

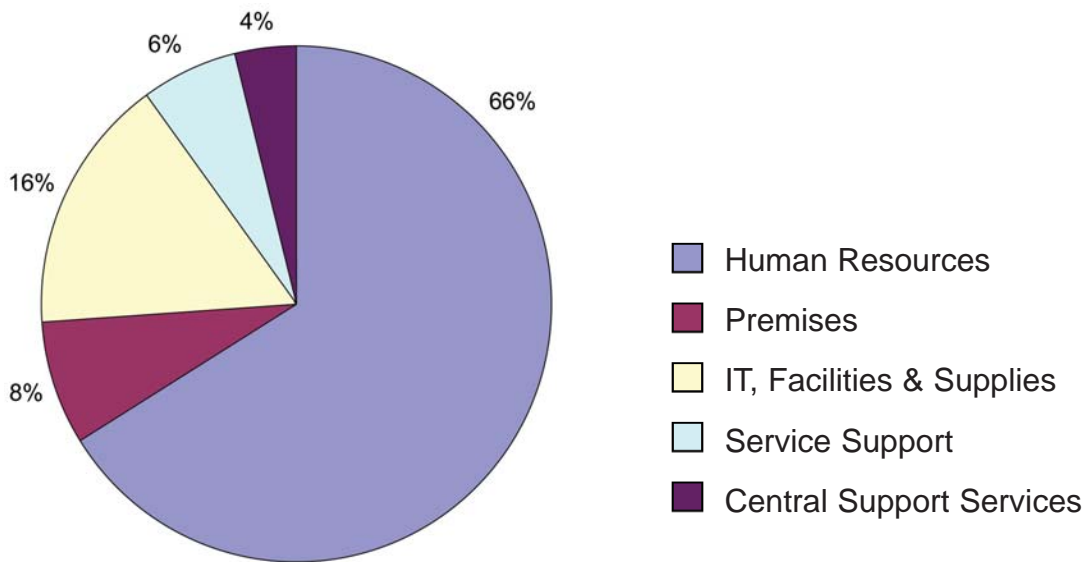
# 8.0 Project Management

## 8.1 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 project management budget. The budget allocation for project management costs in 2005/06 was £800k.

Fig 2: Project Management Budget Breakdown



## 8.2 Achievements for 2005/06

### Key Achievements

- Completion and orchestration of the Barriers report
- Initiation and development of Network Completion System
- Launch of Webmap version 3.0
- Issued Link map version 5

### Other Activities

- Refinement of Design Check procedure and roll out across all boroughs
- Participation in international conferences such as Velomondial in South Africa & Velo-city in Dublin

- Knowledge sharing with cycle practitioners from Holland, China and the USA
- Reorganisation of borough resources to cope with expanding programmes
- Upgraded the LCN+ newsletter and expanded the distribution parameters
- Maintained exemplar standard of project management in terms of methodology, innovation and support
- Continuing support and encouragement to all boroughs to take part in the project
- Development of a database/info/scheme management system

