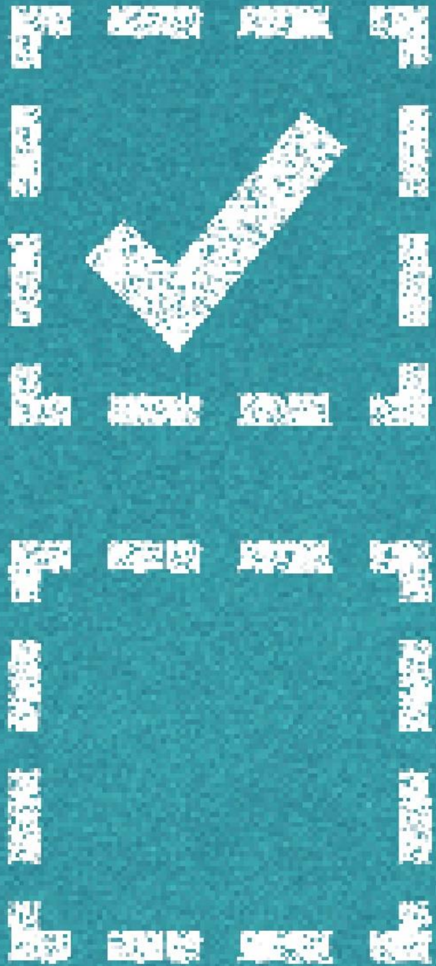

Places for Everyone

APPENDIX- Applicant Guidance Concept Deliverables

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Places for Everyone

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Contents

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Information on Procurement

The following information has been produced to provide broad guidance about procurement and your project which has come from the learning of Places for Everyone (PfE) partner projects over the past several years.

They are not designed for every single project to follow strictly, but rather to support your thinking about your project, how to move through the Royal Institute of British Architects (RIBA) stages as smoothly as possible and reduce the number of change controls and interruptions to your project.

We understand that every Local Authority (LA) is different, with diverging tendering and procuring processes and procedures. Although this makes broad guidance about procurement programme-wide more complex, it is hoped that each of the following pieces of advice can influence the way you are approaching procurement in some way.

Overall, we want to make it clear through guidance materials which deliverables are essential at each Stage, as well as separate guidance about levels of detail required for each deliverable depending on the complexity of the project. Please use the guidance and appendix to understand which deliverables are essential for each stage.

We also want to reduce the mismatch between budget and deliverables required and ensure that partners are clear what deliverables are required, with that clarity extending to procuring for that work.

- You do not need to commission for all Stage 0-2 deliverables together. For example, you could procure Stage 0-1, and then procure Stage 2 later.
- Provide a clear brief ensuring that you are relating it to the essential deliverables appendix for the relevant Stage. Some deliverables are marked as community organisations only, or for large/complex projects. If your project falls into the latter, we will inform you when awarded, which will allow you to amend the brief in your invitation to tender (ITT).
- Tenders are received as Priced Activity Schedules, to make it easier for colleagues to assess the application, and that an estimation of each deliverable is provided.
- Use the appendix to understand the expectations for each deliverable.
- While there can be flexibility on the level of detail required for each deliverable depending on project complexity, the essential deliverables for each stage are not optional.
- If a deliverable has been covered by an earlier phase or a neighbouring project, ensure that this is acceptable to Sustrans, via your Grant Advisor, before omitting it from the brief in the ITT.
- Price for the reasonable worst-case scenario to avoid increase in price and reduce the need to submit Change Control Forms.

- Ensure that when setting up the evaluation process for the ITT/s that quality is given a higher weighting than price to ensure that a high-quality tender is the winning bidder.

As stated previously, we understand that every LA is different, and what works best for one project or LA is not always applicable elsewhere. However, if awarded you will be able to speak with your assigned Grant Advisor about procurement and any issues facing the project.

Changes to Deliverables in 23/24

We have made some minor changes and clarifications to deliverables in the guidance which are summarised below. This is to ensure our guidance is as clear as possible and that our processes are streamlined.

Stage 0

The deliverable **Outline Business Case** is now called an **Outline Strategic Case**. The reason for this is that the phrase Business Case is a UK Government phrase and is not what we are asking for. The definition of the deliverable is the same. This also relates to the Stage 1 updated project management documents, Business Case Documents, and Stage 2 Full Business Case.

The sub-deliverable for the Outline Strategic Case, **Lessons Learned Research (from previous projects)**, has been removed, however we would still encourage the use and review of lessons learned logs to continuously improve project delivery.

Stage 1

The sub-deliverable for Updated Project Management Documents, **Business Case Documents**, has been changed to **Strategic Case Documents**.

Under additional deliverables for high value/complex projects, **Longitudinal Monitoring** has been removed from Stage 2 and added to Stage 1; this may be integrated into the Monitoring and Evaluation Plan.

