# 8.0 Project Management

8.1 Project Management Costs

The LCN+ project operates on an annual budget from TfL. 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. The budget allocation for project management in 2006/07 was £800k in the original allocation, which was later revised to £850k.

Fig 3: Project Management Budget Breakdown
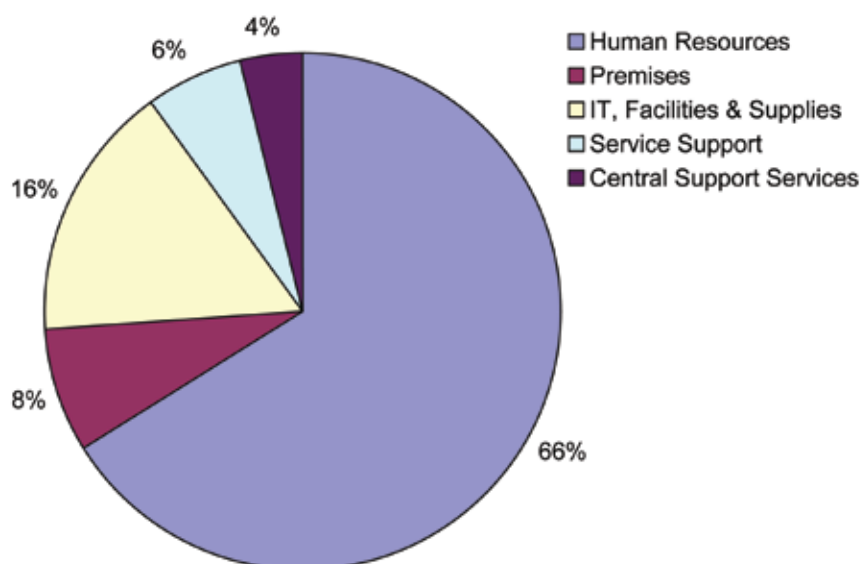
8.2 Achievements for 2006/07

Key Achievements

- Investigation of high risk infrastructure barriers, preparation and release of the report to highway authorities and the instigation of a barrier resolution strategy

- Launch of the Scheme Information Management System (SIMS)

- Responded to the £1.5M budget increase with a risk management plan to help achieve full spend of the borough programme

- Provided best value by managing a 50% project budget increase (based on 2005/06 budget figures) without increasing human resources

- Production of the Funding Proposal and Annual Report Documents

- Participation in the CRISP process as primary stakeholder

- Voted Transport Consultancy of the Year by the Transport Times for our project management of the LCN+ project

Other Activities

- Digitised 60% of final CRISP studies for use in the Network Completion System

- Issued Link map version 6

- Rationalisation of website material and improved synergy of the website with other LCN+ partnership websites

- Participation in national conferences such as the Annual Bus Priority Conference

- Advice and support for boroughs restructuring and expanding their LCN+ delivery teams

- Expanded the scope and distribution of the newsletter to include TfL Area teams and senior borough executives

- Maintained exemplar standard of project management in terms of methodology, innovation and support

- Active participation in TfL SRO meetings in relation to the TLRN/LCN+ cycling programme

- Provision of information for TfL Cycling Programme Team (CPT) mid year report

- Liaison and refinement of bi-monthly monitoring forms with Borough Partnerships

8.3 Quality and Standards

All of the boroughs currently engaged in the LCN+ project have now adopted the design check procedure. This is the key method of ensuring all schemes are implemented to the requirements set out in the London Cycling Design Standards.