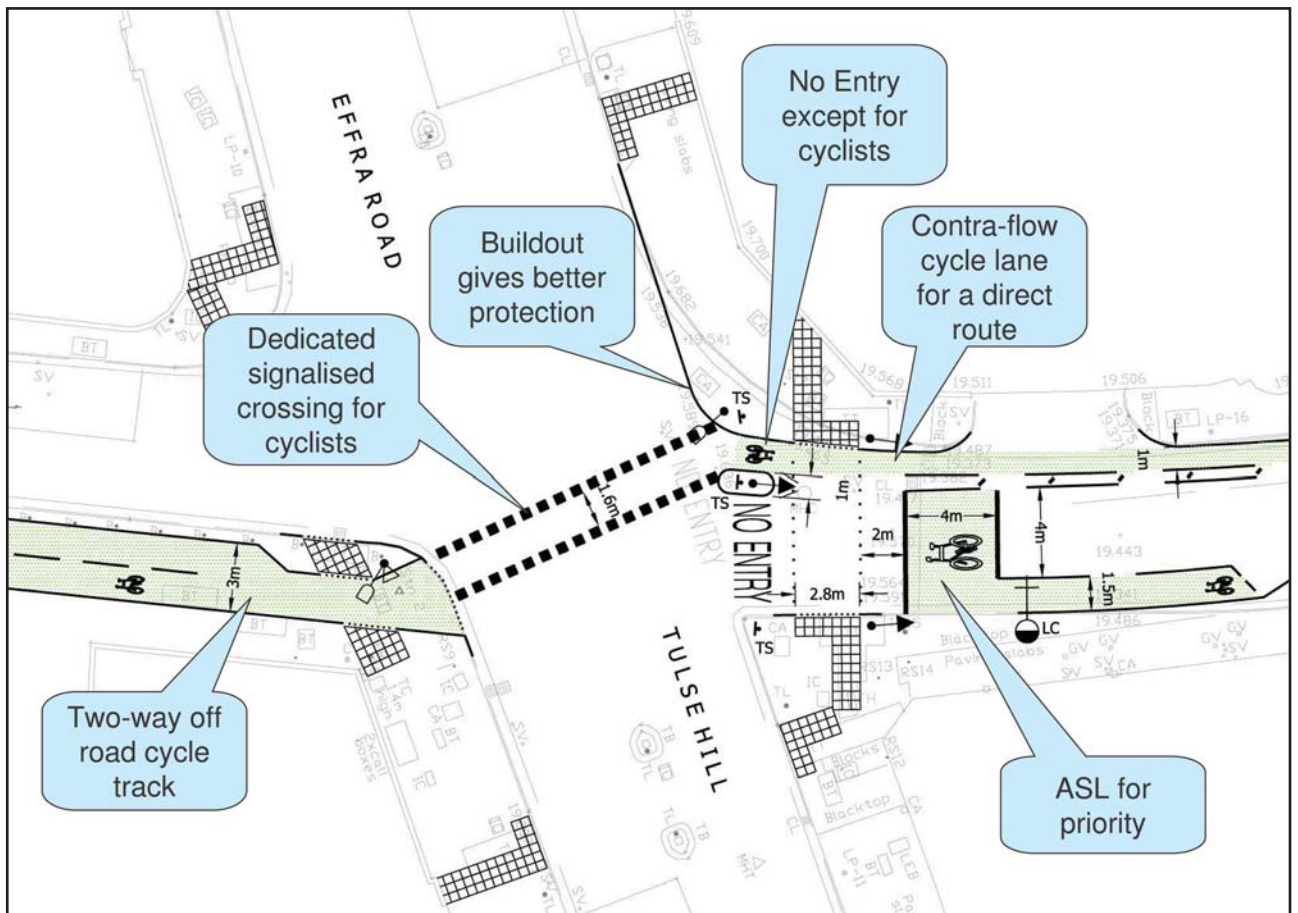
## 8.3 Quality and Standards

### 8.3.1 Summary

All the boroughs currently engaged in the LCN+ project have now adopted the design check procedure. This is the main method of ensuring that all schemes are

implemented to the requirements set out in the London Cycling Design Standards. In 2005/06 **65** design checks were completed by the LCN+ Project Management Team.

*Fig 3: Cycle crossing point - key design features highlighted during the design check procedure*



### 8.3.2 Design Check Procedure

- A Design Overview Pro-forma (DOP) 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 the implementation of the scheme. The designer should state any significant departures from the guidance 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 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.

## 8.4 Programme Methodology

### 8.4.1 Programme Methodology Review

2005/06 saw the LCN+ Project Management Team review its roles and responsibilities towards helping to deliver the LCN+ project. The team worked closely with TfL (CCE) to look at areas of service improvement and areas of potential growth that could add value to the programme. Partnership interaction improved dramatically throughout 2005/06 and the project benefited from the best practice and knowledge sharing this kind of working method promotes.

With more schemes to deliver in 2005/06, new methods of programme management were required. The Network Completion System, developed throughout 2005/06, added value to the project whilst streamlining some of the more laborious parts of the programme methodology. This system was part of a larger review of all monitoring and information systems, which have subsequently been refined.

### 8.4.2 Reporting

A monthly Project Manager's report is produced by the LCN+ Project Management Team containing a summary of spend and project performance. Individual scheme progress is summarised and issues and obstacles hindering the progress are highlighted in this report. This is presented to TfL (CCE) two weeks into each month and covers the preceding month.

The LCN+ Project Management Team submits a yearly Partnership Funding Proposal on behalf of all the boroughs. This report lays out a forward programme for all the LCN+ schemes over the next three years.

