Places for Everyone

APPENDIX- Applicant Guidance Design

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Places for Everyone

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Contents

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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 moved to Stage 1 and removed from all other Stages; 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 3

The additional deliverables for complex or high value projects to provide formative baseline monitoring and evaluation and longitudinal monitoring have been removed with **longitudinal monitoring now required at Stage 1**. This deliverable may be integrated into the Monitoring and Evaluation Plan.

The deliverable **Maintenance Plan has been moved from stage 2 to stage 3**. This will be more effective once a preferred scheme is known and the options appraisal is completed.

Stage 4

Baseline monitoring has been removed as a deliverable at this stage to eliminate duplication and simplify the process. Note: baseline monitoring still appears in stage 3.

Essential Deliverables – All Stages

The following deliverables will have been created at earlier stages (stages 0-2) and should be updated as the project develops.

1 Strategic case

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

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.

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 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.

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, 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. 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 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 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.

2 Delivery plan

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

A plan set out by a partner outlining the method they will take in order 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).

Key elements:

- The delivery plan should outline who will undertake and be responsible for particular elements as well as outline how elements will work in relation to other elements
- CDM Plan - The delivery plan should outline how health and safety through the Construction Design and Management Regulations (CDM2015) will be addressed throughout the project

How this might support with funding:

If there is a clear delivery plan then this can give confidence to funders that the project has been well considered and thought through.

Other details / links:

As the project progresses through the developed and technical design stages a more detailed delivery plan, often referred to as '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 particular respect to the Construction (Design& Management) Regulations 2015.

The plan should outline the methodology of how certain roles and responsibilities, in line with legislation, will likely be addressed.

Key elements:

- Roles: outlining who will be undertaking certain roles, such as 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 this time so a methodology outlining how these elements will be approached will be sufficient. For example, showing awareness that a Principal Designer and/or Client Advisor will be required as the project progresses, and how that role will be filled i.e. through procurement at a particular funding stage.

How this might support with funding:

Enables funder to assess the experience and competency of the applicant with regards to CDM. The more comprehensive and well considered the plan, the more accurate the balance of risk is likely to be.

Other details / links:

CDM regulations

3 Stakeholder map

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

Creating a stakeholder map is the process of identifying all the people who have a stake in a project, how they are connected, and the impact it may have on them. Often these are laid out as a visual 'map', with stakeholders grouped according to common themes, through a process of analysis.

Key elements:

- Include a range of different types of stakeholders who exist in the project area, have an interest in the project outcomes, or will be impacted by the project in some way. e.g. Council Departments, other public bodies, businesses/retailers, community groups and organisations, educational institutions, funders.

For best practice (especially in larger and more complex projects)

- Identify if there are specific seldom heard groups in the community, or those with protected characteristics who may need particular consideration.

How this might support with funding:

Considering who will be impacted by the project and how they are connected can help ensure that the communications and community 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 new stakeholders are identified. (e.g. at construction stage the contractors employed to carry out the work will become stakeholders).
- When you begin engaging ask the people you speak to who else may have an interest, if possible, get them to introduce you.

4 Data Sharing Strategy

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

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.

5 Feasibility Study

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

A feasibility study is an analysis that considers all of a project's relevant factors including economic, technical, legal, and scheduling considerations.

This helps to create a strategic case, determine the likelihood of completing the project and what measures will be required in order to complete it successfully.

Key elements:

- Location plan
- Project and Design Risk Register
- 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 of existing and proposed solutions along with constraints, mitigations and 'next steps'.

Other details / links:

A wide range of content and quality can be included in feasibility studies.

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

5.1 Project and Design 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, i.e. the likelihood of the risk occurring, and allows for a mitigation measure to be considered in order to reduce the impact.

