

ANSA DIGITAL: FUTURE MOBILITY PLAYBOOK

Optimising Digital Planning

Reimagining planning
services in the new
digital era

What is the Future Mobility Playbook?

The land-use and transport planning industry has made important progress on the future mobility vision to deliver a sustainable and inclusive economy. There has also been impressive progress on piloting systems to find a route to future mobility solutions.

But how can we accelerate future mobility? How can we meet our shorter term needs whilst developing building blocks for future mobility? How can we develop a better environment for UK-based innovation within more regulated or mature services? Did we need a seismic shift in our needs to bring us together to focus our resources and end silo working?

The Future Mobility Playbook provides a process-driven way to refresh your plans and make them more dynamic so we can meet our shorter term needs without losing sight of tackling shared, longer term needs. It presents the great opportunities to exploit automation and collaboration now proven ready in this new digital era. It is likely that only together can we reimagine planning services and build a shared route-map to accelerate future mobility.

This Playbook is structured around five plans. It describes the 'plays' for refreshing your planning to accelerate services to meet shorter term needs but also to deliver a longer term sustainable and inclusive economy.

Is transport planning going to change?

Well it has now!

We are now entering a new digital era following the rapid acceleration to enable home working, dealing with other aspects of CV-19 and several other key digital discoveries.

The need for change has never been greater as we combine new digital ways of working with rapidly evolving shorter term needs and a longer term mission to meet The Grand Challenge.

The Grand Challenge concept needs to capture a more holistic view of our world and represents a collective challenge including your long term vision across your geographies and communities, as well as the vision for outside your jurisdiction.

Our shorter term needs are having a profound impact on our daily activities and are completely disrupting our behaviour.

We have to address shorter term and more local needs around population health management, making faster progress on reducing the impact of emissions and kick starting the economy.

But we have to align these activities with longer term needs around levelling-up, the climate crisis and improving UK prosperity, and tackle the 'causes of causes'.

Is now the time to reimagine planning services?

It will not be the plan that simply allows us to make better decisions but our ability to quickly evolve the plan for shorter term, more local needs whilst keeping mission focused.

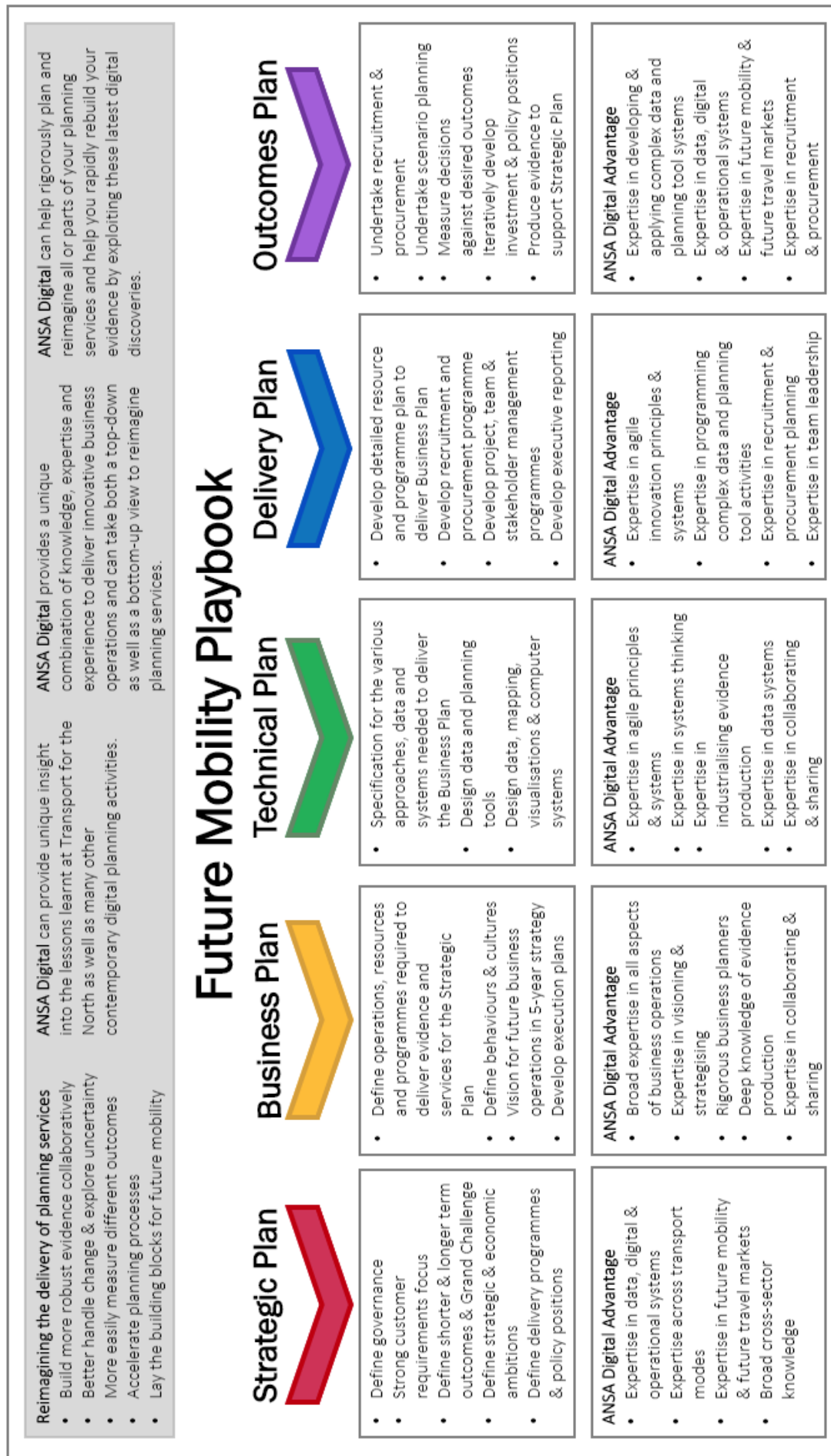
There is now direct experience of optimising the benefits of digital transformation of planning services. For investment and policy direction evidence this has been led in the North of England by the rapid acceleration of Transport for the North. In three years Transport for the North has rapidly evolved to deliver data, planning tools and investment evidence across all the North, focused on levelling-up and quality of life.