Bi-monthly reports are also prepared by the LCN+ Project Management Team on behalf of the boroughs and presented to TfL Borough Partnerships.

### **8.4.3 Scheme Progress**

Scheme progress within each borough is recorded through regular progress meetings and quarterly sector meetings. These offer a chance to review designs as well as discuss issues that could affect the delivery of the programme.

Financial progress is monitored by the use of Monthly Monitoring (MM) forms, which show an estimate of how much has been spent during the month and updated projections of anticipated spend.

### **8.4.4 Co-ordination**

LCN+ Steering Group Meetings are held quarterly to discuss network progress and obstacles/barriers to scheme delivery whether physical or political. Borough Cycling Officer Group (BCOG) meetings are also held quarterly to discuss LCN+ and general cycling issues. The LCN+ Project Management Team administers both of these forums.

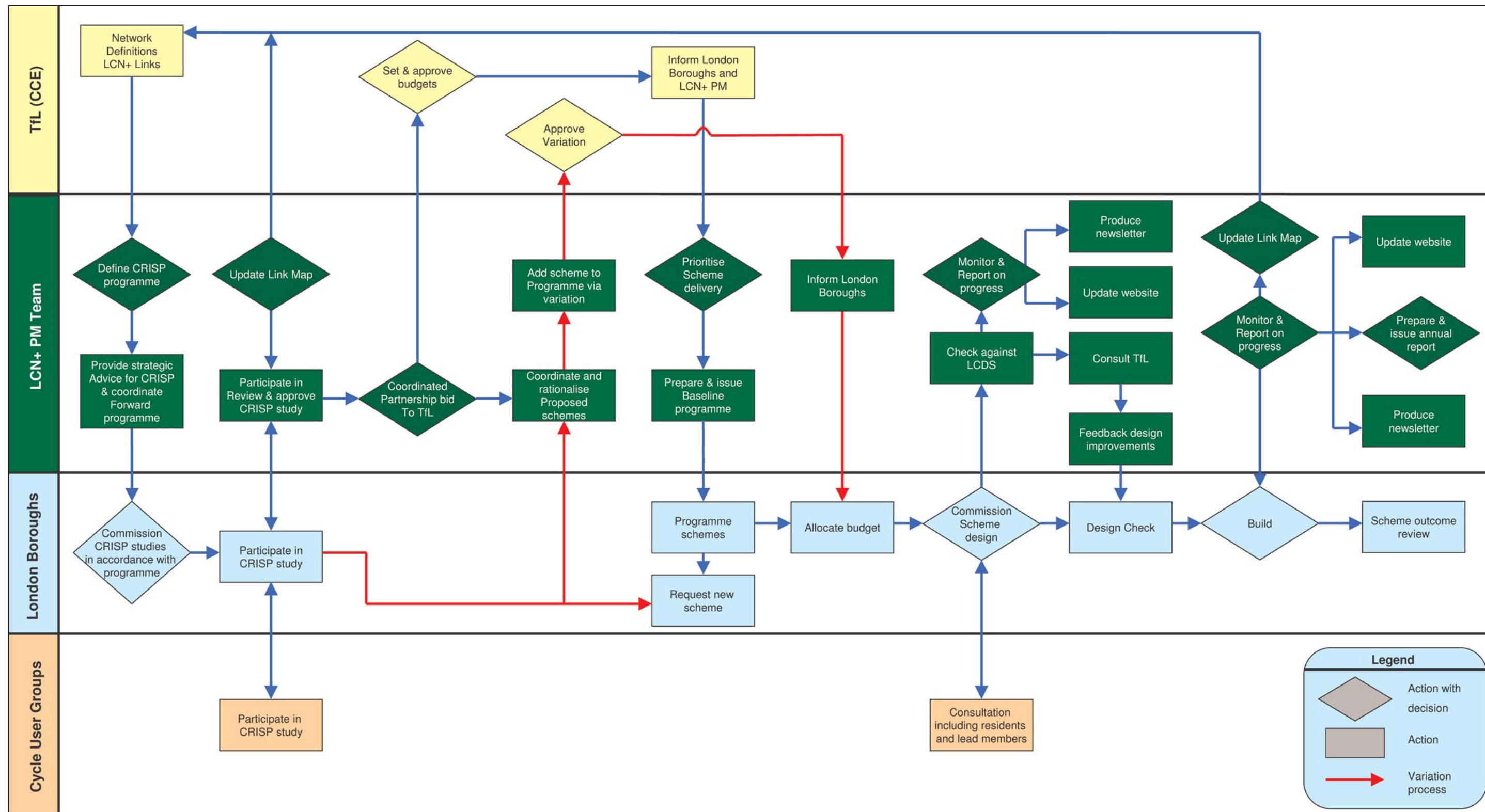
### **8.4.5 Approval and Accountability**

