



Places for Everyone

APPENDIX- Applicant Guidance Construction

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Version 1.0 October 2022

This guide has been created by
Sustrans Scotland, and is valid from 31st October 2022.

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Essential Deliverables – All Stages

The following deliverables will have been created at earlier stages (stages 0-4) and should be updated as the project develops.

1 Business case

This is a justification for a proposed project based on its expected benefits, and the associated documents being used to manage the ongoing project costs, risks and delivery.

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 costs or risks.

How this might support with funding:

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

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.

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.

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 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:

Well defined 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.

1.2 Programme and Budget

A timeline outlining tasks, key dates and timescales, and 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

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, the 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 the 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. This will help identify a wide variety of risks and suggest ways to mitigate impact. It should then be kept live throughout the project 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.

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 or other local planning policies or strategies, or wider national policy/strategies.

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. This offers greater justification for the project.

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.

1.6 Lessons learned research (from previous projects)

A learning and development exercise using experience from previous projects to identify elements that went well 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.

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/>

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.

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 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 = 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:

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

Other details / links:

CDM regulations

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, those that 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.

4 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.

4.1 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.

4.2 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 then 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. 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 group may negatively impact another, and the EqIA can help prompt discussion on this and record solutions.

4.3 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.

4.4 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, priced for and/or mitigated against.

Opportunities to improve biodiversity may also become apparent and enable the project to deliver significant co-benefits.

4.5 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.

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.

6 Project communications plan

A report or document outlining information to be shared with stakeholders and wider communications such as correspondence and processes for these.

Key elements:

A plan and/or progress report outlining typical project communications including any 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 from the Sustrans communications team to any partner who would benefit from.

N.B. Your communications plan and record may be a section of your wider engagement documents.

7 Communications and Community engagement plan

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

7.1 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.

7.2 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 are to lay out 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 and 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 the 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 interactive 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 shows what, why, who and how engagement will be carried out, with a clear budget and outcomes. This 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 and 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.

8 Statutory & Other permissions

Evidence of what permissions have been obtained, are in the process of being obtained, or will be obtained and a timeline for this, 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/RO's:

An assessment should be made on if and where these are required to deliver the project, and related risks must be updated on the project risk register.

- Spatial report outlining the extent of any permissions is 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 (and if the project requires 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.

Key elements required for planning permission:

- A red line boundary of the area covered by any required permission
- The type of permission required
- 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.

9 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

10 Baseline monitoring and evaluation report

At baseline evaluation, data will be analysed and reported on. This output will be used to inform the remaining stages of the project (i.e. design and/or construction) and will also set a baseline that can be compared to follow-up monitoring at a later date.

Key elements:

- Baseline monitoring should be analysed to inform future project stages i.e., what does baseline usage or survey results highlight that is relevant to the design and construction of the project.
- Analysis should be aligned to key outcomes.
- Audience for baseline data needs consideration i.e., funder, partners, general public.
- A report of baseline findings and recommendations would be an effective way of recording the key lessons learned. Additional outputs for different audiences should also be considered i.e., press release for general public.

How it helps with funding:

Baseline data is often collected and stored for later follow-up comparisons. Partners who can demonstrate analysis and reporting of baseline data to inform design & construction, and to communicate with key stakeholders and audiences, will prove to funders that they understand the value of M&E at all stages

11 Contractor Procurement Strategy

A document describing how the partner will appoint a designer or contractor to undertake works.

Key elements:

- Should outline the timescales they envisage.
- Should outline the contract type they intend to use.
- Should outline any organisations they intend on inviting to/awarding to tender.

How this might support with funding:

Provides a clear understanding of how the partner will employ a contractor and the use of funds applied for.

12 Tender Pack

The tender stage of a project (in this context) is the process of selecting and appointing a suitable contractor (or principal contractor when more than one contractor involved) – at the pre-construction stage.