Fig 4: Key design features highlighted during the design check procedure for a combined bus and cycle scheme.
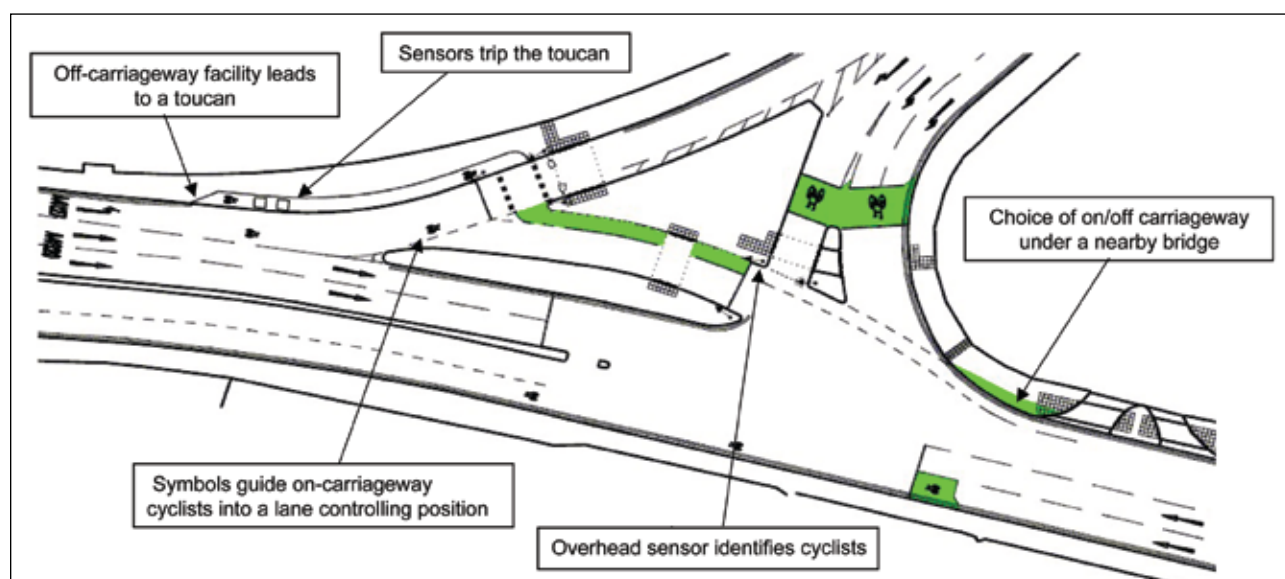
In 2006/07 110 design checks were completed by the LCN+ Project Management team. A Design Overview Pro-forma (DOP) is completed by the scheme designer and contains key route objectives and base information. The DOP is submitted to the LCN+ Project Management team with the relevant scheme drawings prior 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 follow LCDS and reduce the queries and concerns raised at both the safety audit and consultation stages.

8.4 Programme Methodology

A monthly Project Managers report is produced by the LCN+ Project Management team for TfL containing a summary of spend and project performance. Borough progress is summarised and issues or obstacles hindering their progress are highlighted in this report. This is presented to TfL 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 document 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.

Scheme progress within each borough is monitored by the use of Monthly Monitoring (MM) Forms, which collate financial information. Monthly progress meetings and quarterly sector meetings also offer a chance to review designs and examine implementation strategies and snagging points. Each individual borough is responsible for the implementation of schemes.

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 administer both of these forums.

8.5 Team activities

Fig 5 shows some of the processes involved in the delivery of the LCN+ project and how the partners interact with them.

Strategic planning & Co-ordination

- Set policy and provide strategic direction
- Practical experience
- Performance information
- User experience
- Programme development
- Steering Group
- Implementation strategy
- Sector Meeting
- Scheme progress details
- Scheme development
- Progress Meeting (S)
- Transport for London
- Forward planning and CRISP compliance
- Scheme scheduling
- Funding Proposal
- Ongoing process

Programme Monitoring

- Guidance and approval
- Commission and participation in process
- Facilitate and ensure LCDS compliance
- Participation and local knowledge
- CRISP Programme
- Prioritisation and verification
- Implementation scheduling
- Support and rationalisation (S)
- Baseline Programme
- Approval and authorisation
- Request and justify variation
- Review and prepare variations (S)
- Variation Process
- Inform business planning and strategic direction
- Data authentication
- Data input, analysis Interpretation and define completion (S)
- Network Completion System
- Ongoing process

