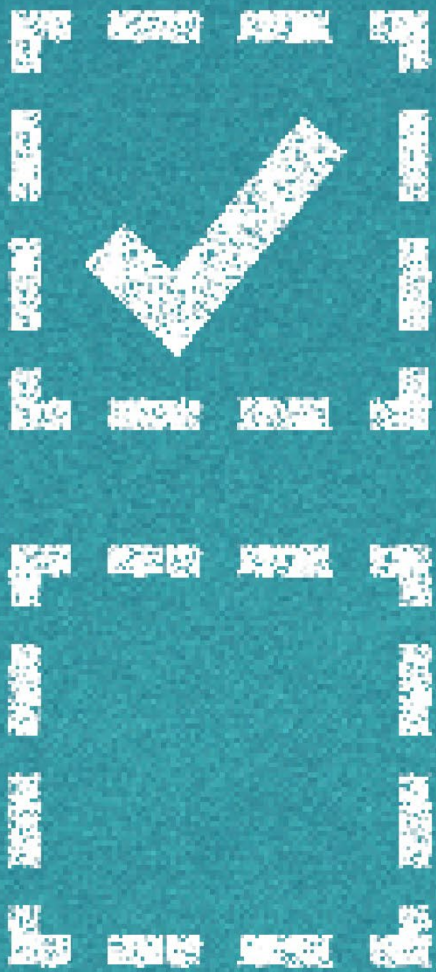

Places for Everyone

APPENDIX- Applicant Guidance Concept Deliverables

www.sustrans.org

Places for Everyone

sustrans JOIN THE MOVEMENT

Contents

Version 1.0 July 2022

This guide has been created by
Sustrans Scotland, and is valid from 25th of July, 2022.

In case of enquiries, please contact us.

Sustrans Scotland
1 Exchange Crescent,
Conference Square,
Edinburgh
EH3 8RA

T: 0131 346 1384

E: placesforeveryone@sustrans.org.uk

Design icons: www.monumentum.co.uk

Stage 0: Essential Deliverables

0.1 Outline Business case

This is a justification for a proposed project based on its expected benefits.

Key elements:

- Aims and objectives
- Programme and budget
- Risk register
- Links to wider strategies
- Evidence of support from public and authorities
- Lessons learned from previous projects
- Identification of landownership
- Any other information that can demonstrate why a project is needed and should go ahead.

These components are described in more detail below. A business case and its component elements outline what a project aims to achieve and provides direction for a project during its delivery. It will also then be used to confirm if a project did deliver on the above.

Depending on the scale of the project, varying degrees of information will be required. Higher value or more complex projects will require greater detail to justify the investment requested and explain how the benefits will outweigh any risks.

How this might support with funding

This assures Places for Everyone that funding is going towards something strategic, supported, and beneficial.

0.1.1 Aims and objectives

Aims are statements of intent setting out what you hope to achieve once the project is complete. Objectives are statements that specify a measurable outcome which contributes to the aims.

Key elements:

Aims should relate to the impact of a project i.e., what will have changed (in the short to medium term) and the wider benefits of these changes (in the longer-term).

Project aims should draw on the aim of Places for Everyone, specifying what improvement will be made, for who, and where.

Objectives should bridge the gap between the outputs of a project i.e., what will be delivered, and a measurable outcome that contributes towards the aim in the short to medium term.

An example of an aim would be: to make walking, wheeling and cycling safer in X town, leading to increased active travel by a wider range of people.

An example of a corresponding objective could be: to improve safety for pupils walking to school by providing a series of controlled crossings around (specific) school.

How this might support with funding:

Clear aims and objectives make it clear how a project is aligned to the aims of the fund and ensures a project can be evaluated for level of success.

Other details/links:

The Active Travel Framework may provide useful context for aims and objectives.

0.1.2 Programme and Budget

A timeline outlining tasks, key dates and timescales, the budget associated with each of these.

Key elements:

- Detailed task lists with estimated time to complete each task
- Relationship between specific tasks and any dependencies, i.e one task can't be started until another is complete
- The programme will likely change as the project progresses – it is an ongoing document that should take account of foreseeable risks
- There should be budget allocated to each task/group of tasks

How this might support with funding:

Provides a timeframe for the project and/or specific stages which allows us to forecast

A budget, aligned to the programme, provides an idea of how much a project and its core elements are estimated to cost

The more detailed the programme & budget, the more confident we can be that all key elements have been considered.

Other details/links

A good programme should be reflective of and relative to an activity schedule (work breakdown structure) used for pricing
Programmes, as they develop, should demonstrate that specific external factors have been considered. For example, if the project involves working near a school then school holiday periods should be shown on the programme - if they are likely to affect the work

0.1.3 Risk register

A risk register is a document used to assess and control risk. It outlines risks and identifies their impact on either the project, people involved in its construction, or end users. The impact is assessed using severity and probability such as the likelihood of the risk occurring and allows for a mitigation measure to be considered to reduce the impact.

Key elements:

A record of the identified risks, their likelihood and possible impact, the response proposed, any current controls and any proposed actions, who is responsible for managing the risk, and when the risk should be reviewed.

Project risk registers should be linked to the programme and budget to ensure mitigation strategies are costed and programmed for.

How this might support with funding:

Every project has an element of risk. Risk registers are a tool to calculate and communicate how much risk is likely to be taken on, which may be a factor in determining the progression of the project. A detailed risk register will indicate to Places for Everyone level of consideration owed to the risks by the project team, and how well they may be managed.

Other details/links

A project risk register should be compiled at the earliest possible stage with as many project team members and stakeholders as possible involved to identify a wide variety of risks and to suggest ways to mitigate impact. It should then be kept live throughout to log new risks as they are identified and to ensure recorded risks are being managed. Risk can have four strategies of mitigation: Avoid, Accept, Reduce or Control, Transfer.

0.1.4 Links to wider strategies

Here applicants are expected to show evidence as to how the project links to wider strategies in the region. Where evidence is uploaded in the form of policies or strategies, applicants should explain how a project connects to such document(s).

Key elements:

This is an opportunity to support the justification for a project by demonstrating how a project will link to wider plans for a local area or connect to political or strategic societal benefits. Wider strategies could include Local Authority Active Travel Strategies, Local Development Plans, other local planning policies or strategies and wider policy/strategies (such as national).

How this might support with funding:

This evidences that a project is part of a wider aim for an area and demonstrates it has been considered in the context of this work, rather than in isolation and as such, offers greater justification for the project.

0.1.5 Evidence of support

Here applicants should upload written evidence of support for the proposed project from key political stakeholders and where appropriate, other key stakeholders such as businesses, landowners or community organisations

How this might support with funding

Having the relevant support ensures the project can be delivered as smoothly as possible and therefore reduces risk.

0.1.6 Lessons learned research (from previous projects)

A learning and development exercise using experience from previous projects to identify elements that went well, for use again in future, and elements that could be improved.

