Mobileye Installation for Metro Tasmania

Project Closure Report

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PROJECT ROLE	PROJECT MANAGER
DATE PREPARED	14/07/2022

Amendment History

As the Project Closure Report (PCR) evolves through each draft stage, record the version number and change details below.

VERSION	DESCRIPTION OF CHANGE	AUTHOR	DATE
0.1	*First Draft*	Ryan McPherson	14/07/2022
0.2	*Second Draft*	Ryan McPherson	23/08/2022
1.0	*Final Version*	Ryan McPherson	

Stakeholder Review and Approval

The author of the Project Closure Report (PCR) should sign and date the document. By signing the Project Closure report the people listed in the 'Reviewed by' list agree they have reviewed the report and agree with its contents.

By signing this document the Project Sponsor approves the closure of the project.

Reviewed By

APPROVED BY	NAME	SIGNATURE	DATE
Project Sponsor	Tash Riddoch	████████	29/ 08/ 22
Project Manager	Ryan McPherson	████████	30 /08/ 22
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Major Stakeholder			/ /
NHVR			
			/ /

Approved by

By signing this document the Project Sponsor approves the closure of the project

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1   Purpose

The purpose of this document is to set out the Project Closure Report for Project Mobileye Installation of 109 vehicles.

2   Project Closure Activities

2.1   Impacts

Impacts on the organisation from Project Mobileye Installation are as follows:

- Operators alerts are reducing per month, meaning that drivers are altering their driving behaviours jles to reduce the alerts.

- Since we have had large intakes of new Operators in 2022, accidents have increased in buses that have not had Mobileye installed due to driver inexperience. However buses that have Mobileye installed have seen an 8% reduction in crashes.

- Data shows that Metro had an increase in crash related costs of nearly $100,000 in the six month period from January to June 2022. While Mobileye Buses saw a decrease of approximately in crash related costs by $25,000.

- If Mobileye had been installed in our entire fleet we potentially could have saved approxiemtely $125,000 in the same 6 months. All crash data and costs associated were extracted from our fleet management systems TIMs and confirmed by our finance department.

Metro can now track hotspot data that details where alerts are recorded, giving us the opportunity to determine key areas that may impact future network changes. We can see the type of alert, times of alerts and use this to determine problem areas within the network.

With the data Mobileye provides Metro will use this information to tailor driver training for individual Operators. Metro aim to use this to create individual Operator report cards to assess areas of their driving that can be improved through additional training.

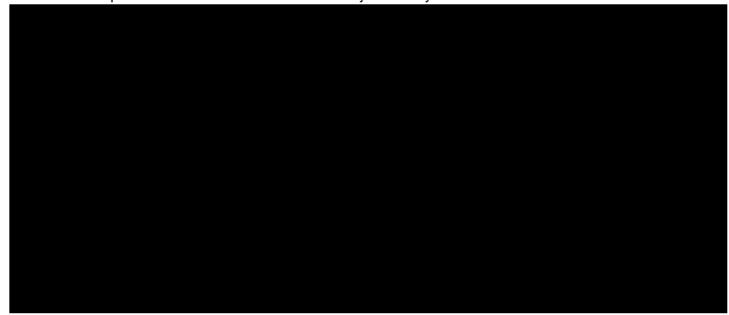**Other benefits that as yet have not been fully quantified are listed below:**

- Reduction in significant vehicle accidents across the network

- Potential reduction in insurance premiums

- Income loss due to dropped trips

- Employee lost time due to accidents

- Liability issues

- Administration associated with accidents (watching footage, entering accident into TIMs, completing accident forms and other areas of the investigation process)

- Damage to Metro's reputation

Above all else, Mobileye assists in preventing pedestrian, passenger and Operator serious injury or death.

2.2 Financial Closure

Below provides details on financial closure of Project Mobileye Installation

2.3 Outstanding Work

Below provides details on any outstanding work from Project Mobileye Installation:

Work	Due Date	Responsibility	Resources Required	Risks to outstanding work	Risks to business if work not complete
Finalise Data Agreement	30 September 2022	Ryan McPherson	NA	Data could stop being given	Data could stop being given
Make Mobileye part of service	30 September 2022	Ryan McPherson	Maintenance Manager	Units could stop working if not maintained	Units could not work as they should resulting in increased accidents.

3 Project Performance

3.1 Performance to Plan

An assessment of the performance of the project outcomes compared to the planned baseline established during the planning phase of the project is provided below:

Scope

Performance against baseline scope was ahead of what was originally planned. 105 buses were planned to be installed with Mobileye units. The result was 105 buses having Mobileye installed and another 4 addional units being installed while remaining ███████ under budget.

External costs from consultants were eliminated by completing most interface and data setup internally.

Metro

Schedule

Performance against the baseline schedule was delayed at the start of the project due to a delay in product arrival and Christmas and New Year breaks. Due to these factors Mobileye installation commenced in February not in December as scheduled but quickly progressed in installation of units units . By ensuring that a bus was always ready to be installed due to excellent collaboration with the Metro engineering team, meant that we soon caught up and actually finished ahead of schedule. The extra time taken to plan and review the project once the Project Manager took control of the project in December ensured that the final product was at a high level and ensured a trouble free installation process.