This experience provides unique insight in to how to reconsider how organisations operate and reimagine planning services in this new digital era with rapidly evolving needs.

Developing this type of planning evidence can be applied at local, regional and national levels, which presents a great opportunity for more consistent decision making at different levels of government.

At the heart of the effort to transition and optimise digital planning services is automation and collaboration, which will help maximise benefits of sharing and stimulate innovation, and is enabled by a drive to be more open and transparent.

This prospectus presents the **Future Mobility Playbook** for optimising your planning services for more digital planning



ANSA Digital:

Why optimise digital planning?

Complexities of rapidly changing traveller behaviours & outcome priorities

Travel behaviour is influenced by external factors outside of your control as well as internal factors within your control. Such external factors are numerous and bring significant uncertainty to your planning and decision making. The internal factors are what you have direct influence over and include your policies and investment plans.

There is also a middle ground between internal and external factors that you can influence but is dependent on different levels of government working together to find close alignment on shared policy areas.

Outcomes that you want to achieve are dependent on the interaction of both internal and external factors. This interaction influences what outcomes you want to prioritise and the external factors may mean that outcomes are not necessarily prioritised in the order you might prefer.

Current longer term headline outcomes include levelling-up and tackling the climate crisis, which are achieving broad alignment across different levels of government. However, over the years headline outcomes have a habit of changing and the current CV-19 crisis is forcing a focus on shorter term outcomes.

Importantly, for credibility and value for money, any shorter term focus needs alignment to the overall mission and meeting The Grand Challenge, and needs to contribute to the understanding of behavioural change.

This uncertainty and changing priorities makes it more challenging to plan how you develop evidence to support decisions. It means planning has to be both reactive to rapidly meet shorter term outcomes as well as proactive to meet longer term outcomes.

This emphasises that it's not the plan that is important but the way you evolve the plan as quickly and efficiently as possible, and aligned to your priorities.

Now, more than ever, reimagining our planning services and production of evidence should be a collective effort, learning from as many experiences as is practically possible.

Optimising your digital planning services does allow closer collaboration between organisations and without doubt has the potential to unite planning services within different levels of government if made a priority. This has great potential to achieve closer alignment in shared policy areas, thus broadening your influence on outcomes, but relies on strong leadership at all levels.

Opportunities to work together and to exploit ubiquitous data & systems

Contemporary computer systems are also key enablers in bringing people, data and tools together. If common approaches can be followed then digital planning systems can be shared and can more rapidly rebuild evidence to explore uncertainty and measure different outcomes.

This is fundamental to enable us to understand likely future mobility impacts and define a route-map to future mobility.

Automating & collaborating

At the heart of the system is automation and collaboration.

Take a systems view to industrialise the production of evidence

We must take a systems view to digital planning and developing evidence and one that makes collaboration easy and can maximise the benefits of sharing and stimulate innovation.

Improve quality & consistency

If we can collaborate at a national, regional and local level then this collective effort will drive greater quality improvements and provide greater consistency in decision making.

Better represent the customer experience

Improved quality should take a proportional approach to provide a consistent representation of the customer experience across all geographies and communities, ensuring that tools and planning systems are fit for their purpose to measure desired outcomes.

Explore future uncertainty and 'levelling-up'

Collaboration will also help combine thinking on how to best explore future uncertainty and levelling-up the UK's outcomes across all geographies and communities.