The LCN+ Project Management Team play a key role in the CRISP process by providing detailed feedback at every stage, facilitating the process and also quality monitoring of recommended strategy options.

Overall approval and accountability of the project rests with TfL Borough Partnership and TfL (CCE).

### 8.5 LCN+ Project Management Team Activities

Fig 4: below, shows some of the processes involved in the delivery of the LCN+ project.



## 8.6 Working with TfL Area Teams

204km of the LCN+ network lies on the Transport for London Road Network (TLRN). 2005/06 saw the LCN+ Project Management Team engage fully with TfL's cycling programme. Members of the team attended quarterly review meetings with the TfL (CCE) Programme Manager and the TfL area teams to gain a clear picture of the works taking place on the TLRN intersections with the LCN+.

The team also created an online bespoke

database to provide an efficient, fast and easy way of collecting data from the TfL Teams. The benefits of these closer working ties and improved methods of information gathering are demonstrated in the improved detail of the reporting on TLRN/LCN+ schemes in this annual report.

The LCN+ Project Management Team has also played an active role as a key stakeholder in all TfL CRISPs, including those only partially on the network.

## 8.7 Workshops

### 8.7.1 Borough Cycling Officer Workshops

In May 2005 three workshops were held for Borough Cycling Officers to provide them with a solid overview of the processes and project management initiatives of the LCN+ project. The workshops were well attended by the boroughs and each provided an overview of the following areas:

- Progress in 2004/05
- Financial requirements and reporting

- Design issues and the LCDS
- CRISP process
- TfL - Network Assurance
- TfL - Traffic Signal Schemes

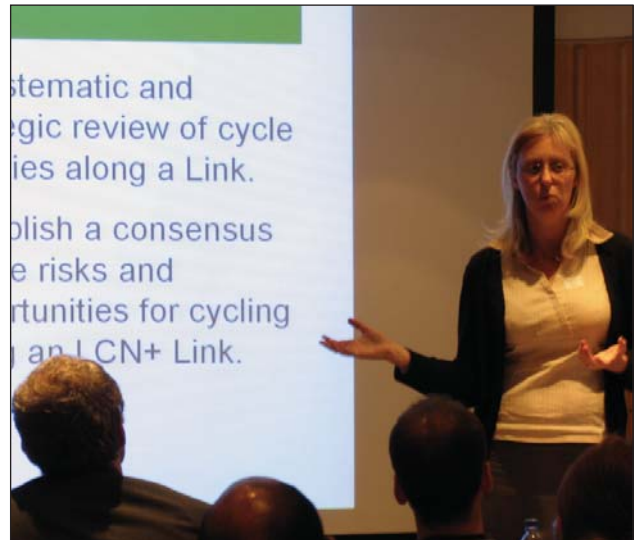
Positive feedback was received from many Borough Officers. The workshops aided their understanding of the project requirements and this forum will remain an important annual event to update.



*Photo 2: Borough Officer Workshop in process*

### 8.7.2 CRISP Consultants Workshop

In February 2006 a CRISP workshop was held at the British Library for consultants who are regularly commissioned to undertake CRISP studies. The presentation was an overview of the CRISP process, highlighting areas for improvement and consistency in how the studies are managed. The feedback from the attendees was positive, many leaving with an improved knowledge and understanding of the process. There has been a noted improvement in the quality of the studies that have been delivered across 2005/06.



*Photo 3: The consultant workshop in process*

### 8.8 Geographic Information Systems

Mapping of the LCN+ Project is managed using Geographical Information System (GIS) technology. The latest techniques and technologies are utilised in order to geo-code on-site photos, fine-tune the network via variations and update the Link map. During 2005/06 the LCN+ Project Management Team worked hard to unify data collected from financial monitoring forms and progress meetings with the mapping data. This unification of data represents a key component of the new Network Completion System as the ability to switch between visual geographical data and financial data enables effective project management.



