

6.0 PROJECT MANAGEMENT

6.1 Project Management Costs

The LCN+ Project operates on an annual budget from TfL Borough Partnerships. This budget includes individual borough allocations, Sector Leader costs and Project Management costs.

Below is a breakdown of the percentage of the budget towards the various Project Management costs.

Activities	% of Budget
Human Resources (Permanent/Agency)	66%
Premises	8%
IT & Technical Facilities, Office Equipment, Printing, Supplies and Services	16%
Service Support Costs	6%
Central Support Services	4%
Total Budget - £600k	100%

Table 6. Project Management Budget Breakdown 2005/06

6.2 Notable Achievements for 2004/05

- Communicating the TfL CRISP process to all boroughs obtaining their buy-in and understanding results in the adoption and implementation of a large number of studies from a standing start.
- The development, with TfL, of the Asset Management Initiative and the successful implementation of this strategy across 13 Pilot Boroughs.
- The development, with TfL, of the Design Check Procedure and achieving its wider acceptance to promote high-quality and consistent designs.
- Improvements to GIS mapping, enabling statistics and other information to be readily accessed, retrieved and reported.
- Further improvements to the website that enable the public, planners and TfL to understand the aims and progress on the project.
- Development of a Common Statement for Boroughs to use in their Local Implementation Plans (LIPs). This demonstrated their intentions to take part in and deliver the LCN+ project.
- The LCN+ Project Management Team have continued to contact and encourage all boroughs, including those less willing, to take part in the project.

6.3 Ensuring Quality and Standards

The main mechanism that LCN+ have to ensure schemes are implemented to LCDS is the Design Check Procedure (DCP).

The DCP was developed in conjunction with TfL/CCE over the course of 2004/05 and intended for adoption in 2005/06.

The process is:

- A Design Overview Pro-forma is completed by the scheme designer and contains key route objectives and base information.
- The DOP is submitted to the LCN+ Project Management Team with the relevant scheme drawings prior to implementation of the scheme. The designer should state any significant departures from the recommendations in the LCDS.

- The LCN+ Project Management Team then uses the information received to assess the suitability of the scheme for cyclists and adherence to the LCDS. Comments/queries are returned to the scheme designer.
- The LCN+ Project Management Team carry out design checks as part of a regular and ongoing programme of progress monitoring.

The aim of the overall process is to assist designers with the development of schemes that address the needs of cyclists and reduce the queries and concerns raised at both the safety audit and consultation stages.

6.4 Programme Methodology

6.4.1 Reporting and Scheme Delivery

- LCN+ Project Management Team report on a monthly basis to TfL/CCE regarding the financial performance of the project, overall and at a borough level, including reporting on scheme progress and obstacles that may prevent scheme delivery.
- Boroughs report to the LCN+ Project Management Team on a monthly basis through the submission of Monthly Monitoring (MM) forms, liaison at monthly progress meetings and liaison at quarterly Sector Meetings.
- Scheme delivery is managed and implemented by the relevant Borough or TfL Area Group, however, the LCN+ Project Management Team reports on overall progress towards network delivery through the production of this Annual Report.
- LCN+ Project Management Team issues a quarterly newsletter to Borough Officers updating them on emerging trends, issues, guidance on best practice and general project progress.

6.4.2 LCN+ Coordinating and Monitoring

- LCN+ Project Management Team hosts quarterly Borough Cycling Officer Group (BCOG) meetings and Steering Group Meetings to report overall project progress, scheme delivery and obstacles to scheme delivery to all key stakeholders.
- In close consultation with the 33 London Boroughs, the LCN+ Project Management Team prepare and submit the forward year LCN+ Partnership Bid to TfL Borough Partnerships.
- Borough programme progress is monitored via monthly liaison meetings with Borough Cycling Officers and through monthly financial reporting processes.

6.4.3 Approval and Accountability

- The LCN+ Project Management Team play a key role in the entire CRISP process. They also provide detailed feedback on LCN+ scheme designs in accordance with the Design Check Procedure and LCDS.
- Overall approval and accountability of the project rests with TfL Client groups in Borough Partnerships and the CCE (Figure 2), however, the LCN+ Project Management Team play a key coordination role and interface between the boroughs and TfL in this process.