Stage 2

The sub-deliverable for Comprehensive Concept Package, **Maintenance Plan (commitment)**, has been changed to **Maintenance Plan (identification)**. This is because, until Stage 3 Detailed Design, it is difficult for partners to provide this level of detail. The identification of the maintenance plan should detail the intent to maintain the value and long-term operation of the asset.

Full Business Case has been changed to **Full Strategic Case**. This is in line with the Stage 1 deliverable.

Match Fund Identification has been removed. The reason for this is that projects will now be directed to the Active Travel Transformation Fund (ATTF) for construction funding. There is currently no requirement to provide match funding for the ATTF.

Statutory Permissions Granted, has been changed to **Statutory Permissions Identified**. This deliverable will be an update on the Stage 1 deliverable.

Behaviour Change Activity Plan has been changed to **Behaviour Change Plan**. This is to emphasise the relationship between Behaviour Change, Engagement and the projects aims and objectives in increasing walking, wheeling and cycling and clarify that this plan relates to this broader context rather than being a schedule of specific behaviour change activities.

Under additional deliverables for high value/complex projects, **Baseline Monitoring and Evaluation** has been changed to **Formative Monitoring and Reporting** .

Under additional deliverables for high value/complex projects, **Longitudinal Monitoring** has been removed and added to Stage 1. This has been done to simplify the monitoring and evaluation requirements and streamline it for partners.

All deliverables specific to community organisations only have been removed as funding is not available to support new projects being led by these organisations at this time.

Stage 0: Essential Deliverables

0.1 Outline Strategic 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
- 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 strategic 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 impacts 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 Places for Everyone aim, specifying what improvement will be made, for who, and in what area.

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.'

An example of a corresponding output could be 'to provide a series of controlled crossings around (specific) school.'

How this might support with funding:

Clear aims and objectives make it transparent how a project intends to have an impact; if a project is well 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.

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 Identification of land ownership

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

Key elements:

- Evidence of land already in control of the applicant. This could be already owned, leased, or otherwise by 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 can be accessed on eDevelopment.scot

Active Travel projects with Roads Authority land are unlikely to require planning permission. Projects led by Local Authority partners within the public road's boundary are also unlikely to require Roads Construction Consent.

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 Construction, Design and Management (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 Stage 0 so a methodology outlining how these elements will be approached will be sufficient. For example, showing awareness that a Principal Designer will 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 (CAG) 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.

- Community Engagement Guide
- Community Engagement Plan template (word)
- Community Engagement Plan template (excel)
- Stakeholder Map template

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 CAG 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 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.

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 strategic case, determine the likelihood of completing the project and what measures will be required to complete it successfully. This could be submitted as a report.

Key elements:

- Location Plan
- Project and Design Risk Register
- 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 Location Plan

A location plan is a map showing the proposed intervention(s) in relation to the surrounding area. In planning applications these typically have 1:2,50 and 1:2,500. For rural settings this may be 1:5,000 or 1:10,000.

1.1.2 Project Risk Register and 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, DRA) – 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. At this stage, a DRA will still be high level. It will be developed in more detail at later stages. The use of a DRA is a method in which a project can show it is conforming with the requirements of CDM 2015.

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. If key risks are not identified early enough to be adequately mitigated, they may result in the project not being deliverable.

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.

1.1.3 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.
- EqIA also assesses if the engagement process itself (as detailed in the Stakeholder Map 0.3 and 0.4 Communications and Community engagement plan (outline)) is being carried out in an equitable way.
- 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.
- The EqIA is a live document that will need to be updated during each subsequent project stage.

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.

PfE EqIA Tool Template

1.1.4 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:

A longlist of options should be generated to show in outline what options may be available to deliver this project, the options should also include the option of doing nothing.

An options appraisal should be linked to the project aim and objectives, it 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; however they should be linked back to the project aims and objectives.
- Estimated construction cost
- Recommendations for preferred route and next steps required (often including liaison with stakeholders such as landowners and statutory bodies). The outcome should be a shortlist of options to be developed further and appraised in more detail during Stage 2.

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.

1.1.5 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.

1.1.6 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 (Stage 0-4) 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 might be required (including but not limited to Planning Permission, Traffic Regulation Order, Redetermination Order, Roads Construction Consent or Land Ownership Permissions), timeframes for obtaining these 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' is the process of gathering data and evidence to understand the impact of projects, in this case infrastructure projects. Good monitoring and evaluation should involve baseline (pre-project delivery), follow-up (post-project delivery) and legacy (further post-project delivery). The monitoring and evaluation guidance provided by Sustrans is framed around this approach.

Key elements:

The deliverables set out below are regarded as essential:

- The monitoring and evaluation plan lists the project aims and objectives and demonstrates how these will contribute towards the Places for Everyone outcomes.
- The monitoring and evaluation process is based on a logic framework (such as a conceptualisation of the projects aims; inputs; activities; outputs; outcomes and impacts).