Vary the velocity of monitoring & evaluation

Tackling shorter term outcomes can also benefit from collaboration with awareness of existing systems that can be quickly deployed and provide higher velocity metrics for vital short term monitoring & evaluation feedback loops.

Achieve a step-change in time & cost

There will be great efficiencies of working together on exploring uncertainty and measuring different outcomes. You can expect automation and collaboration to have a step-change in the overall cost and time for your planning activities. For example,

- 'high-velocity' monitoring systems operational in months and
- 'shovel ready' schemes from 7 to 5 years and saving >£1m.

Accelerate to capital programmes

By accelerating the planning process it should be quicker to get to capital programmes, with the initial business case delivery potentially halved, whilst at the same time increasing quality and consistency.

ANSA Digital: Future Mobility Playbook

Reimagining the delivery of planning services to

- **Build more robust evidence collaboratively**
- **Better handle change & explore uncertainty**
- **More easily measure different outcomes**
- **Accelerate planning processes**
- **Lay the building blocks for future mobility**

Opportunities enabled by automation and collaboration will allow five headline planning service improvements, including to: build more robust evidence collaboratively; better handle change and explore uncertainty; more easily measure different outcomes; accelerate planning processes; and lay the building blocks for future mobility.

This therefore presents a great opportunity to reimagine the delivery of your planning services.

Future Mobility Playbook to transform planning services

ANSA Digital has developed the concept of the Future Mobility Playbook that can be applied to your production of investment and policy evidence.

This combines knowledge, expertise and experience in the delivery of innovative business services for rigorously planning an organisation's operation to meet stakeholder requirements and deliver modern, user-centric systems.

It brings together the need to rapidly tackle shorter term outcomes as well as staying on mission to the address the longer term outcomes and meet The Grand Challenge.

'Plays' within the Playbook are greatly enhanced by creating and developing cross business and industry automation and

collaboration, and maximising the benefits of sharing and stimulating innovation.

To help more quickly build confidence in transport investment and policy decisions the Playbook focuses on:

- boosting productivity by automating data driven processes and evidence output; and
- collaborating to focus resources on quality improvements required by all, made possible by removing waste and duplication common in silo working.

Each of the five plans most likely already exists in your organisation in some form or other.

However, these plans may need to be refreshed or strengthened: to reflect emerging shorter and longer term outcomes; to remain credible and provide value for money; and to show a route-map for future mobility.

They may also need to be updated to be able to better handle further change whilst keeping within your governance and finance constraints.

ANSA Digital recognises the importance of the development of these plans being led by your organisation, with ownership potentially extending to your stakeholders. ANSA Digital would therefore work closely with you using a one-team mentality to reimagine your planning services.

This could include a 'pick-and-mix' approach to refreshing existing plans or could include an overhaul of one or all plans to maximise both shorter and longer term outcomes.

ANSA Digital's role would be to help bring together broader experiences and technologies, help focus on the importance of automation and collaboration, and help bring in a contemporary culture around being open and transparent.

This prospectus explains the key plays within the Future Mobility Playbook.



ANSA Digital: Strategic Planning



Document current reality

A Strategic Plan will already exist for your organisation and is likely to be reasonably up-to-date. It will present your organisation's strategy for achieving your identified outcomes and ambitions that is aligned to your mission to meet The Grand Challenge.

Even though it will be reasonably up-to-date, recent events and digital discoveries could mean that aspects may need to be refreshed or strengthened.

The first stage will be to document your organisation's current reality, which should also consider the reality of your partners and key stakeholders.

There are various tools available to achieve this but a simple SWOT session (Strengths, Weaknesses, Opportunities and Threats) is transparent, productive and can quickly lead to consensus.

Transparency is important as your relationships within your organisation and with partners, key stakeholders and external influencers, could have complex interactions. This may include the influence of sub-national transport bodies and early steps towards devolved powers.

ANSA Digital can run SWOT sessions tailored to your organisation to help capture your current reality and then undertake the subsequent analysis and reporting.

To make your Strategic Plan more robust and to broaden its ownership it is useful to involve representatives that can provide more local and operational inputs as well as strategic inputs.

The SWOT analysis is used to establish common groupings and to critique the findings into summaries that can be more easily shared.

It provides a 'telescopic' look at the big picture and further into the distance, as well as a 'microscopic' look at the detail.

The SWOT analysis helps build alignment through the 'why?', 'what?' and 'how?' questions baked into your strategy, and the lineage to your organisation, partners, key stakeholders and external influencers.

The top priorities identified by the SWOT analysis will assess how your organisation can: build on strengths; overcome weaknesses; exploit opportunities; and eliminate or minimise threats.

Strengthen governance structure and terms of reference

The SWOT analysis provides the new baseline against which to check the governance of your organisation's planning services.