Key elements:

- Design Risk Register (sometimes called Designer Risk Assessment) – this focuses on design elements of the project and the impact these elements could have on end users and/or anyone involved during the construction phase.
- Both documents should be very detailed at the end of stage 2 now that a preferred option has been identified
- Both documents are live project documents that will need to be updated during each subsequent project stage

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
- At the detailed design / 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/Control, Transfer

5.2 Equality Impact Assessment (EqIA)

Equality Impact Assessment is a tool to enable the analysis of the impact of the project on certain groups of people in relation to protected characteristics, set out in the Equality Act 2010

Key elements:

- EqIA allows a holistic approach to the project at an early stage to ensure that what is being proposed does not negatively impact on people and communities.
- The EqIA is a key element in determining the feasibility of proposals and consultation with access and mobility groups should be undertaken as part of the stakeholder and community engagement, with the results being incorporated into the feasibility study/options appraisal
- The EqIA is a live document that will need to be updated at each subsequent project stage
- The EqIA should very detailed at this point now that a preferred option has been identified

How this might support with funding:

Providing a detailed equality impact assessment at an early stage demonstrates a wide variety of users with a wide variety of needs has been considered. This will subsequently be an integral part in the decision of how the project will progress.

Other details / links:

It should be taken into consideration that there will rarely be a solution that positively impacts on everyone, equally. There will be many circumstances where a solution that positively impacts one protected characteristic will likely negatively impact another. In circumstances like this, or which there have been and will be many, the important factor to consider is that the most effective solution will likely be the solution that has the biggest positive impact on the greatest number of people

PfE EqIA Tool Template

5.3 Options Appraisal

A review of potential options and possible solutions with a cost and benefit analysis (not necessarily quantitative for lower value projects) 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/site walkover to identify potential routes and physical constraints
    - Undertaking community / stakeholder engagement to get a deeper understanding of the area, helping to inform option feasibility
    - Drafting potential routes and scoring these routes. 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 outline to take a project forward, highlighting constraints, costs and impact.

Other details / links:

Options appraisals can vary widely in terms of quality and content. It is important that the brief driving the options appraisal is clearly defined in order to capture the necessary information and analysis.

5.4 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.

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:

- 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 in order 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

5.5 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, and programme.
- 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 to funders.

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.

6 Comprehensive Concept Design Package

A completed package **at the end of stage 2** – concept design, that depicts and explains the design ideas being taken. 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 can 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 1:250 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 2, the more detailed options appraisal should be a report that further confirms the proposed intervention.

Further developing the options appraisal should continue to link 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):

- Technical surveys informing the details of the chosen intervention, such as provision width and gradient.
- Site visit or site walkover to identify physical constraints, such as utilities and arboriculture elements.
- Undertaking community or stakeholder engagement to get a deeper understanding of the area, helping to inform the design(s) and their feasibility
- Drafting potential interventions 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).

As Stage 3 progresses a multitude of evidence-led and context-specific factors should further confirm the chosen route alignment and further develop the concept into a developed design. For example, technical surveys, traffic counts, deliverability reviews, construction costs, EqIA, etc. will inform decision making for the chosen route alignment and concept. Decisions informed by all the deliverables will ultimately determine the delivery of the project.

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.

6.1 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, in order to allow construction to take place as per the proposed design.
- General arrangement drawings are drawings showing the outline of the proposed design in relation to the existing area. The level of detail on general arrangement drawings will vary depending on the size of the scheme. They can be used to demonstrate how the proposed design will impact on that

area and should include items like street names, proposed dimensions, can 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 detail design stage cross sectional drawings will show the construction make-up 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:

- 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 should also be used to illustrate any known pinch points.

6.2 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 extents 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 as early a stage as possible.

Other details/links:

A common misunderstanding exists in the industry that these surveys should be carried out during Stage 3 Developed Design. However, carrying out these surveys as part of Stage 2 Concept Design is vital to help determine a preferred route option and ensure cost estimates for remaining design and construction stages are as accurate as possible.

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

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

How this might support with funding:

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

GG 119 - Road Safety Audit (RSA)

6.4 Constraint's Plan (both existing infrastructure and proposed design)

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:

Plan should draw on stage 1 engagement results and be very detailed at this stage to demonstrate why proposed infrastructure changes (see general arrangement drawings) are required.

6.5 Maintenance Plan (commitment)

A maintenance plan is a document that defines 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 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.

6.6 Traffic Regulation Order

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

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

How this might support with funding:

- If there is a risk TROs would not be granted (if the project required 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

7 Behaviour change plan

These are documents created at Stage 2 which are updated with additional information as a project develops.