The tender pack is issued to Contractors (there are several methods of issuing) and it should contain the below as a minimum

Key elements:

- Construction drawing package (as outlined in section 25, design development documents)
- Specifications.
- Bill of quantities / Activity schedule (dependent on the form of contract being used). These are to be priced accordingly by the Contractor.
- Pre-construction information pack including site constraints, health and safety information and relevant information about the site
- Contract information

12.1 Site Clearance drawings

Site Clearance is the works required to 'clear' a site in order to make it suitable for construction.

Drawings showing the extents of items to be cleared should be contained within the tender pack in order to allow the Contractor to price the work accordingly.

Key elements:

- Removal of existing street furniture such as lighting columns and benches.
- Removal of existing infrastructure such as the excavation of existing ground.

Other details / links:

Ideally, the site clearance drawings should map to the Bill of Quantities for ease of reference

12.2 Specifications

A detailed description of the dimensions, construction, workmanship, materials etc of proposed work to be undertaken.

Key elements:

- All detail specifications should be in accordance with the Manual of Contract Documents for Highway Works with the specific clauses referenced.
- Construction details should also be in accordance with design guidance such as Cycling by Design.

How this might support with funding:

Requirement for the project to be constructed. The more detailed the specification the easier it is for the contractor to build, subsequently leading to less risk to the construction phase.

12.3 Bill of quantities (mapped to drawings)

A document prepared by the client (or designer/consultant on behalf of the client) outlining material quantities and associated costs. This provides the basis for the cost estimate.

For the tender pack, a blank activity schedule or bill of quantities (based on the form of contract outlined in the tender documentation) will be included for the Contractor to price accordingly.

Key elements:

- As the project progresses the Bill of quantities (BoQ) will become more accurate with optimism bias amounts lowered.
- It is useful to have material quantities shown on drawings (for example the total length of a specific kerb type) at the detailed design stage so these can be referenced to the BoQ.

Other details / links:

There is useful information on preparing BoQ in Volume 4 - Bills of Quantities for Highway Works, Manual of Contract Documents for Highway Works and in 'Paths for All Lowland path guide'.

Optimism Bias levels can be found in the Green book and on Transport Scotland's website but in summary they are as below;

- RIBA stages 0-2; 44%
- RIBA stages 3-4; 15%
- RIBA stage 5; 3%

Other Deliverables – All stages

13 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.

14 Multi-modal transport modelling

Multi-modal 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.

15 Street trial report

Where a street trial has been carried out to trial specific elements of the project to consider the suitability of proposals or demonstrate their impact before gathering feedback, a report on the process and outcomes of this trial should be provided. This information should have been used to inform future design proposals.

Key elements:

- Summary of what was trialled, where, when and for how long
- Data collected in association with the trial
- A summary of behaviour observed and how this has affected the design development.

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.

16 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.

17 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.

18 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 and 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

19 Environmental and Sustainability Review

A review and report on the environmental and sustainability impact of the project. It may include proposals for landscaping, 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

20 Design Development Documents

A completed package at the end of stage 3 – developed design, that builds on and clearly depicts and explains the design ideas being progressed. The package should incorporate (as a minimum) the below items

Key elements:

- Construction specification details.
- Signage and line markings.
- Drainage proposals.

How this might support 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 can have.

20.1 Construction specification details

Drawings that show the construction details of a project and how it will be constructed in a practical sense. Elements include construction make up of a path showing the depth and type of the required layers, drainage manholes or filter drain cross sections, specific kerb types etc.

Key elements:

- All details should be in accordance with the Manual of Contract Documents for Highway Works with the specific clauses referenced.
- Construction details should also be in accordance with design guidance such as Cycling by Design

How this might support funding:

Requirement for the project to be constructed. The more detailed the specification the easier it is for the contractor to build, subsequently leading to less risk to the construction phase.

20.2 Signage and line markings

Proposals for signs and roads markings shown on drawing layouts, typically in line with the 'Traffic Signs Regulations and General Directions' (TSRGD) and 'Traffic Signs Manual'

The signs and markings should be displayed on plan layout in order to display where they will be located. They should be accompanied by a signs and markings schedule (respectively) which should show the diagram of the sign (and/or marking), its corresponding TSRGD diagram number and sizing information

Other details / links:

Some signs in Sustrans funded schemes are likely to be non-standard and therefore will not be referenced to the TSRGD

20.3 Drainage Proposals

Proposals for drainage in reference to layout and specification. These can initially be a statement in the early project stages, through to detailed layout plans and specification in technical design.