Key elements

- Working with contractors, partners and designers where appropriate to share lessons
- Identifying what went well and analysing the why and how, as well as the positive impact that had on the project

Actions resulting in positive impacts can be implemented in future projects. Identifying what didn't go well and analysing the why and how and the negative impact that had on the project. Results from the analysis should be used in future projects to improve and prevent the same negative impact occurring.

How this might support with funding

Projects can have many similar constraints and barriers (risks). Where these have been identified from lessons learned, it can be captured at an early stage to ensure similar negative impacts don't occur.

Other details / links

Lessons learned research is a key part of a project at any stage. It takes time and diligence to ensure lessons learned are prioritised. It is an exercise worth doing and is a significant benefit if factored into project timelines.

0.1.7 Identification of land ownership

Map/list of landowners in the project area and indicative planning/statutory requirements

Key elements

- Evidence of land already in ownership/leased/other of the applicant
- Outline plan of other investigations required (identification of other owners/affected parties and a reconciliation plan; will you seek to buy the land, obtain a lease etc?)
- Report outlining which permissions are required, timeframes for obtaining this and any costs associated with it (included in main budget).

How this might support with funding

Helps us to understand the level of risk in a project and the robustness of the project programme and budget.

Planning Permission advice https://www.edevelopment.scot/eDevelopmentClient/

0.2 Delivery plan

A plan set out by a partner outlining the method they will take to deliver the project – up to any given stage.

Key elements

The delivery plan should outline who will undertake and be responsible for particular elements of a project. It should also outline how these elements will work in relation to other pieces of work. A CDM plan should also be included as part of this work (please see below for more detail).

How this might support with funding

A clear delivery plan will give clarity and confidence that the project will be adequately resourced and is able to be delivered to the programme outlined.

Other details / links

As the project progresses through the developed and technical design stages a more detailed delivery plan, often referred to as a *Methodology and implementation plan*, can be produced.

0.2.1 CDM plan

A section of the delivery plan outlining the intentions for delivery of the project with respect to the Construction (Design& Management) Regulations 2015. The plan should outline the certain roles and responsibilities in line with legislation and how these will likely be addressed.

Key elements

Roles: outlining who will be undertaking certain roles, such as the Client; what they will be responsible for and how these responsibilities will be met and managed throughout the scheme.

It is fully appreciated not all elements will be known at such an Stage 0 so a methodology outlining how these elements will be approached will be sufficient. For example, showing awareness that a Principal Designer or Client Advisor, may be required as the project progresses, and how that role will be filled – such as through procurement at a particular funding stage.

How this might support with funding

Enables funder to assess the experience and capability of the applicant with regards to CDM.

Other details / links

CDM regulations

0.3 Stakeholder map

Creating a stakeholder map is the process of identifying all the people, organisations or groups who have a stake in a project, how they are connected, and how they may be impacted. Often these are laid out as a visual map, with stakeholders grouped according to common themes, through a process of analysis (see Stakeholder Analysis).

Key elements

- Include a range of different types of stakeholders in the project area, have an interest in the project outcomes, or will be impacted by the project in some way. For example, Council Departments, other public bodies, businesses or retailers, community groups and organisations, educational institutions, and funders.
- Identify any specific seldom heard groups in the community and/or if particular consideration should be paid to engagement styles, for example

How this might support with funding

Gives Places for Everyone confidence that the communications and engagement plans are robust.

Other details / links

The stakeholder map is not a one-time activity. It should be updated regularly as the project progresses and as new stakeholders are identified. (for example, at construction stage the contractors employed to carry out the work will become stakeholders). When you begin engaging, ask the people you speak to if anyone else may have an interest and, if possible, get them to introduce you.

0.4 Communications and Community engagement plan (**outline**)

This is a broad outline defining how stakeholders will be engaged and communicated with throughout the project. It is a live document that will need updating regularly.

Key elements

- Communications and Engagement Plans can be separate documents or combined

0.4.1 Communications Plan

A broad outline of how key project information will be communicated to stakeholders and across other relevant parties on behalf of the project leads.

Key elements

- Information on the project aims and objectives, key audiences, messaging, a risk register and budgeting considerations, as well as mechanisms for evaluating success
- For smaller scope, lower cost, and less complex projects, it may be appropriate to shorten the communications plan and include information on the project aims and objectives, key audiences, messaging, and budgeting considerations only
- For larger scope, higher cost, more complex projects, a full communications plan which includes all elements should be produced

How this might support with funding

A clear outline communications plan helps to demonstrate risks around public, stakeholder and political support are being adequately managed.

Other details / links

Communications plans are useful in ensuring that all project partners understand the roles and responsibilities of one another in communicating about the project. A successful communications plan will help ensure affected audiences are well informed about a project and will address concerns. Likewise, a successful communications plan can help maximise the positive benefits of a project and boost community buy-in. Without a communications plan, the deliverability of a project can be put at significant risk through a lack of messaging clarity, consistency and proper appraisal of budget and risk. Ultimately, this can increase the likelihood of negative media coverage, community disenfranchisement and ultimate political rejection.

0.4.2 Community Engagement Plan

A Community Engagement Plan outlines how engagement will be carried out with the various communities who have been identified in your stakeholder map. (These could be local geographic communities but could equally be potential users from outwith the project area, business communities, service providers, or communities of interest such as those with disabilities).

Key elements

The overall objectives of the engagement plan, the scope of engagement and the issues to be answered, addressed or resolved through the engagement process This should span all stages of the project and include development and delivery of the **behaviour change plan** as well as **design** and **construction** activity

- It should include what **can** or **cannot** be changed in response to engagement at each stage of project delivery.
- Detail of engagement activities for the upcoming project stage - how engagement activities will be communicated (unless this is detailed in a separate communications plan)
- How the information gathered from engagement activities has impacted on the project/delivery and how this will be communicated back to the community
- For each engagement activity
    - the purpose of the engagement activity and who will be engaged (for example: which stakeholder group).
    - How they will be engaged, for example at a workshop or via a survey
- Resources required for each activity and in total
- Roles and responsibilities of project team – overall and for each activity
- Budget for community engagement activity
- Risk Assessment identifying risks and barriers to effective delivery of the plan, and mitigation measures (unless this is detailed in a separate Risk Management Plan)
- Evaluation and Monitoring - how will engagement activities be monitored
- For best practice (especially in larger and more complex projects) engaging key Community Anchor organisations to carry out engagement activity with the local community, and/or specific seldom heard groups
- Feedback is taken on board and presented back to the communities involved in an iterative process throughout the delivery of the project
- Involve seldom heard communities or those with protected characteristics in the development and review of the Equality Impact Assessment as part of community engagement activity
- Create a community advisory group who can be a bridge between the project team and the local community

How this might support with funding

A community engagement plan that clearly shows what, why, who and how engagement will be carried out, with a clear budget and outcomes, will give confidence that the project will be tailored to local needs, maximising impact, and will be less likely to be delayed due to objections from stakeholders.