A behaviour change plan should set out in detail the behaviour(s) to be targeted, how & why the interventions have been selected and how these will be delivered. Evidence suggests that in order 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 & Cost Effectiveness; Acceptability; Side Effects/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 6 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

8 Project communications plan – evidence of delivery

Broad terms for any and all project information shared with stakeholders, some of which is not otherwise captured within this document.

Key elements:

Typical project communications include press releases, print materials, webpages/websites, social media, events, photo/video content creation, complaints resolution, 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 in order to effectively share information about the project with stakeholders. At some point, each of the aforementioned 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 opportunities are available to any partner who would benefit from this from the Sustrans communications team.

8.1 Communications Plan

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

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:

- A typical communications plan includes information on the project aims and objectives, key audiences, messaging, a risk register, budgeting considerations as well as mechanisms for evaluating success.
- For smaller scope, lower cost and less complex projects, it may be appropriate to shortened communications plan, one including information on the project aims and objectives, key audiences, messaging and budgeting considerations only.
- For larger scope, higher cost, more complex projects, we would expect a full communications plan which includes all elements.

How this might support with funding:

- 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 effectively address any raised concerns. Likewise, a successful communications plan can help maximise the positive benefits of a delivered 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.

8.2 Community Engagement Plan

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

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 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/resolved through the engagement process. This should include all aspects of the project including development and delivery of the behaviour change plan as well as design and construction activity: What **can or cannot** be changed in response to engagement at this stage in the project delivery.

- **Detail** planned engagement activities for the upcoming project stage
- How engagement activities will be **communicated** to the community/(ies) being engaged with. (Unless this is detailed in a separate communications plan)
- How the information gathered from engagement activities has impacted on the project delivery will be communicated back to the community/(ies).

For each engagement activity:

  - The **Purpose** of the engagement activity
  - **Who** will be engaged with (e.g. stakeholder group)
  - **How** they will be engaged with

- **Resources** required – in total, and for each activity
- **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.

- Community 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/those with protected characteristics in development and review of the EqIA as part of community engagement activities.
- Create a community advisory group who can be a bridge between the project team and the local community.

How this might support with funding:

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

Other details / links:

- Where multiple communities are being engaged with the project team should consider distinct engagement activities tailored to each community for best effect. (e.g. 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) – all of these should be encompassed in the plan.
- 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

9 Statutory Permissions

- LA Committee Approval (of funding)
- Head of Terms or Local Authority letter with intention to adopt land
- Traffic Regulation Orders identified (see Comprehensive Design Package)

9.1 LA Committee Approval (of funding)

Approval from the appropriate committee to progress with the project to Stage 4, Technical Design

Key elements:

- Evidence of land already in ownership/leased/other

- Outline plan of other investigations required (identification of other owners/affected parties and reconciliation plan – i.e., will the partner 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)

**Planning Permission advice

How this might support with funding:

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

9.2 Head of Terms/Local Authority letter with intention to adopt land/Copy of lease/other legal agreement to use land

Evidence of pending land negotiations such as a formal Head of Terms or letter from the Local Authority estates department outlining their intention to adopt

Key elements:

- Copy of Head of Terms
- Copy of LA letter
- Copy of lease/other legal agreement to use land
- Evidence of conclusion of missives/other evidence of ownership

How this might support with funding:

- We cannot award funding where ownership/permission to use the land is in doubt
- It may help us to make a conditional offer of funding pending conclusion of land acquisition

9.3 Traffic Regulation Orders identified

See Comprehensive Concept Design Package for more information.

10 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.

For guidance on Stage 3-4 Monitoring and Evaluation deliverables see section 24.

Key elements:

The deliverables set out below are regarded as essential:

- The monitoring and evaluation plan lists the project aims and objectives, demonstrating 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 a) The number and proportion of short everyday journeys by walking, wheeling and cycling; and b) 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:

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:

Other details/links:

HM Treasury: Magenta Book

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

10.1 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.

10.2 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.

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

1. 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.

2. 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 help 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.

10.3 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

Additional deliverables/considerations for high value or complex projects

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

Additional deliverables/considerations for high value or complex projects

Other Deliverables – All stages

11 Project brand and style guide

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

The look, feel and sound of a project, as experienced 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 larger scope, higher cost, and less complex project, 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 is important in building up the identity of a project 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, as a consequence, leaves delivery partners more open to criticism and endangers the successful delivery of a project.