Financial and progress reporting

- Set and approve budgets
- Accounting and management of spend
- Collation of financial information (S)
- Financial
- Appraise project progress
- Summarise project progress
- Monthly Project Managers Report
- Collation of TfL asset and financial information
- Provide asset and financial information
- Collation of Borough asset and financial information (S)
- CPT Mid Year Reports
- Collation of TfL asset and financial information
- Collation of Borough asset and financial information
- Provide asset and financial information
- Summary Report (S)

Marketing

- LCDS updates and strategic project focus
- Active participation and knowledge sharing
- Promote key project directives, issues and barriers
- Annual Borough Workshops
- Article submission, suggestion and monitoring
- Article submission and scheme profile details
- Article delivery, collation and editing
- Article submission
- Quarterly Newsletter
- Accessing project information
- Accessing project information
- Content management and technical support
- Accessing project information
- Website
- Detailed input and quality control of document
- Present borough project progress
- Present accurate status of project performance
- Dissemination of information to all cycle user groups
- Annual Report (S)

Legend

- Action with decision (diamond)
- Action (rectangle)
- CCE (red)
- Boroughs (blue)
- LCN+ PM team (purple)
- Cycle User Groups (orange)
- Information flow (arrow)
- (S) Integrated with Scheme Information Management System (SIMS)

8.6 Working with TfL Area Teams

Approximately 200km of the LCN+ network lies on the Transport for London Road Network (TLRN).

In 2006/07 the LCN+ Project Management team continued to attend the quarterly Senior Responsible Officer (SRO) meetings with the TfL cycle programme manager and the TfL principal engineers. Asset and financial information was collated in these meetings and is presented in both the TfL Road Network Development (RND) and Road Network Management (RNM) sections of this report.

The LCN+ Project Management team has played an active role as primary stakeholder in all TfL CRISPs including those only partially on the network.

8.7 Workshops

In July 2006 a workshop was held for the Borough Cycling Officers. The workshop was divided into three sections for the day. 1) A project review presented by the LCN+ Project Management team, 2) an update presented by members from TfL (CCE) and 3) workshops which were conducted by the LCN+ Project Management sector teams.

The project review focussed on financial monitoring, the CRISP process, Barriers to completion and the traffic signals programme.

Key points:

* New look MM forms
* Datasheet accuracy
* Signals process guide
* Barrier prioritisation

The TfL update focussed on project progress and London Cycling Design Standards (LCDS) updates.

Key points:

* Toucan blackout timings
* Tiger crossings
* Minimum cycle lane widths
* Delivery by end 2010

The workshops split the group by their sectors and focussed on the design check procedure, partnership interaction and design solutions to infrastructure barriers to the completion of the LCN+ by end 2010. Following these discussions a detailed list of recommendations was compiled and fed into the LCN+ Project Management team service review. These recommendations were also passed on to TfL for strategic review.

Photo 1: Borough Officer Workshop in process

8.8 Geographic Information Systems

Mapping of the LCN+ 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 2006/07 the LCN+ Project Management team launched and maintained the Scheme Information Management System (SIMS), a vital element of which is the geo-coded schedule of works.


Photo 2: A GIS Officer performing an on-site analysis using GIS information technology

8.9 Scheme Information Management System

2006/07 saw 483 schemes completed on the LCN+ network compared to 287 in 2005/06. With the project and programme expanding so rapidly and each scheme phase requiring constant monitoring, evaluation and reporting a Scheme Information Management System (SIMS) was introduced to help with the efficient and effective management of this workload.