*Photo 4: A GIS Officer performing some on-site length verification*

## 8.9 Website and Web-mapping

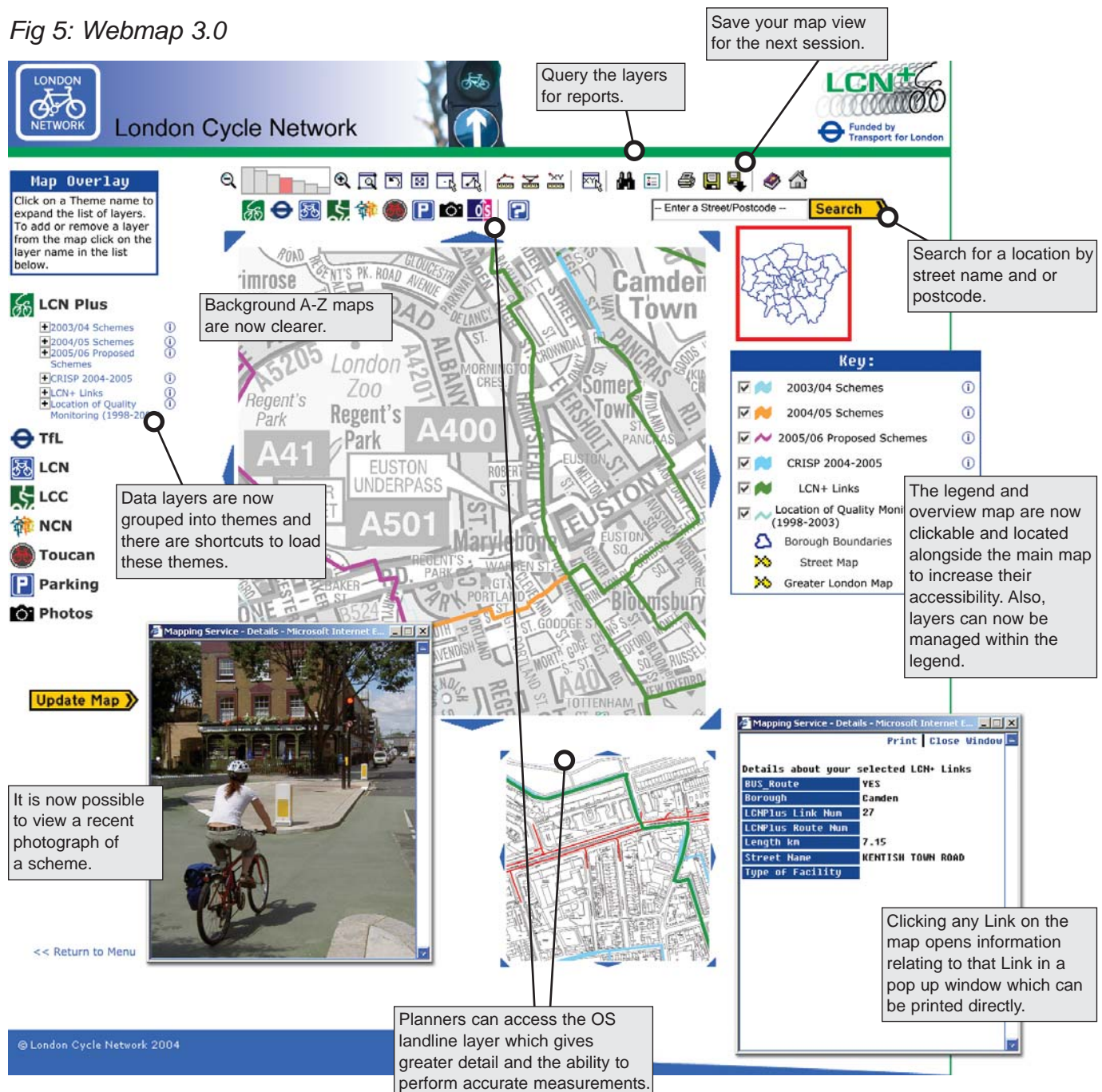
\* To launch the LCN+ website please click here: [www.londoncyclenetwork.org.uk](http://www.londoncyclenetwork.org.uk)

2005/06 saw the launch of Webmap version 3.0.