All details should be in accordance with the Manual of Contract Documents for Highway Works with the specific construction details and clauses referenced.

How this might support funding:

Drainage is a significant element of design and can be a high risk to a project. Demonstrating it has been considered at an early stage will give confidence to the funder

There are many aspects to consider when it comes to drainage, subsequently a drainage engineer should be involved in the project if there are significant drainage issues.

21 Vehicle tracking drawings

Layout plans showing swept path analysis of vehicles in relation to the design proposals.

Useful as an analysis to demonstrate the movement of specific vehicles such as buses or HGVs, particularly where road widths and corners are restricted. This requires specific design software to be produced.

How this might support with funding:

Demonstrates that the design proposed is deliverable and will be able to accommodate the vehicles which will use the space.

22 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. This may only be required for larger projects.

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

Deliverables – Community Organisations All Stages

23 Landowner Map and Communications Register

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

The map indicates where land boundaries lie and who owns each land package. The register lists 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 and estate contact details, as well as 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.

24 Funding, collaboration, and partnerships plan

A live document which details the other organisations involved in the project, in their 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.

25 Evidence and Status of Planning Permission

Statutory permission to prepare to construct a new building, path or road, received following a formal application to the local authority

Conditions are often applied when permission is granted and may require additional information to be provided before development starts.

Planning permission is given on the basis of a concept or detailed design and is not an indication that a project is ready to construct. The client/developer is responsible for meeting all pre-construction requirements.

Key elements:

A short document outlining permissions granted or in progress, including the planning case reference.

How this might support with funding:

This allows us to assess the level of risk associated with an application, if permission is yet to be granted, we may not be able to award construction funding, but we will consider this on a case by case basis.

Planning permission or a TRO will be required for the overwhelming majority of projects and community organisations should not proceed with any development unless they have obtained the appropriate permissions from the local/planning authority.

26 Draft Land Agreements

Draft documents indicating the negotiated conditions of land agreement as relevant to the type of agreement being made, i.e., lease, purchase.

Key elements:

- These must be drafts which are up-to-date after negotiations with landowners. They should not be template agreements which have not yet been discussed with landowners. They should cover the nature of the

agreement, details of costs, the address, co-ordinates and extents of the land as well as any heads of terms agreed or in progress

How this might support with funding:

A land agreement does not need to be signed until after construction funding has been awarded, as this mitigates risk associated with the project not being awarded.

Essential Deliverables – Stage 5

27 Construction Phase Plan and Programme of Works

A Construction phase plan is a requirement under the CDM regulations 2015 and is a plan of how the Contractor/s will undertake the works safely.

Programme of works is how the works will be carried out, shown sequentially, with dates and timelines.

Key elements:

- Key dates should be included.
- Risks and hazards should be identified with an explanation of how they will be mitigated against.
- Key dates and construction phases should be outlined – in a programme of works.
- The programme of works should take into account holidays, seasonal restrictions in terms of ecology and should show time for mobilisation, site set up, specific works stages etc.

How this might support with funding:

As with the PCI, the more thorough the Construction Phase plan and programme of works the more confidence the funder can have from knowing the Project team / contractor are experienced competent.

28 Progress Reports

Reporting of the progress of construction once construction commences.

Key elements:

- Generally agreed at the construction inception meeting and/or included in the tender documents.
- Typically prepared and presented by Contractor (or site supervisor/clerk of works – if one is employed).

Deliverables – Community Organisations Stage 5

29 Updated client advisor brief and cost

A document detailing what services will be required from a Client Advisor for a project, in order 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.

30 Final land agreements and statutory permissions

Evidence of land agreements and statutory permission to construct a new building, path or road is required prior to construction award so that we can understand the level of risk involved and to provide assurance that all relevant stakeholders have been suitably consulted.