As the governance and its terms of reference are likely to be reasonably well established this may be a relatively trivial exercise but nonetheless worth a check.

Gather customer requirements

A key step in the strategic planning process is to undertake a 'requirements gathering' exercise to develop a thorough understanding of the different 'voices' across your organisation's planning services, including: partners and key stakeholders; the public (for example through a citizen's panel); central and local government; private sector; academia; and other external influencers.

Such 'customer' requirements are likely to be known by your planners and other officers and the SWOT sessions will have built a first draft of requirements. However, a refresh would be prudent due to the significant changes we are experiencing and to consider the transition to future mobility.

ANSA Digital can bring help explore more contemporary and digital options as well as help manage this exercise including arranging and facilitating numerous digital sessions with external organisations.



ANSA Digital: Strategic Planning

Refresh The Grand Challenge & outcome priorities

It is likely that The Grand Challenge and desired outcomes will be reasonably up-to-date and should in fact be a key input to the SWOT analysis. As such it may only require checking and a relatively minor refresh.



Refresh strategic & economic ambitions

It is also likely that your organisation's strategic and economic ambitions will be reasonably up-to-date and should also be key inputs to the SWOT analysis.

However, your shorter term outcomes and ambitions are likely to have significantly changed and therefore may require more effort and a further round of engagement with partners, key stakeholders and external influencers.

Refreshing the outcomes and ambitions ideally needs to be led by your organisation if resources are available and therefore ANSA Digital could provide a facilitation and advisory role.

The update to The Grand Challenge, outcomes and ambitions should be seen as an extension to the SWOT analysis to help maintain alignment through the plan and to update the top priorities.

Strengthen governance framework

Due to the complexities of rapidly changing traveller behaviours and outcome priorities an area that may need more significant strengthening is your governance framework, in particular for shorter term outcomes.

The governance framework represents the decision making process for policies and investment plans.

A similar framework has recently been developed for the North of England, which has referenced other organisation's frameworks like Highways England, Network Rail and

Sheffield City Region. This may provide a useful reference or template to strengthen your governance framework.

Strengthening your governance framework ideally needs to be led by your organisation if resources are available and therefore ANSA Digital could provide a facilitation and advisory role.

Update policy positions & delivery programmes

Close working with your planners and partners, key stakeholders and external influencers will be required to update your organisation's various policy positions and delivery programmes to ensure strong alignment back to requirements.

This update should take a more holistic view of infrastructure and behavioural impacts, considering data and connectivity as well as utilities, in particularly energy.

This update should also consider how changing positions on legal, moral and political imperatives should influence the choices you make.

For longer term outcomes narrative around future mobility options may need updating and ideally this would also include evidence on accelerating future mobility options and the early building blocks to future mobility to avoid this being viewed as merely 'blue sky' thinking.

This could require input from central government and emerging guidance, as well as certain technical experts, at the very least to meet shorter terms outcomes, some of which may have not been envisaged until recently.

Collectively, schemes, services and policies form your list of interventions. Contemporary data and planning tools may allow you to re-consider practical ways of packaging evidence for interdependent outcomes, including: as a single intervention; programmes of closely related interventions; or a complete portfolio of all interventions.



ANSA Digital can support your planners in delivering these activities.

A balance may need to be found between stakeholder engagement and governance with any urgent delivery or rapid re-planning. This may identify the need to streamline aspects of the planning process that could be reflected in the Strategic Plan.

ANSA Digital: Business Planning



Document current reality

The Business Plan will define the operations, resources and programmes required for your organisation to deliver evidence and services for the Strategic Plan over the coming year, and it will already exist in some form.

The first play to update your Business Plan would be for ANSA Digital to run tailored SWOT sessions to help capture your organisation's current reality and then undertake the subsequent analysis and reporting.

The sessions and analysis are expected to follow a similar process to that defined previously but tailored to the needs of the Business Plan. Importantly it will define how you want your business to operate and what will be undertaken in-house and what will require external resources.



Develop vision & five-year strategy

The initial requirements gathering and this SWOT analysis will help define the operations of your business.

This should now also include the vision of how your organisation should evolve in this new digital era and your five-year strategy to meet this vision.

The five-year strategy will include key organisational behaviours and cultures identified as essential for your long term success.

It should also include your longer term plan as to what you should build and what you should buy.

This strategy needs to take a balanced view of different aspects of your business to ensure broader thinking that includes the four topics of:

- financial and stakeholder expectations;
- customer and external relationships;
- processes and activities; and
- organisation and culture.

Regular customer requirement updates & develop system requirements

Whilst an initial set of customer requirements will have been gathered for the Strategic Plan the requirements gathering ideally should be repeated at regular intervals, possibly quarterly due to the rapidly changing traveller behaviours and outcome priorities.

Maintaining an up-to-date list of requirements will be a key input to ensuring your Business Plan remains current.

