

### **7.5 Managing Local Authority Input**

The Local Authority Coordinator is responsible to the Programme Director for ensuring that local authorities are benefiting appropriately from involvement with the DISTILLATE research programme, and are contributing effectively to it. He will:

- Advise the local authorities on the coordination of the cluster meetings
- Coordinate local authority input to the Reference Group and the annual workshops
- Satisfy himself that the local authorities are making effective contributions to the research programme
- Review with local authorities on a regular basis the benefits which they are obtaining from the programme and the ways in which these benefits can be disseminated and exploited

- Advise the Programme Director and Programme Manager of any issues to be resolved by the Management Group

The Local Authority Coordinator will contribute mainly under three headings:

- Case Studies (Section 7.6)
- Reference Group (Section 7.7)
- Clusters (Section 7.8)

While he may participate in discussions on individual case studies, he will not be directly involved in their management. It will be for the Programme Director to resolve problems arising from the conduct of the case studies.

## **7.6 Case Studies**

Each of the case studies identified in the 16 local authorities has been linked to one or more of the Projects, as either a laboratory study or as a comparator. The case studies have been divided between the Clusters, so that each Cluster potentially includes the three super-site authorities plus between four and six other local authorities.

Thus each local authority will be relating to one or more of the research teams carrying out each task and will be expected to provide access to information, and to interact with one or more teams, as well as participating in one or more of the Clusters. This could be very demanding in terms of time and other resources, and there is also a risk of multiple requests from the separate research teams for access to similar information. A lead person, (the principal point of contact) will be identified for each case study, who will be responsible for coordinating contact between the case study and any of the project leaders of the research projects using the case study.

The ‘day to day’ links between research projects and case studies will be managed by direct liaison between the individual research project managers and the individual local authority experts. They are expected to develop a good working relationship and to manage and resolve issues as they arise. These ‘day to day’ relationships will be supervised and supported by the ‘principal point of contact’ in the research programme and the local authority organisation.

One senior individual in one of the research partners will be responsible for each local authority and will link with a senior individual in the authority. These will either be the ‘principal point of contact’ or will nominate someone to carry out the role. They will jointly ‘own’ the relationship between DISTILLATE and the case study, coordinate approaches and responses, set up the direct links between research projects and case studies, and resolve any issues that may arise.

The principal points of contact will arrange ‘start-up’ or ‘kick-off’ meetings between a representative of all the research projects that intend to work closely with the case study and representatives of all the departments that are involved in or affected by the case study. These meetings will identify the interests and linkages; firm up on the details of the case studies (and consider whether other case studies may also be of interest, either a substitute or as additional comparator or reference studies); and set up the initial direct case study/research project contacts.

In the event of problems developing in the direct contact between case studies and research projects, in the first instance they will be referred to the principal points of contact for resolution, then to the local authority coordinator and, if necessary, eventually to the programme director, who is ultimately responsible for the success of the programme.

The Local Authority Coordinator's role will be to ensure that the difficulties have been resolved to everyone's satisfaction and do not remain as a source of friction for the local authority, the research project or the DISTILLATE programme.

## **7.7 Reference Group**

The Reference Group is intended to reflect the interests of a wider range of stakeholders, including national and local government departments responsible for related policy sectors, national agencies responsible for transport modes, transport operators and providers, transport users and interest groups, as described in section 6.3. The objective is to share the emerging results from the research with a wider range of influential contacts, and gather their views on the application and implementation of the results.

The Reference Group will be supported through the Virtual Knowledge Park. Members of the Reference Group will have access to a wide range of material, but given their role and responsibilities in their own organisations, many will not have the time or opportunity to delve deeply into the background information. Therefore information will be mainly communicated to the Reference Group through an electronic newsletter. This will summarise progress and highlight issues of particular interest or concern, and provide links to more detailed source documents and references.

Members of the Reference Group will be invited to participate in a wider research workshop every year, in which they will be able to learn about the progress of DISTILLATE, comment on any constraints to the wider application of the research results, and consider ways in which these can be overcome. Other local authorities will be invited to participate in the annual research workshop.

Members of the Reference Group will be invited to contribute to developing the programme to involve them and the agenda for the annual research workshops, as well as participating in the workshops.

## **7.8 Cluster Groups**

Each of the Cluster Groups is expected to meet up to twice a year, and will provide an opportunity for the members of the Clusters to learn from one another, as well as from the research. The Clusters will also be a research resource for the project team to learn from practical experience. One key aspect for the Clusters will be to identify and share examples of good practice. The local authority coordinator will facilitate cross fertilisation between the separate Clusters.

The four Cluster Groups will be supported through the Virtual Knowledge Park. Each case study will be assigned to one or more of the Cluster Groups, and each local authority partner may join one or more of the clusters. A flexible programme of meetings will be organised, based around the issues which are developed through each Cluster Group. Each meeting will have a specific topic or theme and may involve one or more of the cluster groups. The meetings will be based at one of the local authority partners and will involve one or more of the case studies.

Each Cluster Group will be led by one of the local authority partners, two have been identified and the other two will be identified through the 'start up' meetings and dialogue with the authorities.

- Analytical support tools (Strathclyde Passenger Transport – John Halliday)

- Decision making processes and techniques (to be arranged)
- Development projects (City of York – Sue Smales)
- Sustainable transport modes (to be arranged)

With the assistance of the Local Authority Coordinator, each Cluster will:

- define how it intends to work together,
- with the other Clusters and
- with the relevant DISTILLATE research consortium members;
- develop an agenda (objectives)
- a programme and
- a timetable

The Local Authority Coordinator will facilitate this process, supporting the local authorities and developing the dialogue between the research members and their local authority partners, as well as challenging both the local authorities and the research members understanding of the issues, identifying any gaps or misunderstandings and encouraging both sides to investigate and understand the issues for each other's standpoint.

### ***7.9 Collaboration Agreement***

A Collaboration Agreement will be signed by all the academic and local authority partners. In addition to clarifying responsibilities and contributions, it covers the issues of intellectual property and confidentiality. It commits all partners to respecting the confidentiality of local authorities on specific policy issues, while retaining the right to publish more generally applicable results. It also ensures that any foreground intellectual property generated within the Programme is appropriately protected and exploited, and that any background intellectual property provided as input to the Programme is protected. To these ends, other participants including service consultants and members of the Steering Group will be asked to sign a confidentiality agreement.

### ***7.10 Resource Agreement***

The five research partners have also agreed on a statement of the allocation of the budget between them, and the arrangements for monitoring expenditure, revising the budget allocation, and making payments.