Improvements to the Webmap include:

- Shortcuts to information layers
- Save your maps for future use
- Access OS data (Auto CAD style)
- New control buttons for project partners
- Enhanced search facilities
- Clearer A-Z maps
- Improved layer management
- Themed data layers
- "Clickable" links
- Photographs of schemes and faults
- User friendly interface

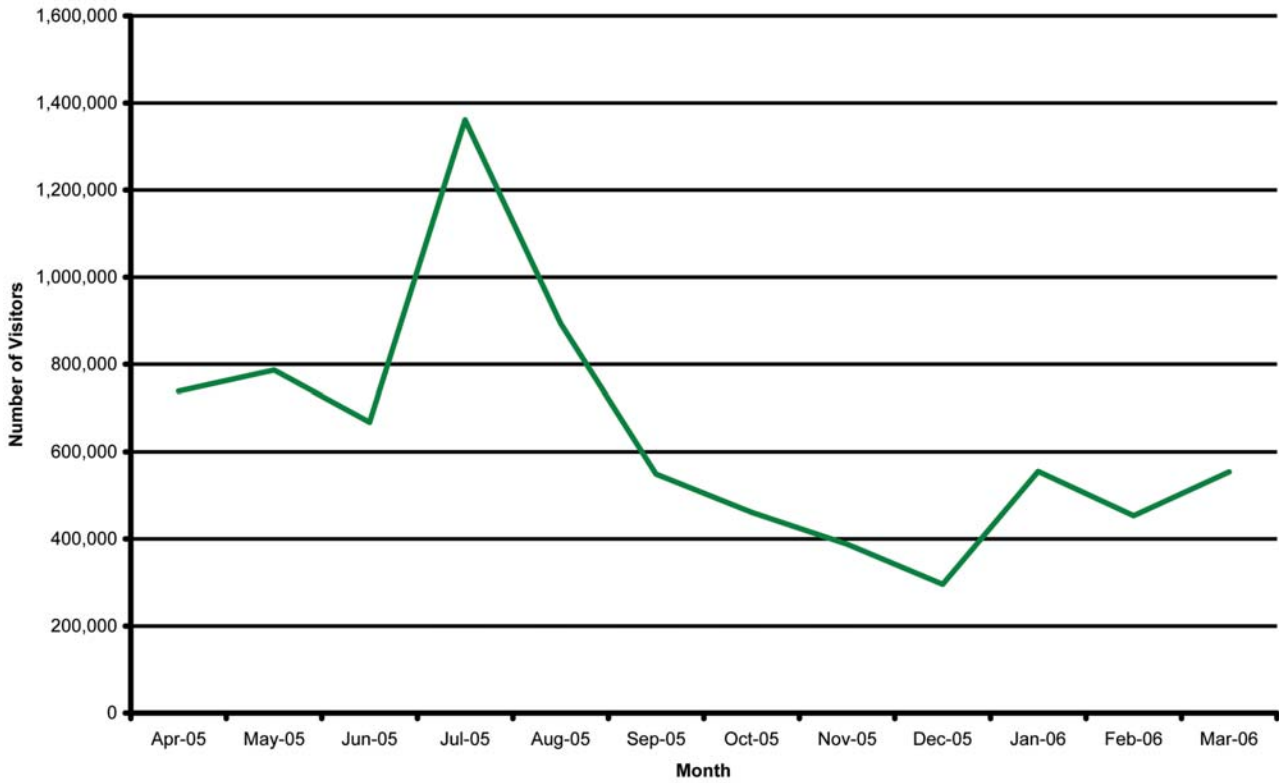
Fig 5: Webmap 3.0



The website continues to attract large numbers of visitors (7,704,554 in 2005/06) and has proven to be a key information and resource tool for Borough Cycling Officers and consultants. A CRISP study resource library was added in 2005/06 to help everyone involved in the production of

CRISP studies. This library includes the latest tool-kit as well as sample sections of the report and a short video explaining some of the key issues involved in the Cycle Route Inspection Meeting (CRIM). By the end of 2005/06 the website had 7513 registered users

Fig 6: Website visitors over 2005/06



## 8.10 Newsletter

During the period 2005/06 the LCN+ Project Management Team published three newsletters. The newsletter expanded its scope during this period, culminating in the issuing of a revised brief in April 2006. The aim of the newsletter is to engage

stakeholders and practitioners in project communication, best practice, development and delivery through targeted content. The newsletter is also dedicated to the promotion of Fast, Safe and Comfortable conditions for cycling.