Other details / links

Where multiple communities are being engaged, the project team should consider distinct and tailored engagement activities (for example, a drop-in session in a community centre is less likely to capture the views of local business owners. A separate activity specifically for businesses may be required). We would recommend use of the VOiCE tool for community engagement activities. This allows you to plan, implement and evaluate your engagement against the National Outcomes for Community Engagement.

0.5 Identified project team

This is an indication of the resources you have secured to deliver a project to make it a success.

Key elements

- Identification of individuals who will carry out the below essential roles for project delivery
    - Project manager
    - Project Director
    - Finance Officer or Treasurer
    - Legal signatory
- The Project manager, Project Director and Finance Officer must be different people; see below for more details
- Identification of individuals who will carry out additional roles for project delivery (if required)
- It may be the same individuals carrying out or coordinating a variety of tasks for different roles, however if this is the case, consideration is needed to ensure there is sufficient capacity to do a role and do it well
- PMO support
- Community and engagement lead
- Communications lead Behaviour change lead
- Monitoring and evaluation lead

0.5.1 Project manager

This is the person who has overall responsibility in delivering the project and will be the first point of contact for Places for Everyone Advisors.

0.5.2 Project director

This is a senior person within the lead organisation who has overall project accountability. For example, this person may be a member of your organisation management or leadership team or a board member.

0.5.3 Finance Officer or Treasurer

This person is the individual who has oversight of the project finances and who Places for Everyone grant claims will go to for approval. This person must be different from the person who will submit any project claims.

0.5.4 Legal signatory

This person will be the individual who, if the application is eligible for an award, has the legal authority to check and sign the legal agreement on behalf of the lead organisation. This is likely to be someone within the legal department.

0.5.5 PMO support

This individual will provide project management office support to your project. This person may be able to support with reporting, recording, and managing risk, and could provide updates on project progress.

0.5.6 Community and engagement lead

This person leads planning and delivering the community engagement plan. They are responsible for managing relationships with a multitude of stakeholders.

Key elements

- Knowledge of and demonstrated experience in applying community engagement good practice such as National Standards of Community Engagement. Ideally, they will have public engagement experience through facilitation work, comms or event planning experience and solid project management skills. They will work closely with the Communications lead.

0.5.7 Communications lead

This is an individual who will lead on communications as part of your project. This person should ideally have a communications and social media background.

0.5.8 Behaviour change lead

This person leads the development and delivery of the behaviour change activity plan.

Key elements

- This person should ideally have knowledge and experience of assessing stakeholder needs and shaping activities to encourage a change in behaviour.
- Knowledge of and demonstrated experience in applying behaviour change theory (COM-B, ISM, nudge theory) is useful.

- Experience in community engagement good practice (such as National Standards of Community Engagement) will be beneficial as the bringing together of the plan is essentially a community engagement activity.

This role might be combined with the Engagement Lead as there are clear connections and synergies.

Other details / links

Check if your local authority receives Paths for All ‘Smarter Places Smarter Choices’ local authority funding (it aims to encourage people to change their everyday travel behaviours). It is important for the BC Lead to connect with the people that deliver activities with this funding to learn about their work locally and opportunities coming from this for the project.

0.5.9 Monitoring and evaluation lead

This is an individual who will lead on the monitoring and evaluation of your project.

Key elements

This person should ideally have experience of doing or coordinating outcome setting, data collection, analysis, and reporting on projects.

How this might support with funding

This role should provide the ability to clearly articulate a project’s rationale and measure why and how the project makes an impact.

0.6 Data sharing strategy

This is an outline of what data will be collected, how it will be collected and stored, and if and how it will be shared between project partners in compliance with GDPR.

Key elements

- Strategy document outlining how data will be captured, stored, processed, and shared in line with GDPR regulations.
- This applies to engagement and communications regarding the project, including community feedback, meeting minutes and project team contact details.
- Consideration should be made of any permissions which will need to be sought to enable the strategy.

Other Deliverables

0.7 Identification of community advisory group

A community advisory group (CAG) is a group of diverse representatives from the local community who can be consulted with on the project and can share information to the wider community. At this stage, there should be identification of groups and individuals who represent a variety of stakeholders needed, who may form part of a community advisory group in future.

Key elements

- Have a community engagement plan that identifies the role of the CAG in the project development. A Stakeholder map is the starting point for approaching potential members

How this might support with funding

Showcasing who and how you engage and most importantly how it shapes your project shows how you listen to and consider community input.

Other details / links

A community advisory group (CAG) can be an effective way for community involvement. A CAG does not eliminate the need for other community engagement activity. Be clear about the CAG's role and who on the project team will be responsible for coordinating the CAG.

0.8 Project brand and style guide

How a project is communicated visually through messaging shared with stakeholders.

Key elements

The brand of a project and the style associated with it can be achieved through consistent and concordant brand colours, layouts, formatting, fonts, and tone. These elements are used to produce photo/video content, website pages, articles, and other printed materials. For larger scope, higher cost, and more complex projects, we would expect partners to produce a multi-page reference style guide document which outlines how your project identity can be emulated. For smaller scope, lower cost, and less complex projects, it may be helpful to produce a basic version of a style guide, though this is not strictly necessary.

How this might support with funding

Clear and consistent project style and branding allows clear communication by all parties.

Other details / links

Clear and consistent project style and branding is important in building up the identity of a project or programme and gaining stakeholder recognition. Without a guide on these elements, it is more difficult for delivery partners to reach their desired audiences and build trust as a both reliable and professional communicator. The latter consequently leaves delivery partners more open to criticism and endangers the successful delivery of a project.

0.9 Landowner communications register

A map indicating where land boundaries lie and who owns each land package. A register of communications to and from impacted landowners.

Key elements

- A map indicating land boundaries and land use within or affected by the project area.
- A register of contact details as relevant, for example: landowners, estate contact details but also land workers, for example, custodian/head gamekeeper details, tenant farmers, etc
- A note of who is responsible for decisions for each land package
- A communications register illustrating communications to date
- A register of current positions for each impacted landowner, for example, 'in favour' or 'in favour with conditions' or 'opposed'

How this might support with funding

The register allows us to understand the level of risk associated with landowner decisions and the progress made towards the appropriate form of land acquisition of the project.

0.10 Invitation to tender

A request for a consultant or contractor to bid for a specific piece of work such as a Places for Everyone project

Key elements

- Project background.
- The scope of the work (what needs to be done).
- Timescales.
- Budget available.
- How each proposal will be assessed (usually using a scoring matrix which is likely to include: price, quality, evidence of previous experience, demonstrated understanding of the brief).

- May ask for other information like proof of professional indemnity insurance, public liability insurance, copies of recent accounts, references, details of people who will work on the tender.

How this might support with funding

The Invitation to Tender ensures everyone who bids is given the same information so their proposals ("tender returns") can be fairly judged against each other. Compiling an Invitation to Tender can also demonstrate a community organisation's capacity at an early stage.

0.11 Tender document and returns for Stages 1-2 with completed scoring matrix

Tender document: A project brief and relevant details provided by the client along with the invitation to tender.