Figure 6: Schemes delivered and projected scheme delivery
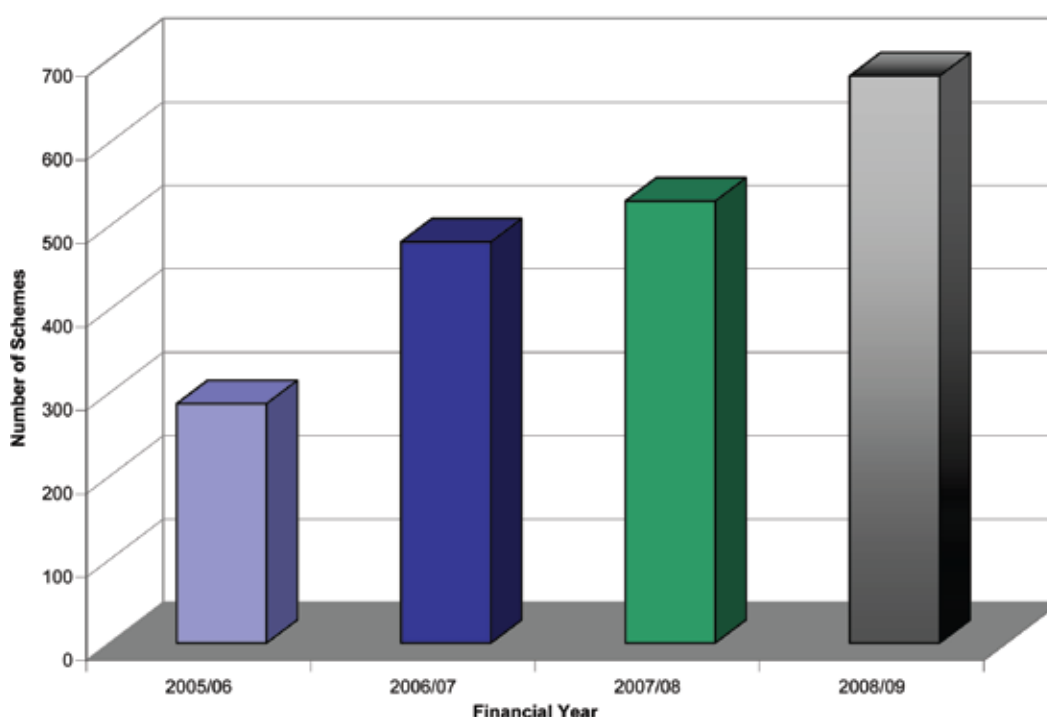
In 2005 the LCN+ Project Management team identified constraints within the existing information management system and undertook an investigation into these data management and information systems. The findings of this investigation showed that a number of data management and maintenance systems operated in parallel with each other, resulting in numerous instances of data replication. This typically involved various stand-alone spreadsheets tracking finances, scheme details, scheme progress and assets implemented, together with GIS and spatial information related to each scheme.