Key elements (different projects and locations will require some or all of the following):

- Full planning permission with the applicable reference to the planning portal
 - We may accept planning in principle with conditions, your Grant Advisor will discuss this with you.
- Other local authority approval as required e.g., Traffic Regulation Order
- Title deed/signed lease/other robust agreements

Essential Deliverables – Stage 6

31 Health and Safety File including ‘As Built’ drawings

“The health and safety file is defined as a file appropriate to the characteristics of the project, containing relevant health and safety information to be taken into account during any subsequent project” (such as improvement works, maintenance, cleaning, demolition) – from the Health and Safety Executive.

Key elements:

- A brief description of the work carried out.
- Any hazards that have not been eliminated through the design and construction processes, and how they have been addressed (e.g. surveys or other information concerning asbestos or contaminated land).
- Key structural principles (materials, loading limits, power sources).
- Hazardous materials used (e.g. lead paints and special coatings).
- Information regarding the removal or dismantling of installed plant and equipment (e.g. any special arrangements for lifting such equipment).
- Health and safety information about equipment provided for cleaning or maintaining the structure or infrastructure.
- The nature, location and markings of significant services, including underground cables; gas supply equipment; fire-fighting services etc.
- Information and as-built drawings of constructed infrastructure.

How this might support with funding:

The H&S file (including As Built drawings) and maintenance plan should be handed to the client on completion of the project. This should confirm that the project has gone accordingly.

Owing to it being a document that is live and updated throughout the project, it should be a tangible reference point/document to ensure items have been considered as the project progresses.

Other details/links:

The health and safety file should be compiled by the Principal Designer and handed over to the Client on completion of the project. Where there is no Principal Designer, or the Principal Designers’ duties have ended before construction completion, the health and safety file should be completed by the Principal Contractor and handed to the Client.

31.1 As-built drawings

Package of drawings outlining any changes that have been required on site during delivery, as compared with what was outlined in the final drawing package. Please note changes which have a material impact on the design.

32 Snagging list

A snagging list is a document that is produced following a post construction inspection, highlighting any items that require rectification. This could include items that are damaged or defected or items that are sub-standard (out with design and specification).

Key elements:

The Contractor generally is responsible for rectifying works on the snagging list, provided the works are a result of construction related damages and defects and not additional works highlighted once construction is complete.

How this might support with funding:

Helps to demonstrate that all works have been constructed to the specification detailed in the application prior to drawdown of final grant payments. Can be used to input to lessons learned for future projects.

33 Maintenance plan

A maintenance plan is a document that defines how an asset will be maintained.

Key elements:

The maintenance plan should have details on schedule (when maintenance works/inspections will be undertaken); roles (who will maintain it and be responsible for the aspects of maintenance); safety and specifics (if any particular measures whether through particular plant or particular safety measures are required).

34 Road Safety Audit – Stage 3

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.

35 Project Completion Report

This report should provide an overview of what was delivered by the project and how. The report should follow the template provided by Places for Everyone.

Key elements:

- Total costs for construction
- Total global project cost
- Funding sources utilised

- Final completion date and launch date
- Length of route delivered
- How objectives have been delivered.

Projects of greater scale may also choose to undertake preliminary follow-up monitoring and report on any preliminary outcome evaluation.

35.1 Preliminary follow-up monitoring (and longitudinal monitoring where appropriate)

A round of monitoring shortly after a project is delivered to establish initial impacts, which can also be used to highlight any unintended impacts or issues that should be resolved within a snagging list.

Key elements:

- A repetition of the key baseline monitoring tools that will provide an initial insight into the impacts of the project.
- Types of monitoring data that are easier to access and analyse can include: usage statistics; site images; results from key survey questions.

How this might support with funding:

Partners that are aware projects impacts can take years to become established but want to gage an initial assessment of the short-term outcomes and understand if project is performing as expected.

Other details / links:

[Department for Transport: Cycle City Ambition Programme Interim Report – Extended Summary](#)

35.2 Preliminary project outcomes evaluation

The analysis and reporting of baseline/follow-up data and evidence can be time consuming. In order to identify key findings and impacts, preliminary monitoring and evaluation focuses on key data and outcomes in order to produce ‘preliminary’ findings on project impact. These findings can influence the close-out phase of the project i.e. by highlighting any key adjustments at an early stage of the roll-out.