Tender returns: Costed proposals to provide a service, received from consultants or contractors in response to an Invitation to Tender.

Scoring matrix: A table with assessment scores for each tender return against desired characteristics – experience, time, methodology, etc.

Key elements

- The tender document is a more detailed invitation to tender, including relevant details such as type of contract, budget, location, background information, deliverables, etc.
- The tender return will provide answers to all the questions raised in the Invitation to Tender. It will include a breakdown of costs and a programme for delivery and anything else specified in the Invitation.
- The tender is likely to cite examples of previous work to demonstrate relevant professional experience.

In Scotland, most public tenders are publicised on https://www.publiccontractsscotland.gov.uk/ https://www.procurementjourney.scot/ provides walk-through guides to public procurement.

How this might support with funding

Having all the necessary information in a tender enables us to make an accurate assessment to be made of who is best placed to deliver the requested work. The tender document is also a means to ensure the project is carefully planned, and finances are accurately forecast from the outset.

Stage 1: Essential Deliverables

1.1 Feasibility Study

A feasibility study is an analysis that considers a variety of factors including economic, geographical, technical, legal amongst other issues/opportunities. This helps to create a business case, determine the likelihood of completing the project and what measures will be required to complete it successfully.

Key elements

- Risk registers (Project and Design)
- Equality Impact Assessment (EqIA)
- Options Appraisal
- Preliminary ecological appraisal
- Budget forecasts

These are described in more detail below.

How this might support with funding

Provides analysis and evidence to support proposed interventions along with constraints, mitigations and ‘next steps’.

Other details / links

It is beneficial to produce a clear scope highlighting the required outputs of the study to ensure the client’s expectations are met.

1.1.1 Project Risk Register/ Design Risk Register

A risk register is a document used to record, assess, communicate, and control risk. It outlines risks and identifies their impact on either the project or the delivery team(s) or end users, for example. The impact is assessed using severity and probability such as the likelihood of the risk occurring and allows for a mitigation measure to be considered to reduce the impact.

Key elements

- Project Risk Register – this covers risk to the project as a whole and focuses on issues (constraints) that are likely to impact deliverability in terms of cost, time and project support.
- Design Risk Register (sometimes called Designers Risk Assessment) – this focuses on design elements of the project and the impact these elements could have on end users or those involved in building or maintaining the project.

How this might support with funding

Every project has risk. Risk registers are a tool to calculate how much risk is likely to be taken on, which subsequently is a key factor in determining the progression of the project.

Other details / links

A project risk register should be compiled at the earliest possible stage. By the detailed design or pre- construction stage, all physical hazards should be clearly highlighted on drawings. These hazards should map directly to the Design Risk Register. Prior to projects going to construction, the appointed Principal Contractor should compile a construction related Risk Assessment & Method Statement. Risk can have four strategies of mitigation: Avoid, Accept, Reduce or Control, Transfer.

1.1.2 Equality Impact Assessment (EqIA)

Equality Impact Assessments are a tool to explore, record and manage the impact of the project on certain groups of people as set out in the Equality Act 2010.

Key elements

- EqIA should ensure that what is being proposed does not negatively impact on specific people or groups, where it might, it is a place to record mitigations
- The EqIA can determine the feasibility of proposals. Consultation with people or groups outlined in the Equality Act should be undertaken as part of the project engagement and this fed into the project development.

How this might support with funding

In Places for Everyone, we ask all projects to ensure they engage with a variety of groups, but especially visually impaired users, or groups representing them, as standard. Providing a detailed equality impact assessment at an early stage demonstrates that a wide variety of users with a wide variety of needs have been considered.

Other details / links

Projects rarely have only entirely positive impacts on all groups, and it helps to be open and realistic about the potential for the project to negatively impact people, even if indirectly, thus making it harder for them to use the infrastructure. There may be circumstances where a proposal that positively impacts one groups may negatively impact another, and the EqIA can help prompt discussion on this and record solutions.

1.1.3 Options Appraisal

A review of potential options and possible solutions with a cost and benefit analysis undertaken for the entire project, or different features of it.

Key elements

An options appraisal can include a variety of elements that help to reach decisions with the most common process being as follows (as an example; this is not definitive as appraisals and studies vary from project to project):

- Desktop review of outlined area including core paths/existing networks and previous studies undertaken
- Site visit or site walkover to identify potential routes and physical constraints
- Undertaking community or stakeholder engagement to get a deeper understanding of the area, helping to inform option feasibility
- Drafting potential routes and scoring these
- Scoring can be based on a variety of criteria such as cost, deliverability, accessibility, local need, and design principles such as safety, coherence, directness, comfort, attractiveness, and adaptability
- Estimated construction cost
- Recommendations for preferred route and next steps required (often including liaison with stakeholders such as landowners and statutory bodies).

How this might support with funding

If done well, an options appraisal should present a clear preferred option and outline to take a project forward, highlighting constraints, costs, and impact.

Other details / links

Options appraisals can vary widely, it is important that the brief driving the options appraisal, is clearly defined to capture the necessary information and analysis.

1.1.4 Preliminary ecological appraisal

A rapid assessment of the value of a piece of land for biodiversity and protected species. In a development context, this is often the first step for identifying whether a proposal will affect protected species and habitats.

Key elements

- Conducted by a suitably qualified professional
- Identification of any species and habitats within the project area and the impact this will have on the project
- It should highlight what mitigation measures will be required to protect certain habitats and species (for example certain times of the year when work will be prohibited)
- It should highlight what further, more detailed, investigations are likely to be required (for example bat surveys)

How this might support with funding

Having an insight into ecological constraints at as early a stage as possible allows for these constraints to be considered and priced for and/or mitigated against. Opportunities to improve biodiversity may also become apparent and enable the project to deliver significant co-benefits.

1.1.5 Budget forecasts

A budget forecast is a projected estimate of the anticipated cost of a project. This can be broken down into more detail and accuracy at the varying stages of a project.

Key elements

- A project cost is the anticipated whole life cost of a project including design fees, construction costs and maintenance costs.
- Budget forecasts, like programme, should be reflective of and relative to an activity schedule.
- Foreseeable risks should be accounted for in contingency amounts and Optimism Bias.

How this might support with funding

As with programme, the more detailed the budget forecast is, the easier it is to have an accurate picture of the estimated cost. This in turn provides more confidence when funding decisions are being made.

Other details / links

In many cases design fees are estimated at 10% of estimated construction costs. This is not always accurate and as the project progresses through varying stages, the budget forecast for the whole project, inclusive of an accurate outline of the budget for the next stage (or two) should be captured.

1.2 Statutory permissions identification

This is the identification of all statutory permissions that are likely to be required for the project.

Key elements

- Report outlining which permissions are required (including but not limited to Planning Permission or Traffic Regulation Order, for example), timeframes for obtaining this and any costs associated with it (included in main budget).
    - Any risks associated with these permissions should be added to the project risk register

How this might support with funding

Helps us to understand the level of risk in a project and to consider the robustness of the project programme and budget.