Resources

Resource usage within this project was tight with buses often being in short supply for the contractors. By changing contractor start times to assist with when buses are coming off the road meant that buses were always available. Having the contractors install all units ensured that no maintenance staff were used during the install process.

Deliverables / Milestones

Milestone	Performance	Reason for Variance
M1 – Deliver driver training	M	
M2 – Install Mobileye Units	O	Additonal units installed for same budget
M3 – Industry Engagement	M	
M4 – Final Report	M	

Performance legend:
M = Met plan,
O = Over achieved predicted performance,
U = Underachieved against predicted performance

4 People and Organisational Change Assessment

Area	Assessment Questions	Assessment	Lessons Learned
POC Processes and Leadership	• Was there a structured approach to the management of change?	Yes, after a 3 month trial we had drivers complete a questionnaire. From this we tailored the units and with agreement of the RTBU put the units in the buses.	Having RTBU and drivers onboard and consulted helped the rollout go smoothly.
Awareness of the change	• How well was the implications of the change understood impacted groups?	Drivers were informed and onboard throughout the process. Managers	Mechanics needed more involvement as part of the initial rollout. They

Area	Assessment Questions	Assessment	Lessons Learned
	• Were all activities completed to ensure people are ready?	also were aware of the whole process. Yes, but more planning around future training would have helped the initial rollout.	should be updated more frequently and greater consultation would have helped.
Engagement and Communications	• Was everyone engaged and communicated to who had a 'stake' in the change? • Was the communication frequent enough / informative?	External stakeholders were always involved and communicated to effectively. Internal stakeholders could have been more frequent. It was for external stakeholders and most internal, but more would have been better for the maintenance staff.	Internal stakeholders are equally as important as external when it comes to updates and progress reporting.
Knowledge Uplift	• Did all those who required training receive adequate training? • Was all training completed as scheduled (ie pre / post go live)? • Is there appropriate training support mechanisms in place for new starters/movements into key roles?	Yes, Driver training was conducted in all 3 depots. This involved a trainer being in the foyer and assisting staff with all information. All future training will be done in new driver intakes. Yes, all drivers and staff were happy with the training that was provided. Yes, all new drivers will have as part of their training package a section on Mobileye, how it works and its benefits as a driver.	That it is best to attend each depot in person to answer any questions or respond to concerns that may not be put in writing. It is also good to see first hand how the training is being conducted at different depots.

5   Benefits Realisation

List the benefits that were expected from the project. These can be found in the Project Management Plan:

Ref #	Benefit Name	Benefit Type	Benefit Owner
1.	Reduced Accidents	Safety	Ryan McPherson
2.	Reduced Accident costs	Cost	Ryan McPherson
3.	Reduced Alerts	Safe Driving	Ryan McPherson

5.1 Benefits Realisation Plan

ID	Benefit Name	Measure	Status	Responsible	Action Required
	Reduced Accidents	6 Monthly tracking to previous year	Trending downwards at the moment	**Ryan McPherson**	None
	Reduced Accident costs	6 Monthly tracking to previous year	Trending downwards at the moment	**Ryan McPherson**	None
	Reduced Alerts	Monthly Tracking	Slightly trending downwards	**Ryan McPherson**	None

Ryan McPherson is the owner of these benefits and will review the Benefits Realisation Plan in January 2023 and 6 monthly thereafter to ensure benefits are achieved.

6   Risks Realised

Calibration is important to ensure that the pedestrian and front cameras work correctly and do not miss things or work too late. This will need to be assessed more frequently as part of the buses service.

Cleaning of the side cameras is important to ensure that they do not become inactive.

Tamper alerts became active after they were installed in the wider fleet, it is important to remind drivers from time to time the important of tampering with a safety device. Tamper alerts seem to stop when this is sent out to all drivers.

7   Contractual Performance

7.1   Conduct of Contract

A contract was implemented between Fleetsafe and Metro Tasmania on the supply and install of the Mobileye units. Fleetsafe did everything outlined in the contract and there were no isses around the supply or install of the units.

7.2   Conduct of Suppliers/Consultants

Fleetsafe worked extremely well with Metro maintenance team to ensure that the units were installed while causing minimal harm to our every day processes. When we required additional buses they were accommodating in starting at later times and even worked weekends at no extra cost to get them installed faster.

8 Lessons Learned

The lessons learned during the lifecycle of Project Mobileye installation are provided below:

Better consulatation and information sharing with the Maintenance team. It would be better to have more frequent updates to the maintenance team, instead of trying to update the Bus Operators and Maintenance team at the same time.

9 Hand Over and Support Management

Project Mobileye installation has been finalised. On transition from project to normal operations full responsibility for managing and measuring ongoing project benefits as well as completing all outstanding activities will be transferred between Operationsn Maintenance Staff and ICT. This final hand over has occurred.

The set up of new people within the online portal and the day to day online management will be conducted by the ICT team. They have administrator authorisation and can add all new people by raising a helpdesk job.

All maintenance and repairs are to be conducted by the maintenance staff. This includes anything that is damaged by the Operators. Any other issues that are logged in TIMs under Mobileye must be assessed by them. Maintenance staff are to also manage any warranty claims.

Stores manage the purchase of all new and replacement stock, they must keep a supply in stock at all times of things that will be frequently replaced. These are things such as the side cameras and front cameras.

Operations managers are to manage data which is located in PowerBi and on the Mobileye interface.