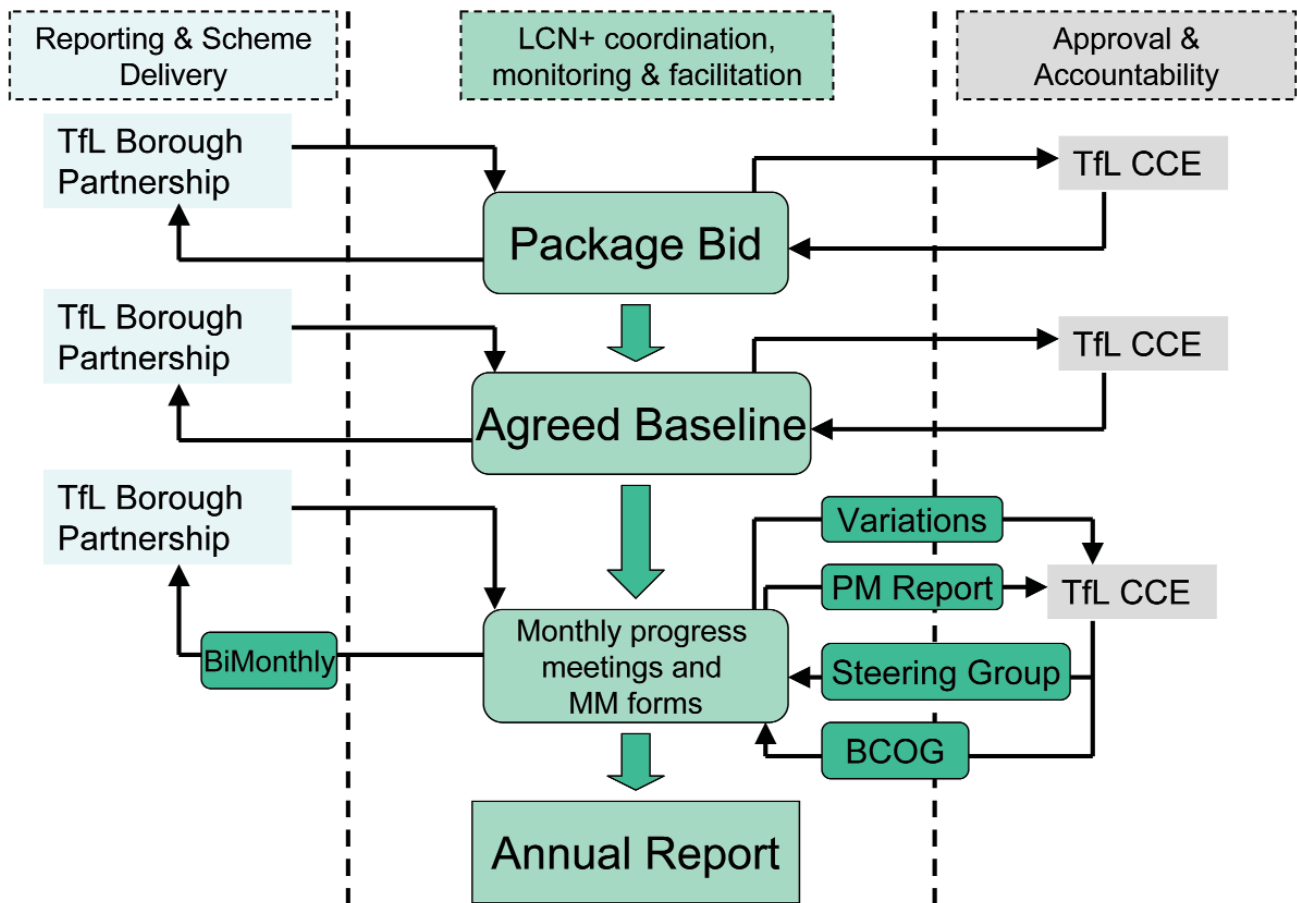


Figure 2. Reporting Process

6.5 LCN+ Project Management Team Daily Activities

Monitoring of borough progress against the objectives of the LCN+ Project is achieved through regular liaison with Borough Cycling Officers and MM forms. This information is used in the compilation of monthly progress reports and the Bi-Monthly return and in turn advises TfL of progress. It also allows early identification of likely under spends. This not only improves communication between the LCN+ Project Management Team and the Boroughs but also identifies concerns and opportunities within a borough's agreed programme. Over the course of 2004/05 the return rate for MM forms was 75%.

Variations are an essential part of the monitoring process, enabling boroughs to react when identifying improvements to their schemes, such as those recognised during CRISP studies, or when problems or possible under spends are encountered. During 2004/05 there were 120 Variations to the original programme.