Key elements:

- It is important to relate data/evidence to relevant outcomes, as well as identifying any additional outcomes or wider benefits.
- Preliminary outputs can take the form of short summaries or slide decks, and do not necessarily need to be made public (though data relevant to press releases could be identified and shared).
- Findings should include recommendations for any key adjustments to project in the close-out and/or early roll-out phases or to similar projects planned in future.

How this might support with funding:

Partners that are aware projects impacts can take years to become established but want to gage an initial assessment of the short-term outcomes and understand if project is performing as expected and be able to evidence whether this is a temporary impact or will dissipate over-time and/or by making some small adjustments before the project finishes.

Other details/links:

[Department for Transport: Cycle City Ambition Programme Interim Report – Extended Summary](#)

36 Lessons Learned Register

As lessons learned research but compiled into a register document

An ongoing learning and development exercise about the approach and processes of delivering the project, using experience from the project to identify elements that went well, for use again in future; and elements that could be improved in future. The register can help to contextualise success and failure in relation to the project's aims and objectives.

Key elements:

- Working with contractors, partners, designers where appropriate to share lessons.
- Identifying what went well and analysing the why and how and 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 to 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 research, it can be captured at an early stage to ensure similar negative impacts don't occur. It can also help to contextualise the results from the evaluation.

Other details/links:

Although time and other commitments can put pressure on the delivery team's ability to conduct lessons learned research it is a key part of a project at any stage and is an exercise worth doing. Factoring in time for lessons learnt to project timelines from an early stage can help to prioritise this work.

37 Opening event with the community

A community event to mark the completion of the infrastructure, and the opening of the new walking/wheeling/cycling facility.

Key elements:

- Community is involved in planning activity.
- A variety of groups within the community are represented.
- Event is accessible.

Deliverables – Community Organisations Stage 6

38 Path/place adoption agreement

A request and subsequent agreement for a local authority to undertake all maintenance of and responsibility for walking, wheeling or cycling infrastructure.

Key elements:

- Must be applied for separately, usually after the post-construction defects period is finished.
- Only applies to infrastructure built to an “adoptable standard” – each local authority produces their own guidance on this.
- You cannot apply for adoption of routes which are not built to an “adoptable standard” – however, funding would not generally be offered for such routes.

How this might support with funding:

Projects with a plan for adoption already in place are more likely to be funded, as this mitigates the risks to both the client and Sustrans of poor maintenance or neglect.

Essential Deliverables – Stage 7

40 Road Safety Audit Stage 4

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. The Stage 4 audit is an evidence-led review of any collisions that have happened in the vicinity of the scheme.

How this might support with funding:

Ensures any safety concerns are identified, remediated, and can help avoid similar issues in future schemes. The stage 4 audit can be of particular benefit where novel or innovative infrastructure has been implemented.

41 Project Impact Report

This report should be completed and submitted between 12 and 18 months following the completion of stage 5 construction and should contain the following information:

- A record of monitoring information collected (see follow-up monitoring).
- Project outcomes evaluation
- Lessons learned summary
- An updated project completion report where adjustments have been made to the project.

41.1 Project outcomes evaluation

At follow-up evaluation, data will be analysed and reported on with reference to baseline data. This output will be aligned to project outcomes and will highlight the change and impact brought about by the project

Key elements:

- Follow-up monitoring should be analysed to understand the impact of the project i.e. changes between baseline and follow-up data/evidence
- Analysis should be aligned to key outcomes.
- Audience for follow-up data needs consideration i.e. funder, partners, general public.
- A report of follow-up findings and recommendations would be an effective way of recording the key lessons learned. Additional outputs for different audiences should also be considered i.e. press release for public.

How this might support with funding:

Analysis and reports on follow-up (and baseline) data, especially in terms of how this data relates to project outcomes, will demonstrate impact, and support the case for future investment both internally and externally.