Fig 7: Winter 2005/06 and Spring 2006 LCN+ Newsletters



### 8.11 About the LCN+ Project Management Team

The LCN+ Project Management Team comprises of a project manager, project co-ordinator, three sector managers, four project officers, one GIS officer, one IT support officer and one administration

officer. The LCN+ Project Management Team is employed by Camden Consultancy Service within the Culture & Environment Directorate at the London Borough of Camden.

Fig 8: LCN+ Project Management Team Structure

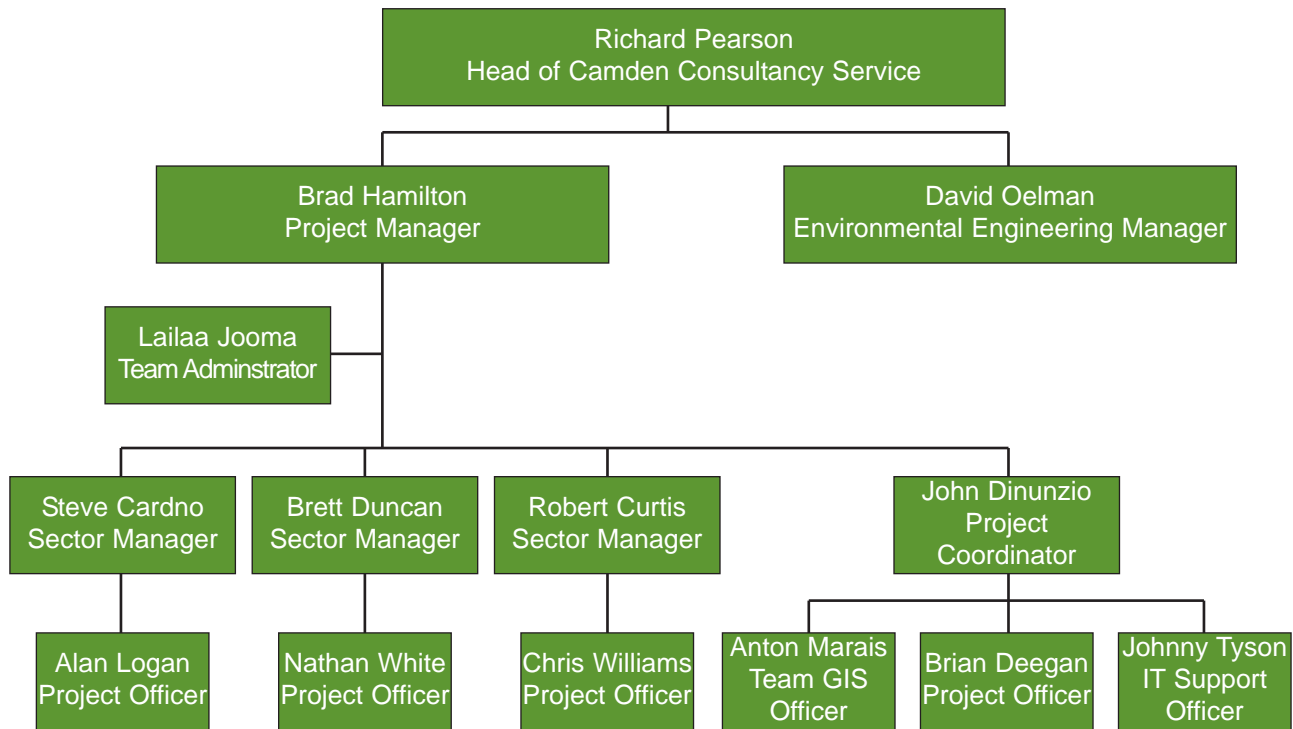


Photo 5: The LCN+ Project Management Team.

From top to bottom: Brian Deegan, Brad Hamilton, Lailaa Jooma, Anton Marais, John Dinunzio, Chris Williams, Lynette Ellis, David Oelman, Rob Curtis, Alan Logan, Richard Pearson, Brett Duncan, Johnny Tyson, Steve Cardno.