Requirements gathering should also consider the types of systems needed to meet customer requirements, which should include understanding the different 'actors' involved in using the systems to ensure they are user-centric.

ANSA Digital can help manage this exercise including arranging and facilitating numerous digital sessions and requirements monitoring with external organisations.

Develop vital in-year activities to deliver short term outcomes

The Business Plan needs a strong emphasis on services required to meet shorter term outcomes.

Due to the likely urgency of delivering the shorter term outcomes the vital in-year activities should be delivered using a monthly 'plan->do->check->act' cycle. In this process, performance is checked against your outcomes on a monthly basis using a set of key metrics.

Develop transition from shorter term to longer term outcomes

Having established the in-year activities and the five-year strategy you then need to consider how your planning services transition from delivering the shorter term outcomes to the longer term outcomes.

A key aspect of this transition will be using the evidence gathered in the shorter term to improve the data and planning tools used to measure the longer term outcomes.

ANSA Digital can help you develop all these activities and the 'plan->do->check->act' processes.

ANSA Digital: Business Planning

Update organisational structure

The outcome of the SWOT analysis and strategising should allow your organisational structure to be reviewed to help optimise your delivery and ensure you develop the strong culture and behaviours you desire.

ANSA Digital can help you develop this and provide an independent view of your business operations.



Develop delivery programme execution plans & supporting systems execution plans

Execution plans define a high-level view of the operation, resource and programme required to meet each user and system requirement.

It is important that execution plans are aligned to the five year strategy and are working within your desired culture and behaviours.

Developing your execution plans is best led by your planners for each of your programmes and supporting systems, with support provided by ANSA Digital. Your planners will then be well placed to lead monthly progress monitoring and applying updates to the execution plans.

ANSA Digital can provide a facilitation and advisory role in developing these execution plans.

Explore collaboration & sharing opportunities

To handle rapidly changing traveller behaviours and outcome priorities, as well as changing user requirements, it seems inevitable that to deliver all outcomes you will need to collaborate and share with others.

Importantly this includes pooling resources to focus on quality improvements required by all. This could be

afforded by all levels of government agreeing to remove waste and duplication common in silo working.

ANSA Digital can help identify collaborators and can facilitate the collaboration on your behalf.

Develop recruitment, procurement & risk management plans

The final exercise of rebuilding your Business Plan will be to develop the recruitment, procurement and risk management plans.

A key aspect of these plans will be to determine the best balance between in-house delivery and supply chain delivery, which is a complex balance between cost and risk.

These plans will also draw from other activities to help further consider the optimum approach to group the production of evidence for a single intervention, programmes of closely related interventions or a complete portfolio of all interventions.

ANSA Digital can advise on how to develop these plans and work with you to deliver them.



ANSA Digital: Technical Planning



Document current reality

The Technical Plan represents a setup phase and provides the specification for the various approaches, data and systems that your organisation will need to deliver the Business Plan. It is recognised that this is likely to require a series of steps to transition from current practices to more contemporary digital services.

As such the first play to define your Technical Plan would be for ANSA Digital to run tailored SWOT sessions to help capture your organisation's current reality and then undertake the subsequent analysis and reporting.

The session and analysis is expected to follow a similar process to that defined previously but tailored to the needs of the Technical Plan.

Define ways of working

The Technical Plan will define the ways of working for your organisation that can optimise your delivery working within the culture and behaviours you desire.

This will effectively be an extension of the SWOT analysis focused on the operational side of your planning services.

There are many options to consider and ANSA Digital would work with you to explore what approaches and technologies best meet your needs.

Define contractual terms & conditions

To help promote the culture and behaviours you desire, and to protect your organisation, ANSA Digital can also help you review your contractual terms and conditions required for working with suppliers and for sharing information.

This will require input from your legal team and could require input from a legal consultant.

However, there should be opportunities to share information from organisations like the Open Data Institute and organisations that have recently been considering similar updates, for example Transport for the North.

Establish development environment & coding standards

It is likely that you will need to develop data and planning tools to meet your requirements.

ANSA Digital can help you establish the optimum development environment and coding standards for development activities, including setting design principles.

To enable collaboration, and maximise the benefits of sharing, this should be an open and transparent environment.

Furthermore, it will be important to find collaborators and check your systems are compatible.

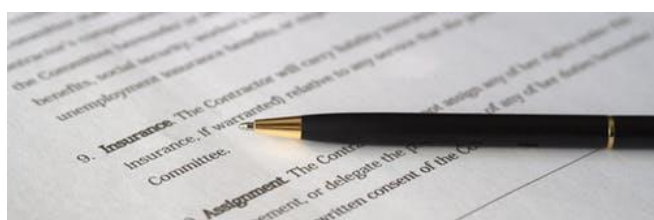
ANSA Digital can help establish collaborations and shared systems, and bring in lessons learnt from organisations like Transport for the North.