1.3 Monitoring and evaluation plan

Monitoring and evaluation (M&E) is the process of gathering data and evidence to understand the impact of interventions, whether infrastructure or behaviour change based. The M&E Plan is the document that lists the project aims and outcomes; identifies key indicators and KPIs; sets out the monitoring methods to gather evidence and data (baseline, follow-up, longitudinal); and establishes ownership and timings leading to analysis and reporting outputs.

Key elements

An effective M&E process will be based on a logic framework such as a conceptualisation of the projects aims; inputs; activities; outputs, outcomes, and impacts.

Monitoring methods and tools associated with Places for Everyone infrastructure projects include video or manual counts (of vehicles, cyclists, pedestrians); surveys with the general public, workplaces or schools; interviews with key stakeholders and groups; site images; and observations of public realm usage such as dwell time.

Examples of longitudinal monitoring could include ongoing counts; automatic counters; citizen/panel surveys; and process evaluation logs. A M&E plan should establish a timeline and allocate ownership of monitoring methods, and it should be costed. Also, the plan should include a dissemination strategy.

- Who is the audience?
- Levels of M&E should be commensurate with the project size and scope.
- More extensive for larger projects.

How this might support with funding

Partners who can demonstrate a track record of effectively planned M&E for large scale projects will find it easier to access future funding.

Other details / links

M&E Guidance

1.4 Updated project management documents

These are documents created at Stage 0 which are updated with additional information as a project develops.

Key elements

- Business case documents including where relevant.
  - Aims and Objectives
  - Programme and budget
  - Risk Register
  - Links to wider strategies
  - Evidence of support including (if the applicant is a Local Authority) approval from the appropriate local authority committee to progress with the project to Stage 4.
  - Technical Design
  - Lessons learned
- Delivery Plan documents including:
  - Programme and budget (if not incorporated above)
  - CDM plan

1.5 Updated communications and engagement documents

These are documents created at Stage 0 which are updated with additional information as a project develops.

Key elements

- Stakeholder Map and analysis of stakeholders influence and impact on the project.
- Communications plan (may be combined with the below).
- Community engagement plan (may be combined with the above).

Other Deliverables

1.6 Public life survey

A public life survey is the study of the physical and social elements of a place to better understand how a space is used and what is part of it.

Key elements

Public life surveys can encompass a mix of surveys and tools to understand how people use a space. It can include many different types of surveys such as:

- People Moving Count - This tool provides data on how people move around in the city.
- Age + Gender Count - This tool provides a picture of who uses and moves through a public space.
- Stationary Activity Mapping - This tool provides a snapshot of what people choose to do in a public space.
- Intercept Survey for Social Mixing - This tool is an intercept survey tailored specifically to understand social mixing and social interaction in a space.

How this might support with funding

These surveys will provide greater insights into the needs of people who use the space you want to design and will allow you to better design the space for their needs.

Other details / links

https://gehlpeople.com/tools/how-to-use-the-public-life-tools/
https://gehlpeople.com/wp-content/uploads/2020/03/PL_Complete_Guide.pdf

1.7 Environmental and Sustainability Review

A review and report on the environmental and sustainability impact of the project. It may include proposals for landscaping and drainage and biodiversity net gain. It should consider both green and blue infrastructure as well as what surface materials are used.

- Green infrastructure is multifunctional green space (parks and playing fields for example) and green features (soft landscaping) that can positively impact the environment and people's quality of life
- Blue infrastructure is similar but with a focus on water. Examples include sustainable urban drainage systems such as rain gardens and natural resources such as ponds and rivers

How this might support with funding

Provides an overview on the impact the project will have on the environment and wider benefits for the community

1.8 Community Asset Map

A community Asset Map identifies existing assets within the project area that could be utilised during the project, to the mutual benefit of the community and the project delivery.

Key elements

- Who these groups are, what they do, how they might be employed, engaged with or benefit the project.
- Material assets – for example: engagement venues; local craftspeople, workshops, Men's shed (build benches and planters); bike libraries; gardening/green space projects/public artworks.
- Social assets – for example: Key community anchor organisations; groups whose aims are similar to what the project wants to achieve; groups who are likely to object (what specifically are they likely to object to – can it be changed, or can they be won round?); Local support groups for communities of interest who can help develop the Equality Impact Assessment, or engage with seldom heard groups.
- Individual assets – for example:. Individuals who support the project and can become community champions; local people with skills, knowledge or experience who can contribute to the project as it develops.

How this might support with funding

Shows project is willing to involve and support the local community. Can provide opportunities to better engage Seldom Heard groups in the project.

Other details / links

When you begin engaging, ask the people you speak to what else exists in the community that the project team should be aware of.

1.9 Plan to create community advisory group

In general, a community advisory group's purpose is to provide a forum for group members to present and discuss their needs, concerns and opportunities related to the project directly with the project team. Here the project should be looking to build on the identification of a community advisory group in Stages 0 to developing a plan to set up the group officially.

Key elements

- Agree the project specific purpose and scope of the community advisory group (CAG) (what the role of it is in the project development).
- Discuss and decide with the project team how the CAG's input will/can affect project outcomes.
- Ensure the group serve a purpose that is not superficial.
- Membership composition: Determine the appropriate size. The number of members will vary depending on the needs and composition of the affected community.
- Membership recruitment/ identification: Inform community about the purpose and scope of a CAG and the opportunities for participating in it (for example: press release, blog, reach out directly).
- Start with stakeholder map and be open to identifying more relevant stakeholders through the recruitment process.
- Share upfront how input of members can/ will affect project outcomes
- Formation: Select members transparently and initial formation of group.
- Ensure members are aware of how their input can/ will affect project outcomes.
- Operation: Agree operation with group membership to support meaningful participation. Agree how, when, where and how often you meet (consider creating terms of reference or a group agreement).
- Reduce barriers to participation: Consider how you can accommodate members' needs (for example: interpreter, child care, transport or IT support to attend)
- Consider how you value people giving expertise and time (meals, gift cards, fee)

How this might support with funding

Showcasing who and how you engage and, most importantly - how it shapes your project - shows how you listen to and consider community input.

Other details / links

A community advisory group (CAG) can be an effective way for community involvement. A CAG does not eliminate the need for other community engagement activity. Be clear about the CAG's role and who on the project team will be responsible for coordinating the CAG.

Additional essential deliverables for Community Organisations only

1.10 Updated landowner mapping and communications register

These are documents created at Stage 0 which are updated with additional information as a project develops.

Key elements

- Updates may be made to: A map indicating where land boundaries lie and who owns each land package/A register of communications to and from impacted landowners.

1.11 Funding, collaboration, and partnerships plan

A live document which details which other organisations are involved in the project, in what capacity, and the status of any additional funding being pursued (this may be for match funding or for added value).