- The monitoring and evaluation plan identifies key performance indicators (KPIs). KPIs are ways of knowing that change has happened. For instance, one of the Places for Everyone outcomes is to increase the number of people choosing walking, cycling and wheeling in Scotland. Indicators for this outcome could include:
    - The number and proportion of short everyday journeys by walking, wheeling and cycling
    - Attitudes towards walking, wheeling and cycling.
- The monitoring and evaluation plan sets out the monitoring tools to gather evidence and data at baseline, follow-up, and legacy i.e. 2-5 years post-construction.
- Monitoring methods and tools associated with Places for Everyone infrastructure projects are included such as video or manual counts of vehicles, cyclists and pedestrians; surveys with the public, workplaces or schools; interviews with key stakeholders and groups; site images; and observations of public realm usage such as dwell time.
- The monitoring and evaluation plan establishes ownership of key monitoring and evaluation tasks and stages.
- The monitoring and evaluation plan establishes timings that will lead to analysis and reporting outputs (including timings for production of outputs such as reports and summaries)
- The monitoring and evaluation plan is costed, ideally at the level of 'task' or 'stage'.
- The monitoring and evaluation plan includes a commitment to report on the status of monitoring at baseline, follow-up and legacy (NOTE: a monitoring status report template is available from Sustrans RMU)
- The monitoring and evaluation plan includes a dissemination plan which considers the audience/s for monitoring and evaluation outputs. How this might support with funding

How this might support with funding:

Partners who can demonstrate a track record of effectively planned monitoring and evaluation for large scale projects will find it easier to access future funding.

Other details / links:

Guidance: HM Treasury Magenta Book

Guidance: Tavistock Institute Logic Mapping hints and tips for better transport evaluations

1.4 Updated project management documents

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

See section 0.1 for more detail on the key elements.

Key elements:

- Strategic case documents including where relevant.
    - Aims and Objectives
    - Programme and budget
    - Risk Register (Project and Design)
    - 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.

- 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.

See section 0.4 for more detail on the key elements.

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.

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 CAG in Stages 0 to developing a plan to set up the group officially.

Key elements:

- Agree the project specific purpose and scope of the (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, childcare, 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 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.

1.10 Longitudinal monitoring

Longitudinal monitoring is 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:

The deliverables set out below are regarded as additional and should be considered for high value and complex projects.

- Identification of longitudinal monitoring options. Examples could include automatic counters or regular citizen surveys i.e. monitoring that provides uninterrupted or frequent data before, during and after project completion.
- Partners should also consider (and then build in to monitoring plans) repeating baseline and follow-up monitoring options such as surveys with the general public or observations of public realm usage. By planning to repeat these exercises i.e. for a third time (called 'legacy' monitoring) the partner may be able to identify additional project outcomes and benefits.

How this might support with funding:

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

Other details/links:

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

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. This could take the form of a report summarising the development of the project.

Key elements:

- Map of location(s)
- More detailed options appraisal
- 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.

Map of location(s)

A map of location(s), similar to the location plan from Stage 1, is a map showing the proposed intervention(s) in relation to the surrounding area. In planning applications these typically have 1:2,50 and 1:2,500. For rural settings this may be 1:5,000 or 1:10,000.

More detailed options appraisal

Building on the options appraisal completed in Stage 1, the more detailed options appraisal should be a report that confirms the proposed intervention.

An options appraisal should be linked to the project aim and objectives, it 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 options and their 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; however they should be linked back to the project aims and objectives.
- 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.

2.1.1 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. At this stage this will be at a low level of detail and limited to big ticket items.

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 anticipated construction cost, size or complexity 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.

Other details /links:

General Arrangement drawings should be for the full extent of the chosen route.

Cross sectional drawings should illustrate the proposal for route(s). Where there are multiple routes, there may need to be multiple cross-sectional drawings. They could also be used to illustrate any known pinch points.

2.1.2 Technical surveys (desk, intrusive and by exception)

Technical surveys are required to help establish the feasibility of concepts and are sometimes 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 (C2 searches combined with a site visit to identify any potential clashes).
- Flood Risk Assessment to determine the extents of flooding in the area if the area is in a known area of flooding.

Technical surveys could be undertaken as a desk-based study to **inform** an options appraisal. However, once a route has been determined, the technical surveys will **confirm** the feasibility of the chosen route.

It is important that site investigations are conducted to verify concept design(s) prior to seeking developed and technical design funding. Site visits also provide invaluable and critical insights when completing Equality Impact Assessments and should be conducted, including during the hours of darkness. Utilities focussed site walk overs can reduce risk and feed into an options appraisal where appropriate.

Intrusive ground investigations and topographical surveys can be conducted once a preferred route has been identified from an options appraisal. Other options can be returned to if these show the preferred option is undeliverable.