Develop data management & data dictionary

Collaborating around data can be a key aspect of many of your services. Working with fellow collaborators to develop a strong culture for data management and a strongly defined data dictionary will bring many economies of scale.

This area has been identified by other organisations as a key ingredient to achieving higher levels of data interoperability and could represent an early building block for aspects of future mobility like Mobility-as-a-Service.

ANSA Digital can not only help with finding and arranging collaborations but can also help deliver new or updates to any existing data management or data dictionary.



ANSA Digital: Technical Planning

Define computer resources & management systems

Integral to enabling the various aspects of the Technical Plan is transitioning to more contemporary computer systems.

ANSA Digital can help you choose the best option for your organisation, leveraging experience from other organisations. This includes data storage and working with relevant suppliers to help optimise your system.

This also includes helping organise different roles for the various 'actors' who will use your system, organised by different 'system use cases'.

Define quality assurance

Development of data and planning tools will need you to consider a proportional approach to checking quality and good workmanship, and in the context of more digital systems.

ANSA Digital can advise on approaches to follow, leveraging experience from other organisations and how best to use external experts and any overseeing organisation, for example the Department for Transport.

This is another area where finding and arranging collaborations could add significant value to your services.

Justify software choices

It is also likely that you need to make a choice on a number of different third-party software solutions.

ANSA Digital can provide impartial advice on the optimal solution, presented as a business case with pros and cons to meeting your requirements and the benefits of sharing.

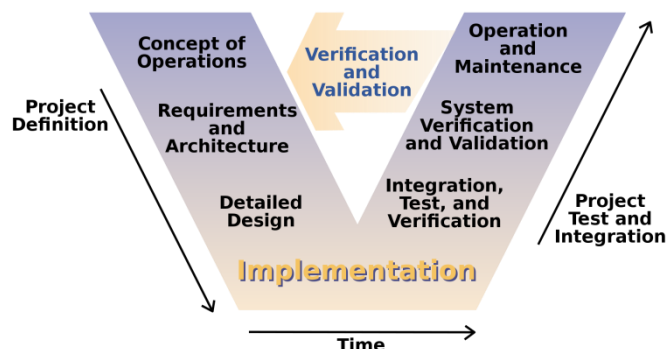
Develop analytical framework specification & operating model

The Technical Plan will also need to specify the design 'blue print' for data and planning tools captured within your analytical framework for producing evidence to support your investment and policy decisions.

This is a complex aspect of the Technical Plan and needs to provide a strong alignment to your requirements, in particular to ensure it can provide the evidence for your Strategic Plan.

This activity also needs to consider the data and software architectures and includes taking a systems view of how data flows through your planning services, which will be captured in your system's Operating Model.

Due to the rapid changes in traveller behaviour and desired outcomes, the Technical Plan needs to be able to handle change and generally the analytical system should follow the classic V-Model system development lifecycle.



Developing the design will require working with other levels of government to ensure consistency and to help find substantial efficiencies. In particular this will build on significant learning from the development and application of the Analytical Framework for Transport for the North.

ANSA Digital has significant experience in all aspects of this activity, including contemporary approaches to levelling-up, future uncertainty and future mobility, and can tailor the specifications to meet your needs and provide best value.

This is a key area for automation and collaboration. ANSA Digital can advise on various existing data transformations and automated model builds that will provide further efficiencies for your organisation.

ANSA Digital can also help you find and arrange collaborations and ensure that you can maximise the benefits of sharing and stimulate innovation.

Develop mapping, dashboards & visualisation tools

ANSA Digital can also provide an advisory and support service for developing your mapping, dashboards and visualisation tools.

This includes providing the specifications for different systems and advising on external support.

Business Plan and Technical Plan alignment

The Business Plan and Technical Plan are closely linked and will need developing side-by-side.

Importantly the Technical Plan will need a list of requirements from the Business Plan and the Business Plan will need an understanding of the resources and programmes for delivering the Technical Plan.

ANSA Digital: Delivery Planning



Document current reality

The Business Plan will have provided a high-level view of the resources and programme to deliver services to meet requirements and the systems to support these services.

Once the Business Plan is approved the execution plans need to be implemented, which will be defined in your Delivery Plan.

Your organisation is expected to already have a range of systems to help programme the delivery of your services.

As such the first play to develop your Delivery Plan would be for ANSA Digital to run tailored SWOT sessions to help capture your organisation's current reality and then undertake the subsequent analysis and reporting.

The session and analysis is expected to follow a similar process to that defined previously but tailored to the needs of the Delivery Plan and include user-centric thinking.

Develop recruitment & procurement programme

An early activity will be to develop your programme for recruitment and procurement, which can have long lead times.

ANSA Digital can advise on options for both these activities working closely with your Human Resources and Finance support teams.