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.

12 Visualisations

These are documents that may be created at Stage 2 which are updated with additional information as a project develops.

A 3D image of how a design would look (can be used throughout the design stages as more detail is added)

Key elements:

- Very useful at engagement events when presenting designs and ideas, particularly to stakeholders and communities.

How this might support with funding:

A nice to have and gives a clearer picture of the 'completed project'.

13 Multi-modal transport modelling

These are documents that may be created at Stage 2 which are updated with additional information as a project develops.

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.

Other details / links:

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

14 Plans for Street Trials

These are documents that may be created at Stage 2 which are updated with additional information as a project develops.

Installing temporary infrastructure on streets, in line with the design proposals, aimed at demonstrating the change in infrastructure to the community and gathering their feedback.

Key elements:

- Typically run as a community and key stakeholder engagement event

How this might support with funding:

A nice to have and can give a clearer picture of the 'completed project'.

Other details / links:

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

15 Community Asset Map

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

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

Key elements:

- Who these groups are, what they do, how they might be employed/engaged with/ benefit the project.
- Material assets – e.g. engagement venues; local craftspeople/workshops/Men's shed (build benches/planters); bike libraries; gardening/green space projects/public artworks.
- Social assets – e.g. 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 EqIA or engage with seldom heard groups.
- Individual assets – e.g. 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.

16 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.

17 Environmental and Sustainability Review

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

- A review and report of the environmental and sustainability impacts the project will have on the areas and communities affected by the project.
- It can include strategy proposals for elements such as landscape architectural place making, sustainable drainage and biodiversity net gain

Key elements

- 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, rivers

How this might support with funding:

Provides assurance it has been considered at an early stage.

Additional essential deliverables for Community Organisations only

Deliverables – Community Organisations All Stages

A reminder that **new** applications from community organisations **will not** be accepted at this time.

18 Landowner Map and Communications Register

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

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

Key elements:

- A map indicating land boundaries and land use within or affected by the project area
- A register of contact details as relevant, for example: landowners, estate contact details but also land workers, for example, custodian/head gamekeeper details, tenant farmers, etc.
- A note of who is responsible for decisions for each land package
- A communications register which indicates who has been contacted, when, by whom, and what the outcome of the contact was.
- A register of current positions for each impacted landowner, for example, "in favour" "in favour with conditions" "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.

19 Funding, collaboration, and partnership plan

A live document, created at stage 1 which details which other organisations are involved in the project, in what capacity, and the status of any additional funding being pursued (this may be for match funding or for added value).

Key elements:

- Most projects will require a collaborative approach to ensure all elements are delivered, for example, collaboration with a local cycling group to assist with community engagement, or collaboration with a local authority to assist with landowner mediation.
- This should record when, how and with whom communications were made.

- It should include the nature and conditions of any funding or partnership
- If relevant, it should include distribution lists, i.e., who receives what information
- For Community Organisations that are handing the project to the appropriate Local Authority, Regional Transport Partnership, or National Park, a detailed plan should be developed as to how this will be actioned. It should include an agreement between the Community Organisation and the partner taking the project forward, detailing at which Stage the project will be handed over, the appropriate resource to continue, and a funding plan for the delivery of the project.

How this might support with funding:

This allows us to mitigate risk related to unstable partnerships and understand conditions from other funders so Sustrans can adapt or negotiate against our own conditions, if necessary.

21 Invitation to Tender for Stages 3-4

These are documents created at Stage 2 which are updated with additional information as a project develops.

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

This deliverable will only be required for Community Organisations taking the project through to construction.

Key elements:

- Project background
- The scope of the work (what needs to be done)
- Timescales
- Budget available
- How each proposal will be assessed (usually using a scoring matrix which is likely to include: price, quality, evidence of previous experience, demonstrated understanding of the brief)
- May ask for other information like proof of professional indemnity insurance, public liability insurance, copies of recent accounts, references, details of people who will work on the tender

How this might support with funding:

- The ITT ensures everyone who bids is given the same information so their proposals (“tender returns”) can be fairly judged against each other
- Compiling an ITT can also demonstrate a community organisation’s capacity at an early stage

Essential deliverables for Community Organisations only

22 Tender returns for stages 3-4

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

This deliverable will only be required for Community Organisations taking the project through to construction.