How this might support with funding:

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

Other details / links:

A common misunderstanding exists in the industry that these surveys should be carried out during later design stages. However, carrying them out at this early stage is vital to help determine a preferred route option during Stage 2 Concept Design. This ensures cost estimates for remaining design and construction stages are as accurate as possible and avoids abortive design work in the future.

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

A Road Safety Audit (RSA) 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. A stage 1 RSA is required to support the concept design development – this must include the designer's response and client response.

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.

GG 119 - Road Safety Audit (RSA)

2.1.4 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.

Other details / links:

The constraints plan should draw on stage 1 engagement results and be detailed enough to demonstrate why proposed infrastructure changes (see general arrangement drawings) are required.

2.1.5 Maintenance Plan (identification)

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 building strategic 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.

2.1.6 Traffic Regulation Order identified

Traffic regulation orders (TROs) are the legal mechanism used to introduce permanent changes to a road's layout and how traffic uses it.

During Stage 2 an assessment should be made of if a TRO will be required to deliver the project, and where. The corresponding risks should be updated on the project risk register.

At the end of Stage 2, a spatial report outlining the extent of any permissions required for the agreed concept should be produced.

Key elements:

- Consultation with statutory bodies.

- Consultation with public (advertised publicly and open to objections).
- Experimental Traffic Regulation Order (ETRO) can be used for up to 18 months to trial infrastructure. ETROs can be changed into permanent TROs following their trial period

How this might support with funding:

If there is a risk TROs would not be granted (if the project requires it) 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.

2.2 Full Strategic Case

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

Key elements:

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

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.

2.3 Statutory Permissions identified

Permissions and obligations build on the Statutory Permissions Identified in Stage 1. Evidence of what permissions have been obtained or are in the process of being obtained.

Key elements:

- Report outlining which permissions might be required (including but not limited to Planning Permission, Traffic Regulation Order, Redetermination Order, Roads Construction Consent or Land Ownership Permissions), timeframes for obtaining these 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.

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

2.4 Behaviour change 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.

Note that project engagement, specific activities and the infrastructure itself are all interventions that are part of the overall behaviour change process and contribute towards achieving the desired 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
- 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.

Behaviour Change plan template

Behaviour Change Audience Schedule

2.5 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.

2.6 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)
- Project and Design Risk Register

2.7 Updated monitoring and evaluation plan

The monitoring and evaluation plan will have been created at Stage 1 and should be updated with additional information as the project develops.

Key elements:

The deliverables set out below are regarded as essential:

- Updates to the existing monitoring and evaluation plan, building on monitoring plans with reference to any changes to project scope
- Additional information collated from surveys, behaviour change or engagement activities.

The additional information may inform: logic framework; monitoring tools; timeline; dissemination strategy; monitoring ownership; and budget.

2.8 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 details / links:

Community Engagement Guide
Community Engagement Plan template (word)
Community Engagement Plan template (excel)
Stakeholder Map template

Other Deliverables

2.9 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.

2.10 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.

2.11 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.

2.12 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.

2.13 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.

2.14 Signalling proposals

Proposals for signalling in reference to sequencing and layout if signals are part of the project, especially if they are being introduced.

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.
- This should outline the considerations given to the various types of signal layouts available, including options for pedestrians and cyclists.

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.

2.15 Formative monitoring and reporting

Formative monitoring and reporting involves collecting data (or collating existing data) during the concept design stage with the aim of informing decisions on improving the project design and delivery. This could involve reviewing results of previous impact reports; feasibility studies; public life surveys or street trials or could focus on early iterations of monitoring tools associated with Places for Everyone infrastructure projects such as video/manual counts; surveys; interviews; and observation exercises.

To identify key findings and impacts, formative follow-up reporting may take the form of a short report or summary and focus on key outcomes and data. This information does not necessarily need to be made public as the focus is on initial findings and learning.

Key elements:

The deliverables set out below are regarded as additional and should be considered for high value and complex projects:

A short report or summary of formative baseline monitoring and evaluation should be produced that:

- Focuses on data that is available e.g. results of previous impact reports; feasibility studies; public life surveys, street trials, or early iterations of monitoring tools associated with Places for Everyone infrastructure projects such as video/manual counts; surveys; interviews; and observation exercises.

- Highlights any recommendations for the design of the project that emerge from the formative baseline monitoring i.e. what does the street trial or options appraisal highlight that is relevant to the design and construction of the project?
- Identifies any implications for monitoring during the remainder of baseline period or at follow-up. For instance, confirming that the plan is suitable and on-track, or identifying monitoring tools that have worked well / not so well, and the mitigations for dealing with the latter, such as different or additional monitoring tools

How this might support with funding:

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

Other details / links:

Guidance: James Bell Associates Formative Evaluation Toolkit