ANSA Digital can help build customised role profiles that work within your organisational structure and help provide information to your support teams.

Advice can also be provided on supplier options, including helping develop tender documents, finding the best procurement route and many other aspects of procurement.

ANSA Digital can help develop a strategy to strengthen your supply chain, as well as how to boost bid quality, how best to avoid 'no bid' scenarios and how to provide value for money with sole source suppliers.

Develop and apply analytical framework development programme

ANSA Digital can advise on the optimal approach to plan development and application programmes for your analytical framework, including how best to handle interdependencies.



This could range from simple spreadsheet based programmes to complex Primavera P6 programmes, which would be largely dependent on the scale of your operation and level of interdependencies.

Review project & contract governance programme

It is likely that your project and contract management is reasonably well established. However, ANSA Digital can help review your processes in the light of this new digital era.

This includes considering a move to more agile delivery principles and systems, and how best to meet your emerging needs from reimagining your planning services.

Develop team management & training programme

Similar agile approaches can be adopted for your team management and training programme.

Working with your Human Resource team ANSA Digital can help you tailor your team management systems to work with more contemporary systems and can also help identify efficient ways to up-skill your teams to meet new challenges.

Develop stakeholder engagement & update executive reporting programme

ANSA Digital can also help update your stakeholder engagement and executive reporting programmes for new digital systems, for changes identified in your governance and to exploit opportunities in this new digital era.

ANSA Digital: Outcomes Planning



Outcomes Plan

Document current reality

The Outcomes Plan enables you to be an evidence led organisation by measuring your investment and policy decisions against your desired outcomes.

The Outcomes Plan represents the final plan in the Playbook and represents

the end of one cycle of delivering of your reimagined planning services.

Your planning team will be experienced in delivering your evidence base and so the first play to develop your Outcomes Plan would be for ANSA Digital to run tailored SWOT sessions to help capture your organisation's current reality and then undertake the subsequent analysis and reporting.

The session and analysis is expected to follow a similar process to that defined previously but tailored to the needs of the Outcomes Plan.

Deliver recruitment & procurement activities

An early activity could be for ANSA Digital to assist in your recruitment and procurement activities, which could include helping select the supplier or candidates for delivering the Outcomes Plan.

Activities associated with your team management and training programme are assumed to be fully delivered by your planning team and Human Resources team.

Undertake future scenario planning

A key aspect of proactively meeting your longer term outcomes is understanding future uncertainty and moving to a vision led 'decide-and-provide' approach.

Ideally this would require a bespoke scenario planning exercise to help explore the uncertainty around your vision (The Grand Challenge) and to develop multiple future year travel scenarios to 'stress-test' your vision.

However, this is a lengthy process and either adopting or adapting work undertaken by another organisation might be the preferred approach.

ANSA Digital can advise on how to work with existing scenario planning information but can also help develop and run a tailored scenario planning exercise to meet your needs. This would include considering what digital building blocks need delivering over the next few years to enable innovation for longer term future mobility options.

Scenario planning is not anticipated for your shorter term outcomes as these are expected to be reactive to monthly monitoring and evaluation, and hence it is uncertainty in the plan that is being managed (not uncertainty in your vision).

Develop strategic & economic hypotheses

For either the shorter or longer term outcomes your strategic and economic ambitions will need testing.

Your shorter term outcomes will include developing hypothesis and testing them against metrics measured through 'real-world' data.

Your longer term outcomes will include developing hypothesis and testing them against outputs from your planning tools for your future year travel scenarios.

Develop 'pipeline' interventions against hypotheses & outcomes

Together schemes, services and policies form your 'long-list' of interventions. It is anticipated that you may already have a long-list of schemes and services in your investment programme. It is also expected that many of your policy positions will have been updated in your Strategic Plan.

The long list of interventions can be further updated by:

- further stakeholder engagement;
- a desktop review of current and likely future issues around the provision and operation of your transport network and services;
- analysis of known economic failures;
- understanding issues around land and housing availability;
- better understanding future mobility and behavioural impacts;
- better understanding data and connectivity, and utilities, in particularly energy; and
- any other existing evidence on influencing factors that can be collated.

Capital and operating cost models are likely best taken from existing tools, which should allow broad intervention costs to be understood. However, these existing tools may need further development to better account for 'whole life cycle' costs and to better capture the carbon cost, which does not generally feature as a cost for construction or operations.

These interventions are in effect the first stage in developing your pipeline of interventions to meet your shorter term and longer term outcomes.

ANSA Digital: Outcomes Planning

The first sift of the long-list of interventions will be part of your governance framework and that will provide a qualitative check against your outcomes, as well as your strategic and economic ambitions.

ANSA Digital can help develop this process and can bring the recent learning from other organisations, in particular Transport for the North.

Develop analytical framework products to test the hypotheses

There is likely to be significant data and tool development that has already gone through various stages of planning.