The long-term objective of the SIMS is to provide a background of solid reliable data that can be utilised to develop an infrastructure network that is efficiently built to a high standard and is effectively monitored. The processes behind the SIMS will ensure the delivery of the LCN+ project can be effectively managed to maximise the benefit it will provide to the end user.
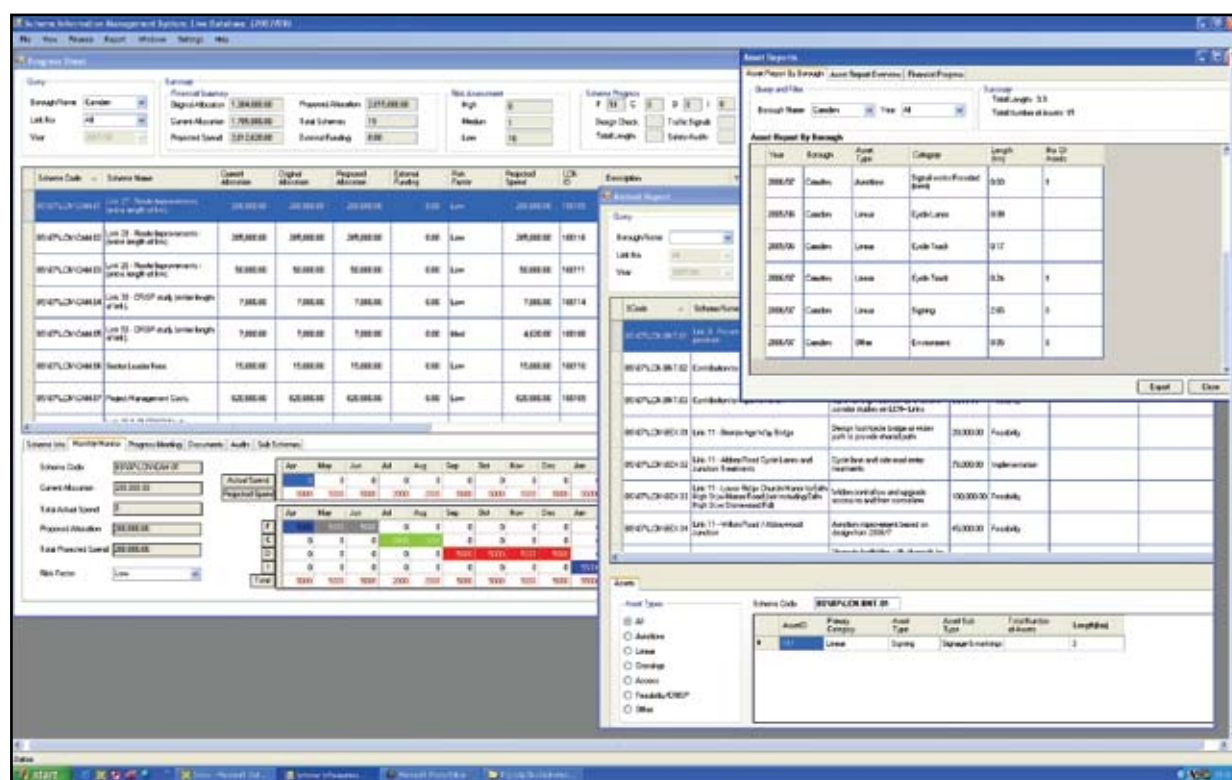
Figure 7: Main process area of the Scheme Information Management System

Figure 7 (above) shows the main process area of the system where detailed financial figures can be viewed and updated alongside scheme descriptions and design check/audit information. From this one page it is possible to navigate via the various tabs and boxes through all the key project management functions provided by the project management team in relation to the borough programme.

8.10 Website

www.londoncyclenetwork.org.uk

2006/07 saw the LCN+ Project Management team review the LCN+ project website in consultation with TfL. The core requirements for the review were to keep the website focussed on the project in order to inform the project supply chain, remove the public specific section and therefore create no delineation between public and partner sections whilst making the public aware that the website is primarily for project management purposes and finally to link to borough and TfL websites for topics out of the project range

The website continued to attract large numbers of visitors (4.96M in 2006/07) and has proven to be a key information and resource tool for Borough Cycling Officers and consultants. By the end of 2006/07 the website had 2,633 registered users.

8.11 Newsletter

During 2006/07 the newsletter expanded its distribution to include TfL principal engineers and senior executives at the London boroughs. The aim of the newsletter is to engage stakeholders & 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. All LCN+ newsletters are available to download from the LCN+ project website.

Figure 8: Autumn 2006 and Winter 2006/07 LCN+ Newsletters

8.12 LCN+ Project Management team service review

In quarter four of 2006/07 the LCN+ Project Management team undertook a survey of the services they provide with the Borough Cycling Officers. This survey was intended to help review the project management services provided and highlight deficiencies that could delay project delivery. 16 of the 33 London boroughs responded.