Other typical activities of the LCN+ Project Management Team include:

- Undertaking typical functions of the lead project agency by coordination of sector and London wide borough meetings and forums.
- Preparation, design and distribution of official documents and publications including the Annual Report, LCN+ Partnership Bid, LCN+ Website and Newsletter.
- Preparation of monthly reports to TfL on project finances and scheme/borough issues.
- Management and maintenance of the CRISP Master Schedule.
- Involvement as a key stakeholder in all aspects of the CRISP process and studies undertaken on all LCN+ Links.
- Providing feedback to boroughs on scheme designs by undertaking Design Checks in accordance with the DCP and with reference to the LCDS.

- Management and maintenance of the LCN+ Website.
- GIS mapping of the Network, completed schemes and studies.

6.6 Working with the TfL Areas

There is approximately 204km of Transport for London Road Network (TLRN) intersecting with the planned 900km LCN+ Network. The TfL Borough and Route Managers in the three Areas (North, Central and South) are charged with developing this area of the network in accordance with the LCN+ programme. Funding is allocated directly to these Areas through the CCE programme.

- In order to allow a comprehensive assessment of progress on the LCN+ this Annual Report documents implementation on the TLRN, however, the LCN+ Project Management Team has no monitoring role with regard to the TfL Areas. This is an evolving area of the project. It is hoped that closer working relationships with the TfL Areas will develop.
- The LCN+ Project Management Team liaise with the TfL Areas when necessary on network management issues including: participation in CRISP studies, reporting on delivery and direct liaison on schemes affected by borough works.

6.7 Asset Management Initiative

Historically there has been much criticism of the maintenance of implemented cycle facilities. To this end the LCN+ Project Management Team developed an Asset Management Initiative strategy. The main aim of the initiative was to address maintenance issues that effect cyclists along the LCN+ and as a result continue to raise the standard of the LCN+. A draft strategy was developed in September 2004.

The strategy was piloted during the last quarter of the year. General agreement from the boroughs was that this was a positive step forward in supporting the continued quality of cycle schemes. Following a review of the pilot the LCN+ Project Management Team are hoping that this initiative will be rolled out to all boroughs in 2005/06.

Specialist inspectors undertook inspections along all Links (excluding TLRN) within all pilot boroughs. The inspectors were specifically looking for faults that would affect ride comfort and safety of cyclists. Following each inspection a report was produced and sent to the borough for consideration and development on a way forward.

Due to the time of year that the initiative was started only two boroughs were able to utilise funds in 2004/05, LB Camden and LB Redbridge, with a total of £118k spent.

6.8 Website and Web-mapping

Progress continued in the development of the LCN+ website www.londoncyclenetwork.org.uk. Primarily used as an operational tool, project documents such as meeting minutes and other information are stored online and accessed via password protection. The LCN+ webmap has been used as an effective tool in communicating the LCN+ Links as well as hosting other data such as automatic cycle counts and collision statistics.

Throughout November 2004 the LCN+ Project Management Team held one-day seminars on "How to use the LCN+ Webmap". 28 Borough Officers attended the course and on the whole they agreed that the Webmap provided a useful and valuable tool to assist their decision making process.



2004/05 saw the website continue to attract large numbers of new visitors. Over two million hits were registered on the site in the last two quarters alone.

Figure 3. Webmap Example of Public Data

6.9 Newsletter

The purpose of the LCN+ Newsletter is to disseminate relevant information to all significant parties concerning the activities of the LCN+ Project Management Team. It is also hoped that it might act as a basis for constructive discussion about the LCN+ project.

During the period 2004/05 the LCN+ published three newsletters. The subject matter included illustrated overviews of implemented schemes with accompanying 'before and after' photographs, reports and feedback from workshops and conferences, LCN+ Website developments, explanations of the CRISP process and updates from the Project Manager.

In Spring 2005 the LCN+ Project Management Team issued questionnaires to all the Borough Officers in order to establish which sections of the newsletter were useful to their daily working practice. The exercise also gathered information on topics that borough officers would like to see covered. 86% of the officers surveyed said that the newsletter was relevant to their role and also impacted on their working practise and 57% read more than 75% of the contents.