The Outcomes Plan includes the delivery of these data and tools, which may be developed through a supply chain commission or in-house.

ANSA Digital can provide all aspects of support for developing most types of data and planning tools.



Apply analytical framework in projects

When the interventions pipeline has past the qualitative tests, and the data and planning tools are available, then the interventions can be tested within projects.

These projects can represent a single intervention, a programme of interventions or your entire portfolio of interventions, which is a decision made in earlier planning.

It is important to take a proportional approach to developing evidence, starting gradually with simpler tests and then building the detail and quality of evidence as the interventions become more refined and options fewer.

Enhance pipeline interventions and explore alternatives

It is also important to be opened minded and use the evidence to iteratively refine your interventions or explore alternative interventions.

Develop evidence to test hypotheses & measure outcomes

At each iteration of refining your evidence you will produce evidence to test your hypotheses and measure how well your interventions meet your outcomes.

Develop full business case narratives

This evidence all feeds into narratives structured around the five business case model.

ANSA Digital can help with all aspects of applying your analytical framework, developing evidence and developing the five business cases.

Monitor project & product programmes & health

Throughout the various activities regular monitoring of the programme and project health will be required.

Undertake project & product governance & stakeholder engagement

ANSA Digital can support monitoring as well as other activities around governance and stakeholder management.

However, it is appreciated that you may have your own in-house teams to undertake these activities that ANSA Digital can support.

Feedback loop to Strategic Plan & iterate

The evidence developed through the Outcomes Plan needs to ultimately feed into an update of your Strategic Plan, thus setting up a cycle of iterating around your Future Mobility Playbook.

For shorter term outcomes these iterations could be monthly dependent on the performance of interventions captured in the monitoring and evaluation.

For longer term outcomes the iterations are expected to be at least a year and there will be significantly more governance and stakeholder management activity.



ANSA Digital: Consultancy Services

Unique and specialist advisory service to help deliver all aspects of the Future Mobility Playbook

ANSA Digital offers great value for a unique and specialist advisory service to help deliver all aspects of the Future Mobility Playbook.

This could include a 'turnkey' type delivery for the whole Playbook, which could be led by ANSA Digital and include support from experts coordinated by ANSA Digital.

This could also include leading the delivery of any aspect of an individual plan, from the overall development of each plan to the development and application of individual datasets or planning tools.

ANSA Digital can also add significant value to delivering all aspects of your business planning including less technical aspects around stakeholder management, and recruitment and procurement plans.

ANSA Digital can provide unique insight into the lessons learnt at Transport for the North as well as many other contemporary digital planning activities.

ANSA Digital provides a unique combination of knowledge, expertise and experience to deliver innovative business operations and can take both a top-down as well as a bottom-up view to reimagining planning services.

ANSA Digital can help rigorously plan and reimagine all or parts of your planning services and help you rapidly rebuild your evidence by exploiting these latest digital discoveries.

Lead consultant Richard Bradley

ANSA Digital's Director Richard Bradley brings over 30 years experience in business planning and operations, and developing land use and transport business case evidence.

In particular, Richard has spent the last three years leading the accelerated development and application of key aspects of the Future Mobility Playbook for Transport for the North.

Significant learning from this experience has been captured in pain-point analysis and analysis of the current root causes to making less equitable and less balanced investment decisions. This analysis helped justify and define areas for investment in data and planning tools.

This learning has helped develop Transport for the North's Analytical Framework, which is built on the principles of automation and collaboration and represents a great opportunity to maximise the benefits of sharing and stimulate innovation in wider activities across the UK.

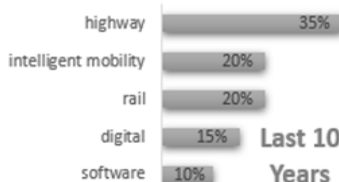
LEADERSHIP



TECHNICAL EXPERTISE



SECTORS



- **A Visionary** – A unique combination of knowledge, expertise and experience to deliver innovative business services to tackle The Grand Challenge
- **A Rigorous Business Planner** – Process driven business planning that ensures strategic focus on delivering The Grand Challenge through shorter and longer term outcomes that meet stakeholder requirements and key metrics
- **A Productivity Driver** – Industrialising data driven processes and evidence output to boost confidence in transport investment and policy direction
- **An Industry Leader** – Responsible for creating and developing cross business and industry collaboration and sharing

Less than half mainstream consultant's cost* but with similar business guarantees**

ANSA Digital is able to offer these services at less than half the cost of mainstream consultants* but with similar business guarantees**.

*Compared to specialist rates

**Limited company, range of appropriate business policies and insurances and access to wider consultancy network

Optimising the benefits of Digital transformation for Planning services



Richard Bradley

Business Architect - Land Use & Transport Planning
Re-imagining the delivery of planning services