Key elements

- Most projects will require a collaborative approach to ensure all elements are delivered, for example, collaboration with a local cycling group to assist with community engagement, or collaboration with a local authority to assist with landowner mediation.
- This should record when, how and with whom communications were made.
- It should include the nature and conditions of any funding or partnership. If relevant, it should include distribution lists - who receives what information.

How this might support with funding

This allows us to mitigate risk related to external funding and partnerships and understand any conditions of these.

Stage 2: Essential Deliverables

2.1 Comprehensive Concept package

A completed package **at the end of stage 2** – concept design, that depicts and explains the design ideas being taken forward. The package should incorporate (as a minimum) the below items.

Key elements

- Clear general arrangement plans with a key showing all proposals and, where appropriate, overlaid on existing project area
- Cross sections
- Technical surveys
- Road Safety Audit
- Constraints Plan
- Maintenance Plan (commitment)
- Traffic Regulation Order details where required

These are described in more detail below.

How this might support with funding

This builds a picture of how the project will progress and what the completed project would look like. Therefore, the more accurate and comprehensive it is, the more reassurance and certainty the funders will have.

Other details / links

A concept design is a design(s) that has been based on the outcome of the feasibility study. This should be an initial, yet informed, idea of what will be taken forward, incorporating some of the above elements. Often the concept designs are presented as a series of design options – which is incorrect.

2.2 Full Business Case

A more developed business case outlining in more detail the anticipated costs and benefits of the project.

Key elements

- Aims and Objectives
- Anticipated Impact
- Benefit cost ratio
- Programme and budget
- Project Risk Register
- Links to wider strategies
- Evidence of support

- Lessons learned from delivery of previous projects

How this might support with funding

This information helps to show that projects demonstrate value for money and will aid in decision-making should the programme be oversubscribed.

2.2.1 Cross-sectional, site clearance and general arrangement drawings (various stages)

Cross sectional drawings are drawings showing a ‘cut through’ of the proposed design and will vary in terms of detail depending on the design stage.

Site clearance drawings are drawings detailing what will need removed from the proposed area of construction, in its present state, to allow construction to take place as per the proposed design.

General arrangement drawings are drawings showing the outline of the proposed design in relation to the existing area. The level of detail on general arrangement drawings will vary depending on the size of the scheme. They can be used to demonstrate how the proposed design will impact on that area and should include items like street names and proposed dimensions. They can also include photographs of the current site.

Key elements

- Cross sectional drawings will range in detail at the various design stages. For example, at the Concept design stage they may only demonstrate how a proposed path will look in comparison to its surroundings (example being a tree, a path, a carriageway).
- At the detailed design stage cross sectional drawings will show the construction makeup of the proposed path with reference to specified materials. Levels will also be shown, often on separate cross sectional geometry drawings in conjunction with long section (3D alignment) drawings.

How this might support with funding

Provides a full picture of the proposals to be funded. The more detailed and accurate the drawings are, the easier these can be mapped to bills of quantities to ensure costs and quantities are consistent and confidence can be had in delivery.

2.2.2 Technical surveys (desk, intrusive and by exception)

Technical surveys are required to help establish the feasibility of concepts and are sometime invasive. They help project teams to understand what the proposed area of construction is like below ground level. Which surveys are required will depend on the nature and context of each project and Places for Everyone may sometimes recommend specific surveys where we feel this would help with funding decisions.

Key elements

- Ground investigation to determine the soil makeup and consistency along with ground water levels.
- Ground Investigation can often tie in with site investigation, which determines the historic land use and if there are known contaminants or specific barriers (such as mine shafts or historic landfill sites) in the area.
- Topographical surveys to determine the 3D lie of the land in the proposed area.
- Utilities surveys to determine the extent of underground utilities.
- Flood Risk Assessment to determine the extents of flooding in the area if the area is in a known area of flooding.

How this might support with funding

Provides a fuller picture and ensures significant risks are captured at the earliest possible stage.

2.2.3 Road Safety Audit (various stages incl. client and designer response).

A Road Safety audit is an evaluation of a highway (road) related project, undertaken at various stages throughout the project, to identify road safety problems and to suggest measures to eliminate or mitigate any concerns.

How this might support with funding

Considers safety concerns and is a good way of ensuring they are addressed through design as the project progresses.

2.2.4 Constraints Plan

A plan highlighting physical constraints and barriers. These can be particularly useful in outlining and justifying route or solution options.

Key elements

- A constraints plan of existing infrastructure can be a useful way of demonstrating why improvements are required.
- A constraints plan of the proposed design can be a useful way of demonstrating that the constraints mapped to the risk register have been taken into consideration.

How this might support with funding

Can be a good visual way of assessing risks associated with certain elements of a scheme.

2.2.5 Maintenance Plan (commitment)

A maintenance plan is a document that defines the work required to maintain assets proactively. The contents of the document help you facilitate the continued use of an asset at optimum performance and support long term investment. The asset can avoid significant breakdowns or unforeseen renewal if you stick to the guidelines provided.

Key elements

- The tasks required to maintain the asset.
- The frequency of intervention or tasks required to ensure optimal performance.
- Detailed descriptions of how to perform key tasks; standards applied, specification of replacement materials, and equipment required.

How this might support with funding

When business cases and developing designs are supported by maintenance plans the funder can have confidence in the value for investment and the long-term operation of the asset.

Other details / links

Ensure the maintenance plan is costed based on the key elements required to proactively prevent the deterioration of the asset.

2.3 Match fund identification

This is the identification of where the remaining 30% match funding ***may*** come from in future years if the project is successfully funded through to construction by Places for Everyone.

Key elements

- Identification of where the match funding may come from
- Any agreements in principle made with other funding providers

How this might support with funding

Confirms applicant is preparing for the project effectively. Provides confidence to Places for Everyone that the project has options for further funding to cover 30% at construction stage.

2.4 Permissions and obligations

Evidence of what permissions have been obtained or are in the process of being obtained such as planning, landowner permissions and Traffic regulation orders (TROs).

TROs are the legal mechanism used to introduce permanent changes to a road’s layout and how it is used.

For example; if speed limits are being changed or parking/loading restrictions are being altered then a TRO will be required.

Following on from investigations in Stage 1 into which statutory permissions are required, we require confirmation in Stage 2, as to the extent of TRO requirements.

Redetermination Orders (ROs) is the process for changing the use of part of the footway, cycleway or carriageways.

For example: if a footway (for pedestrians only) is changing function to a shared use path to allow cyclists and pedestrians, a redetermination order will be required.

Key elements for TRO/ROs

An assessment should be made of if and where these will be required to deliver the project and risks updated on the project risk register.

- Spatial report outlining the extent of any permissions required for the agreed concept.

Experimental Traffic Regulation Orders (ETRO) can be used for up to 18 months to trial infrastructure. These follow a similar process to that of permanent TROs (as outlined above)

ETROs can be changed into permanent TROs following their trial period but the process for permanent TROs as outlined above will need to be followed in order for this to happen.

How this might support with funding

If there is a risk TROs would not be granted (if the project required one) this could be a significant project risk. If TROs are required and have been highlighted and granted early on, then this could influence the funding decision.