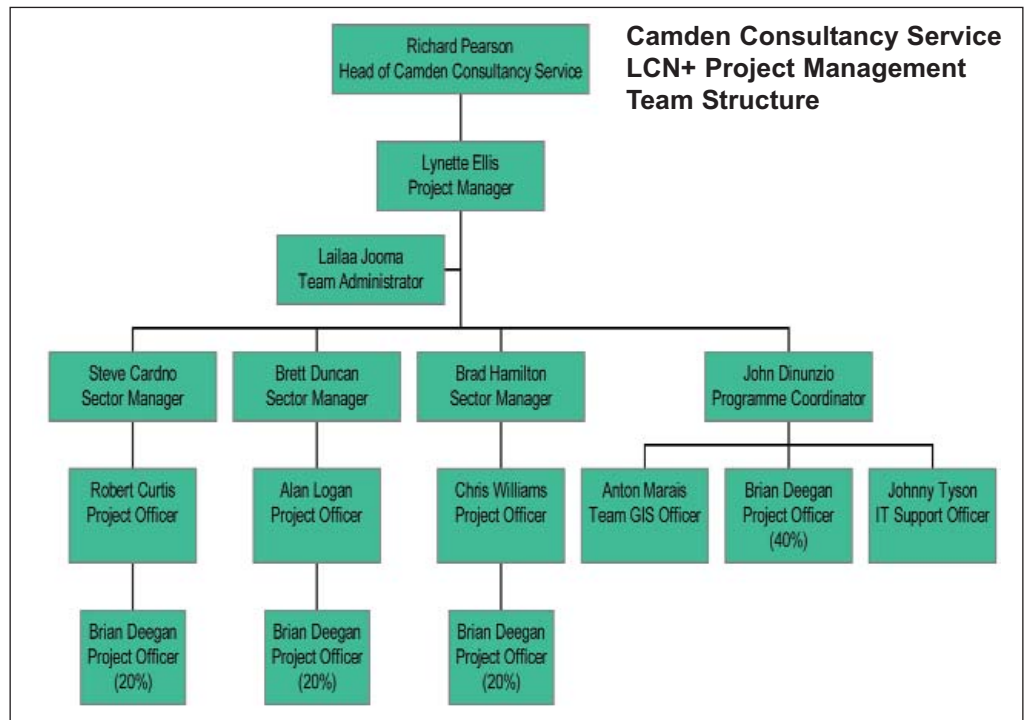


Figure 4. LCN+ Newsletter Winter/Spring 2005

6.10 About The LCN+ Project Management Team

The LCN+ Project Management Team comprises a project manager, project coordinator, three sector managers, four project officers, one GIS officer, one graphics/GIS officer and one administration officer.

The London Cycle Network Plus Project Management Team is employed by The London Borough of Camden within Camden Consultancy Service.



From left to right: Robert Curtis, Brad Hamilton, John Dinunzio, Lynette Ellis, Lailaa Jooma, Anton Marais, Brett Duncan, Steve Cardno, Brian Deegan, Johnny Tyson, Chris Williams, Alan Logan (not pictured).

6.11 Looking Ahead

The way the LCN+ Project is moving forward and the processes implemented to date will provide a substantial basis for ensuring that future schemes implemented are of the highest possible quality. These processes include:

- Various monitoring processes, including financial and progress monitoring.
- CRISP studies for evaluating route alignment and assessing major barriers for cyclists.
- The development of a borough programme that includes a high level of stakeholder consultation through the CRISP Process.
- The Design Check Procedure confirms adherence to the LCDS and provides a record of the decision making process undertaken when developing a particular scheme.

The development of Borough Local Implementation Plans (LIP), required by the Mayor of London, will continue to help focus the efforts of the Boroughs towards completion of the network.

The continuation of the Asset Management Initiative with the pilot boroughs and its general roll out to all London Boroughs would be viewed as a positive move forward. The inspections will continue to improve our current understanding of the current state of the network and lead to improvements in the overall standard.

The LCN+ Project Management Team is also working with TfL/CCE over the next year to identify barriers for cyclists at key points along the network. It is anticipated that this will enable particularly complex and time or resource intensive schemes to be identified and given a higher priority.

Finally, the major challenge facing all practitioners within the cycling industry in 2005/06 is the implementation of schemes within the guidance of the Traffic Management Act (2004) whilst taking into consideration their Network Management Duty. It appears likely that any schemes implemented on or near the TLRN or Strategic Road Network (SRN) or involving signals work will take more than 12 months to implement. Thus effective planning and project management is becoming ever more important.