Fig 9: Service area satisfaction analysis
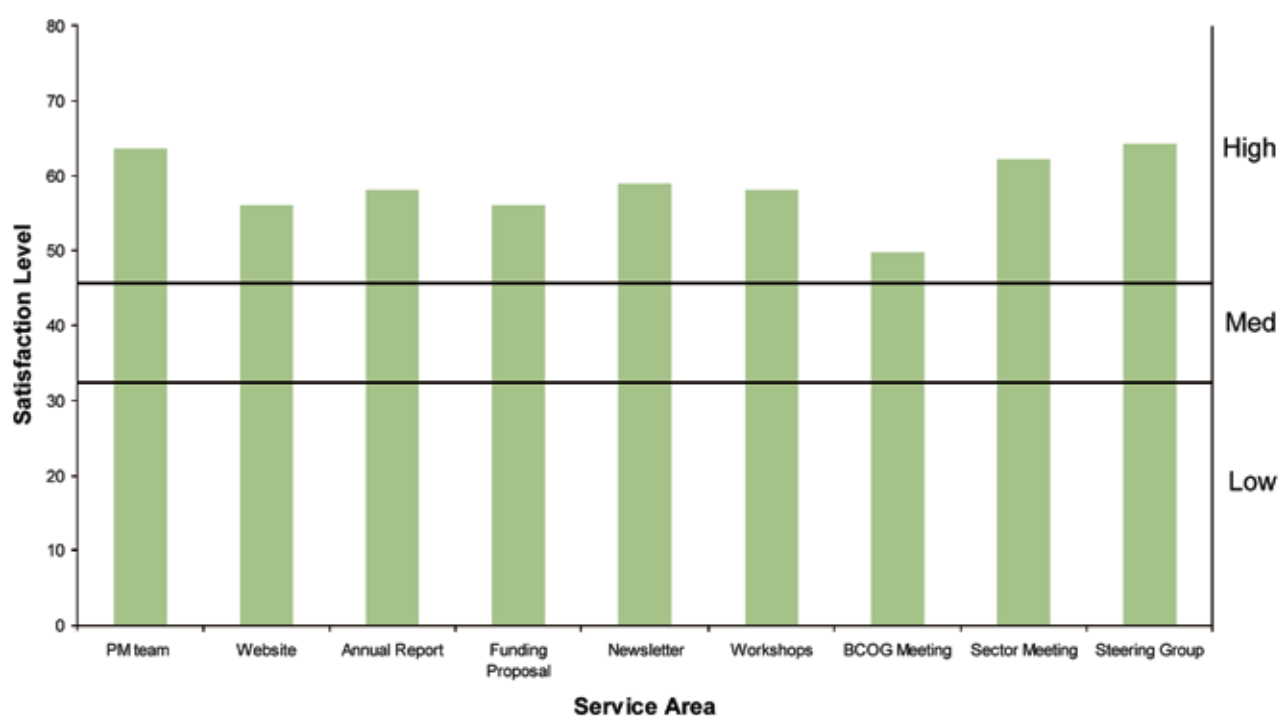
The project management team scored strongly in terms of their overall performance and the delivery of the annual and summary report. Room for improvement was noticeable in terms of the organisation and running of project forums. The summer workshops were used to address this issue with recommendations based on feedback from the workshops presented to TfL in September 2006.

The marketing elements of the project management teams service delivery i.e. Newsletter and Website, also scored very highly in terms of quality and presentation. It is hoped that the high standards illustrated by this exercise can be maintained for the duration of the project.

8.13 About the LCN+ Project Management team

The LCN+ Project Management team comprises of a project director, project manager, project co-ordinator, three sector managers, four project officers, one senior GIS analyst, one graphics/GIS officer, and one administration officer. The team is employed by Camden Consultancy Service within the Culture & Environment Directorate of the London Borough of Camden.

Fig 10: LCN+ Project Management Team Structure

Norman Taylor
Head of Camden
Consultancy Service

David Oelman
Project Director

Lailaa Jooma
Team Administrator

Brad Hamilton
Project Manager

Steve Cardno
Central
Sector Manager

Kristian Turner
South
Sector Manager

Robert Curtis
North
Sector Manager

John Dinunzio
Project Coordinator

Alan Logan
Project Officer

Nathan White
Project Officer

Chris Williams
Project Officer

Anton Marais
Senior GIS Analyst

Brian Deegan
Project Officer

Johnny Tyson
Graphics/GIS Officer

Below: LCN+ Project Management team (from left to right)**:** Anton Marais, Johnny Tyson, Alan Logan, Lailaa Jooma, Brian Deegan, Chris Williams, David Oelman, Kristian Turner, Nathan White, Brad Hamilton, Rob Curtis, John Dinunzio, Steve Cardno.