Other details / links:

[ActiveTO Midtown Complete Street Pilot Public Intercept Survey Evaluation Report](#)

[41.2 Lessons Learned Summary](#)

As lessons learned register – but compiled post construction.

Key elements:

- Can be a whole project lessons learned document depending on the scale of the project. Depending on relationship with designer and contractor, it can be useful to have a joint session for all parties to learn from.
- Should revisit what went well and what didn't go well considering what impact has been evidenced by monitoring and safety audit.

How this might support with funding:

Partners that can demonstrate how and why a project has changed through the process of delivery, can help to highlight areas of strengths and weaknesses within the process, this evaluation can be used to improve performance for future projects and lead to changes to the programme. Lessons learnt can also highlight opportunities for improvement post-delivery and lead to future projects.

42 Follow-up monitoring (including longitudinal monitoring 2.5yrs later where appropriate)

[42.1 Follow up monitoring](#)

Follow-up M&E takes place after project delivery. The follow-up (i.e. post-intervention monitoring data/evidence) can be compared with earlier baseline (i.e. pre-intervention monitoring data/evidence). Follow-up M&E is essential to understanding impact.

Key elements:

A M&E plan should identify monitoring methods that will be applied at baseline (i.e. before project intervention) and follow-up (i.e. after project intervention). This could include:

- Video/manual counts (i.e. of vehicles, cyclists, pedestrians)
- Surveys with the general public, workplaces or schools
- Interviews with key stakeholders and groups
- Site images
- Observations of public realm usage e.g. dwell time.

Follow-up monitoring may often repeat all or most of the methods used in baseline monitoring. However, the M&E plan should be reviewed to:

- Ensure baseline methods are still relevant/feasible
- Consider if any new methods are required.

How this might support with funding:

Follow-up monitoring (and comparisons with baseline monitoring) is critical to understanding the change and impact that projects can bring about. Partners who can demonstrate an ability to conduct baseline and follow-up monitoring will reassure funders that they have access to this critical data and evidence.

Other details/links:

[ActiveTO Midtown Complete Street Pilot Public Intercept Survey Evaluation Report](#)

42.2 Longitudinal monitoring 2-5 years later

Continuous or periodic data collection to measure the impact of a project 2-5 years after the project has been delivered

Key elements:

- In addition to baseline and follow-up M&E, partners may have an opportunity to avail of longitudinal monitoring i.e. automatic counters providing uninterrupted data before, during and after a project or citizen panel surveys taking place before, during and after project delivery for 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 i.e. 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).
- It may be appropriate to submit an application specifically for longitudinal post monitoring.

How this might support with funding:

It highlights Partners commitment to monitoring the short, medium and long-term impacts of the project through more robust data collection approaches and demonstrates and awareness that impacts can take years to become established particularly for high value and complex projects.

Other details / links:

Example: [Sustrans: Summary of Outcomes of the Cycling Demonstration Towns and Cycling City and Towns Programmes](#)

43 Project outcomes communications

How information pertaining to the completion of the project is shared with stakeholders.

Key elements:

- Depending on the scope, cost and complexity of the project, project outcome communications can take a variety of different forms.
- For larger scope, higher cost, more complex projects, we would usually expect an opening event to be held to celebrate the completion of construction, as well as a press release announcement and some kind of political attendance. Budget should be allocated to this at the point of project costing. This allows stakeholders to build a positive connection with the project immediately upon completion, increases visibility of the project through in person attendance as well as content creation, and is often the best opportunity to capitalise on positive sentiment.
- For smaller scope, lower cost and less complex projects, it may not be appropriate to host an in-person event to celebrate the completion of construction. In such cases, an announcement via social media, the project webpage and/or in the press should suffice. Notwithstanding, this is still an excellent opportunity to create content to promote such projects and generate positive stakeholder reception.

How this might support with funding:

Project outcome communications are the main and most impactful way for delivery partners to flex their credentials and boost their brand. Furthermore, the communication of outcomes is a convenient and useful way of expressing gratitude to affected communities for their patience and support throughout the delivery process. As such, some kind of information dissemination about the completion of a project is vital.