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.

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

23 Client Advisor brief and cost for stages 3-4

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.

Deliverables – Stage 3-4

24 Baseline monitoring and reporting

Baseline monitoring and reporting is the process of collecting, analysing and reporting data before a project is delivered. The emphasis is on understanding the status quo before the project is delivered so that this can be compared to data collected after project completion. Effective baseline monitoring and reporting can also inform project design and construction.

How it helps with funding:

Partners who incorporate effective baseline monitoring and reporting into their overall project plan will find it easier to access future funding.

24.1 Baseline Monitoring

The monitoring and evaluation plan should already have identified monitoring tools that will be applied at baseline (i.e. before project delivery), for instance video/manual counts (i.e. of vehicles, cyclists, pedestrians); surveys with the general public, workplaces or schools; interviews with key stakeholders and groups; observations of public realm usage e.g. dwell time.

The baseline monitoring stage involves practical steps to collect baseline data. This could include commissioning suppliers to conduct surveys or counts; contracting specialists to carry out consultations with the general public and stakeholders or collaborating with colleagues and partners to access longitudinal data such as cordon counts.

Key elements

The deliverables set out below are regarded as essential:

1. A status report on baseline monitoring will:

a. Confirm that baseline monitoring has (or will) take place before project delivery.

b. List of all the planned baseline monitoring tools (from the monitoring and evaluation plan) and their status, including explanations and mitigations for anything delayed, missing or omitted.

c. Confirm that a range of different monitoring tools, including qualitative and quantitative will be applied at baseline e.g. video/manual counts 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.

d. Demonstrate that a core set of monitoring tools used at baseline will be repeatable at post-project delivery.

2. Partners should update the monitoring and evaluation plan with any necessary changes and share the plan with Sustrans for an updated review and sign-off process.

NOTE: a monitoring status report template is available from Sustrans RMU.

24.2 Baseline Report

At baseline, 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.

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

The deliverables set out below are regarded as essential:

1. A baseline report or summary should be produced that:

a. Aligns the analysis to key project outcomes e.g. those built in to the monitoring and evaluation plan.

b. Presents the baseline, aka status quo, before project construction commences, to facilitate future comparisons.

c. Analyses baseline monitoring data 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.

d. Reflects on monitoring to date, highlighting where monitoring efforts have not been sufficient to evidence an outcome, with recommendations for how this evidence gap can be addressed in follow-up monitoring.

e. Identifies key audiences that the baseline report or summary will be shared with e.g. colleagues, funders, partners, general public. Additional outputs for different audiences should also be considered i.e. press releases for general public.

25 Design Development Documents

A completed package at the end of stage 3 – developed design, that builds on and clearer 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.

25.1 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.

25.2 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'.

Key elements

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.

25.3 Drainage Proposals

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

Key elements

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

Other details/links:

- 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.

26 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 tender/awarding to

How this might support with funding:

Provides a clear understanding of how the partner will employ a said organisation that they have applied to Sustrans for funding.

27 Vehicle tracking drawings

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

Key elements

Useful as an analysis to demonstrate the movement of specific vehicles such as buses or HGVs particularly where road widths and corners are restricted.

Other details/links:

Requires specific design software to be produced.

Deliverables – Community Organisations Stages 3-4

28 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.

Key elements:

- Planning permission with conditions is often given before full planning permission is given.
- Planners assess projects for their suitability to the surrounding area. Planning permission is given on the basis of a concept or detailed design and is therefore not by any means an indication that a project is actually ready to construct. The client/developer is responsible for meeting all pre-construction requirements.

How this might support with funding:

The vast majority of projects cannot be constructed without planning permission.

29 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.
- Key elements are dependent on the type of agreement being reached, but generally should cover the nature of the agreement, details of costs, the address, co-ordinates and extents of the land.

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.
- However, draft land agreements indicate that these are ready to be signed and the project ready to be constructed upon receipt of funding.