Other permissions

- Key elements for planning permission
- Evidence of granted permissions
- Permissions in progress, such as live planning applications (Please provide a reference and/or link to the appropriate portal or website)

Key elements for land ownership

- Report outlining (relevant) land ownership for the entire project area (within the project boundary).
- Map with key showing ownership.
- Any risks identified during land investigations (such as potential contamination of land).
- Proposals to resolve land ownership with timescales and costs
- Heads of Terms with landowners where appropriate

We will require confirmation of final permissions and or land ownership before unconditionally awarding construction funding.

How this might support with funding

Helps us to understand the level of risk in a project and helps us consider the robustness of the project programme and budget. It may help us to make a conditional offer of funding pending conclusion of land acquisition.

2.5 Behaviour change activity plan

A behaviour change plan details the behaviour(s) to be targeted, how and why the interventions have been selected and how these will be delivered. Evidence suggests that to change behaviour, the target audience should be involved in identifying barriers and solutions to the problem behaviour.

Key elements

- Define the behaviour to be changed
- What you have learned about what the community think and feel about active travel, and what might hinder or help them to change their behaviour
- Who has been involved in developing the plan, and deciding on the interventions?
- How have the activities in the plan been identified?
- Use the APPEASE criteria: Affordability; Practicability; Effectiveness and Cost Effectiveness; Acceptability; Side Effects or Safety, and Equity
- Detailed list of activities that will be carried out:
    - Who will deliver?
    - When will they take place?
    - What resources are required?
- How behaviour change activities will be communicated. (Unless this is detailed in a separate communications plan).
- Budget for Behaviour Change activity.
- Risk Assessment - identifying risks and barriers to effective delivery of the plan, and mitigation measures. (unless this is detailed in a separate Risk Management Plan.
- Evaluation and Monitoring - how will you measure the impact of the behaviour change plan interventions? (Unless this is detailed in a separate Evaluation and Monitoring plan.)
- For best practice (especially in larger and more complex projects): Work with the community to develop the behaviour change plan activities – this is an area where aspects of project decision making can be delegated to the community.
- Use your Community Asset map to identify people or organisations who can deliver behaviour change activities on behalf of the project team.
- Consider providing a funded post for an active travel coordinator who can support the community groups involved to deliver the behaviour change plan.

How this might support with funding

Having a context specific behaviour change plan alongside infrastructure will help build support for the project and encourage people who do not currently choose to walk, wheel or cycle to consider these as viable options. Utilising the services of locally trusted organisations shows support for the local community and will provide a wider reach than bringing in outside services – not just in terms of numbers, but in terms of diversity.

Other details / links

Creation of the behaviour change plan is not a one-time activity. It should be updated and reviewed regularly as the project progresses. In the early project stages behaviour change activities can also be community engagement opportunities to inform later project stages. In later project stages behaviour change activities can keep the community interested and engaged when there is not much else happening engagement wise. Project related behaviour change activity should continue for at least six months beyond the completion of construction. This will provide a period of transition and encourage people to change their travel behaviour while the infrastructure is still a new option.

2.6 Project communications

Broad terms for all project information to be shared with stakeholders.

Key elements

Typical project communications include press releases, print materials, webpages/websites, social media, events, photo/video content creation, complaints resolution and logo and branding designs etc.

How this might support with funding

It is important that partners are willing and able to carry out a wide range of communications functions to effectively share information about the project with stakeholders. At some point, each of the responsibilities is likely to become relevant and, without them, the reputation and delivery of the project can suffer.

Other details / links

Ad hoc support and upskilling are available to any partner who would benefit from this from the Sustrans communications team.

2.7 Updated project management documents

These are documents created during Stages 0 and 1 which are updated with additional information as a project develops.

Key elements

- Delivery Plan documents including:
  - Programme and budget (if not incorporated above)
  - CDM plan
- Equalities Impact Assessment (EQIA)
- Design Risk Register

2.8 Updated monitoring and evaluation plan

These are documents created at Stage 1 which are updated with additional information as a project develops.

Key elements

This is an update to the monitoring and evaluation plan made previously and should build on plans with any additional information collated from surveys, behaviour change activities or engagement. There may be additional information gathered for updating the:

- Logic framework
- Monitoring methods & tools
- Timeline
- Dissemination strategy
- Monitoring responsibilities
- Budget

2.9 Updated communications and engagement documents

These are documents created during Stages 0 and 1 which are updated with additional information as a project develops.

Key elements

- Stakeholder Map and analysis of stakeholders influence and impact on project
- Communications plan (may be combined with the below)
- Community engagement plan (may be combined with the above)

Other Deliverables

2.10 Visualisations

A representation of the project or specific elements of it, this can be updated throughout the design stages where more detail may be added as the project progresses.

How this might support with funding

Helps to communicate the impact of the project, or specific elements of it, in a relatable way that simple plans and sections do not always achieve.

Other details / links

Very useful at engagement events when presenting designs and ideas, particularly to members of the public who may not be able to understand or relate to more technical drawings.

2.11 Multi-modal transport modelling

Multimodal transport modelling is the analysis of transport networks using modelling software to understand and forecast how diverse transportation options, typically walking, cycling, public transport and cars behave and are likely to behave based on existing infrastructure and proposed infrastructure.

Key elements

- Typically based on survey data to understand existing behaviours and patterns and modelled using proposed designs to understand the impact of designs.
- Requires a specialist to undertake the modelling.

How this might support with funding

Can provide a good understanding of the impact of proposals.

2.12 Plan for street trial

Plan to trial specific elements of the project to consider the suitability of proposals or demonstrate their impact before gathering their feedback. It can also provide an opportunity to gather data around behaviour and inform future design proposals.

Key elements

- Can be used as part of community and key stakeholder engagement
- Can be run as part of monitoring and baseline data gathering activities and as part of a behaviour change activity.

How this might support with funding

Can give a clearer picture of the completed project. Works well with projects which will have a big impact on behaviour and a local area.

Other details / links

Likely only to be applicable in a small scale, urban context.

2.13 Green and Blue infrastructure proposals

Green infrastructure is a network of multifunctional green space (parks and playing fields for example) and green features (planted trees) that can positively impact communities from both a quality of life and environmental aspect.

Blue infrastructure is similar to the above but with a focus on water; examples include sustainable urban drainage features, ponds, canals and rivers. Can initially be a statement in the early stages, through to detailed layout plans and specification in technical design.

Key elements

- Strategies for how these can be implemented into the project are required at the earlier stages.
- As the project progresses through design stages the details of how can be refined.
- Useful to have landscape architects and urban designers involved in this.

How this might support with funding

May allow third party funding sources aimed at improving green and blue infrastructure to be secured to support the project.

2.14 Lighting proposals

Proposals for lighting, which will develop to form a detailed layout plan and specification in technical design.

Key elements

- Will require input from lighting engineer, particularly as project progresses.

A variety of lighting options available ranging from solar studs to lighting columns

How this might support with funding

Lighting may affect the accessibility of the projects, and this will be considered alongside cost and risk. The more detailed and accurate the proposals are, the easier these can be mapped to bills of quantities to ensure costs and quantities are consistent.

2.15 Signalling proposals

Proposals for signalling in reference to sequencing and layout if signals are part of the project

Can initially be a statement in the early stages, through to detailed layout plans and specification in technical design.

Key elements

- Will require input from signal engineer, particularly as project progresses.
- Variety of crossing options and control and signal types available.

How this might support with funding

Provides a fuller picture to inform the funder. The more detailed and accurate the proposals are, the easier these can be mapped to bills of quantities to ensure costs and quantities are consistent.

2.16 Formative baseline monitoring

Monitoring data collected and evaluated before project completion to inform decisions on improving the project design and delivery.

Key elements

- Formative baseline monitoring should be analysed to inform future project stages i.e. what does the street trial or options appraisal highlight that is relevant to the design and construction of the project?
- A short report of formative baseline findings and recommendations would be an effective way of recording the key lessons learned at the formative baseline stage.
- Is related to and supported by other deliverables: ‘Feasibility Study’, ‘Public Life Survey’, and ‘Street trials’

How this might support with funding

Demonstrating how baseline monitoring has informed the design of a project, provides greater confidence in the likely impact of the project and provides confidence that meaningful monitoring and evaluation of the project will be completed.

Other details / links

Guidance: James Bell Associates: Formative Evaluation Toolkit

M&E Guidance

2.17 Longitudinal monitoring

Continuous or periodic data collection to measure the impact of a project throughout the project lifecycle to capture indicators before, during and after the project is delivered.

Key elements

- In addition to baseline and follow-up M&E, partners may have an opportunity to avail of longitudinal monitoring ie automatic counters providing uninterrupted data before, during and after a project or citizen panel surveys taking place before, during and after project delivery e.g. 2-5 years.
- These longitudinal monitoring options can provide valuable and cost-effective data for M&E. Partners should 'brainstorm' to establish if any such longitudinal monitoring options are available and include these in M&E plans
- Partners should also consider repeating earlier baseline and follow-up monitoring methods ie surveys with the general public or observations of public realm usage
- In addition to baseline and follow-up monitoring, analysis of longitudinal monitoring can highlight additional outcomes and wider benefits ie observing changes in usage or behaviour at baseline, during, at follow-up and 2-5 years later (as opposed to just baseline and follow-up).

How this might support with funding

Partners who can incorporate longitudinal monitoring options in their M&E plans (and subsequent analysis and reporting) demonstrate that they have considered a variety of monitoring methods and data sources, and that they have incorporated cost effective (ie existing) data in to their M&E plan. It also highlights partner commitment to monitoring the short, medium and long-term impacts of the project through more robust data collection approaches.

Other details / links

Example: Sustrans: Summary of Outcomes of the Cycling Demonstration Towns and Cycling City and Towns Programmes

M&E Guidance

2.18 Updated community asset map

These are documents created at Stage 1 which are updated with additional information as a project develops. A Community Asset Map identifies existing assets within the project area that could be utilised during the project, to the mutual benefit of the community and the project delivery.

Key elements

- An updated community asset map should include: Who the community groups are, what they do, how they might be employed, engaged with or benefit the project. Material assets – such as. engagement venues; local craftspeople, workshops, Men's shed (build benches or planters); bike libraries; gardening, green space projects or public artworks.
- Social assets –. key community anchor organisations; groups whose aims are similar to what the project wants to achieve; groups who are likely to object (what specifically are they likely to object to – can it be changed, or can they be won round?); Local support groups for communities of interest who can help develop the Equality Impact Assessment, or engage with seldom heard groups.
- Individual assets – individuals who support the project and can become community champions; local people with skills, knowledge or experience who can contribute to the project as it develops.

How this might support with funding

Shows project is willing to involve and support the local community. Can provide opportunities to better engage Seldom Heard groups in the project.

Other details / links

When you begin engaging, ask the people you speak to what else exists in the community that the project team should be aware of.

2.19 Client advisor brief and cost

A document detailing what services will be required from a Client Advisor for a project, to ensure the client's CDM duties are properly discharged.

Key elements

Services to be invited by the client advisor brief might include project management, preparation of briefs, procurement strategies, risk assessments, review of tender packages and construction details, consultation, or anything else relating to client duties.

A client advisor may also assist with lessons learnt reviews, handover strategies, and change management.

As with an ITT, the brief might request details of qualifications, prior experience, time commitment, etc.

How this might support with funding

Having a client advisor offers extra reassurance to Sustrans that CDM regulations are being observed and duties discharged correctly, especially where the client may not have the expertise for this.

2.20 Updated landowner mapping and communications register

These are documents created at Stages 0 and 1 which are updated with additional information as a project develops.

Key elements

Updates may be made to: A map indicating where land boundaries lie and who owns each land package. A register of communications to and from impacted landowners.

2.21 Updated funding, collaboration, and partnerships plan

These are documents created at Stages 1 which are updated with additional information as a project develops.

Key elements

Updates may be made to: Documents which detail which other organisations are involved in the project, in what capacity, and the status of any additional funding being pursued (this may be for match funding or for added value).

2.22 Invitation to Tender

A request for a consultant or contractor to bid for a specific piece of work (such as a Places for Everyone project).

Key elements

- Project background
- The scope of the work (what needs to be done)
- Timescales Budget available
- How each proposal will be assessed (usually using a scoring matrix which is likely to include: price, quality, evidence of previous experience, demonstrated understanding of the brief)

- May ask for other information like proof of professional indemnity insurance, public liability insurance, copies of recent accounts, references and details of people who will work on the tender.

How this might support with funding

The Invitation to Tender ensures everyone who bids is given the same information so their proposals (tender returns) can be fairly judged against each other. Compiling an Invitation to Tender can also demonstrate a community organisation's capacity at an early stage.

2.23 Tender document and returns for stages 3-4 with completed scoring matrix

Tender document: A project brief and relevant details provided by the client along with the invitation to tender. Tender returns: Costed proposals to provide a service, received from consultants or contractors in response to an Invitation to Tender. Scoring matrix: A table with assessment scores for each tender return against desired characteristics – experience, time, methodology, etc.

Key elements

- The tender document is a more detailed invitation to tender, including relevant details such as type of contract, budget, location, background information, deliverables, etc.
- The tender return will provide answers to all the questions raised in the Invitation to Tender. It will include a breakdown of costs and a programme for delivery and anything else specified in the Invitation.
- The tender is likely to cite examples of previous work to demonstrate relevant professional experience.

In Scotland, most public tenders are publicised on https://www.publiccontractsscotland.gov.uk

https://www.procurementjourney.scot provides walk-through guides to Public procurement

How this might support with funding

Having all the necessary information in a tender enables an accurate assessment to be made of who is best placed to deliver the requested work. The tender document is also a means to ensure the project is carefully planned, and finances are accurately forecast from the outset.